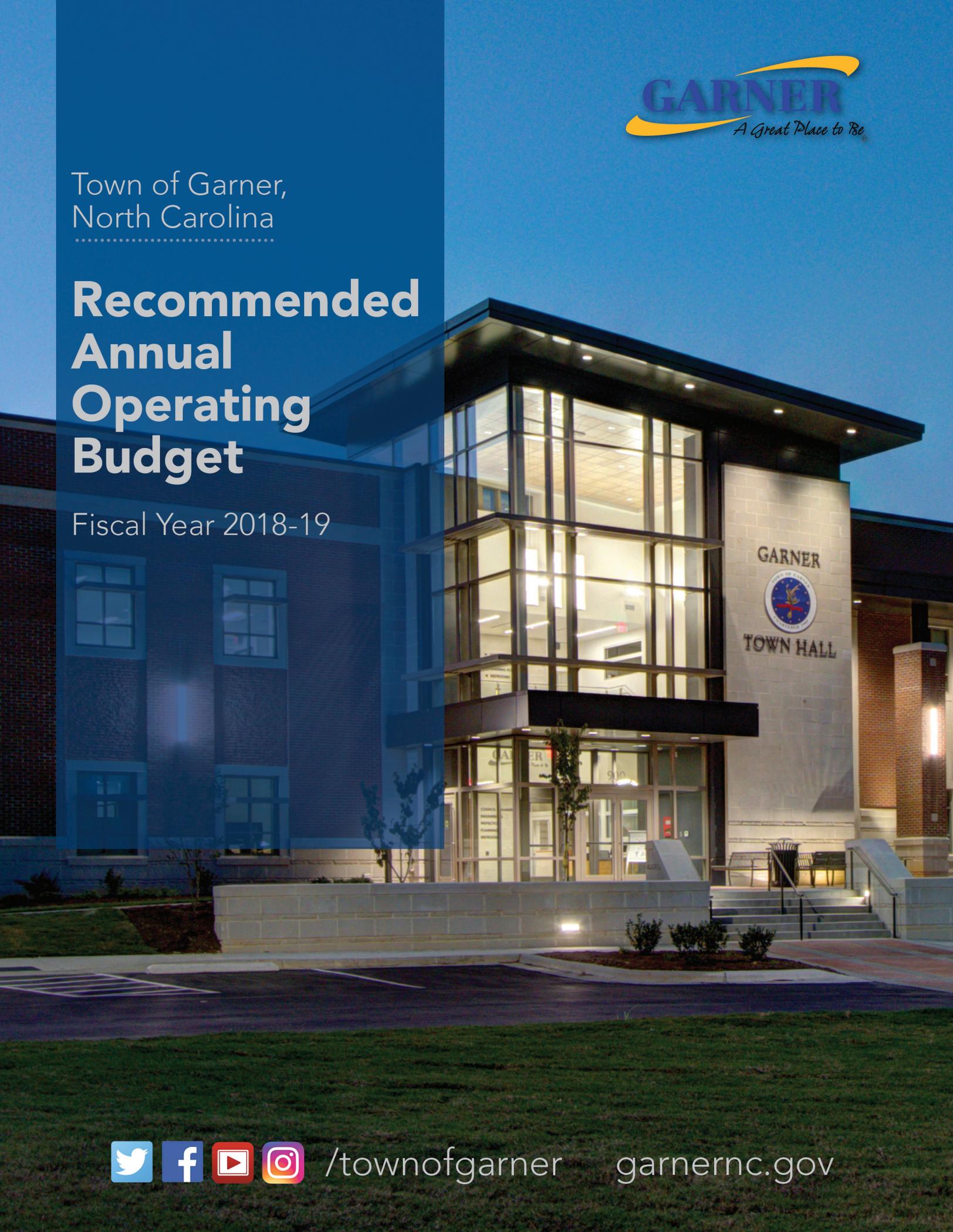




Town of Garner,  
North Carolina  
.....

# Recommended Annual Operating Budget

Fiscal Year 2018-19



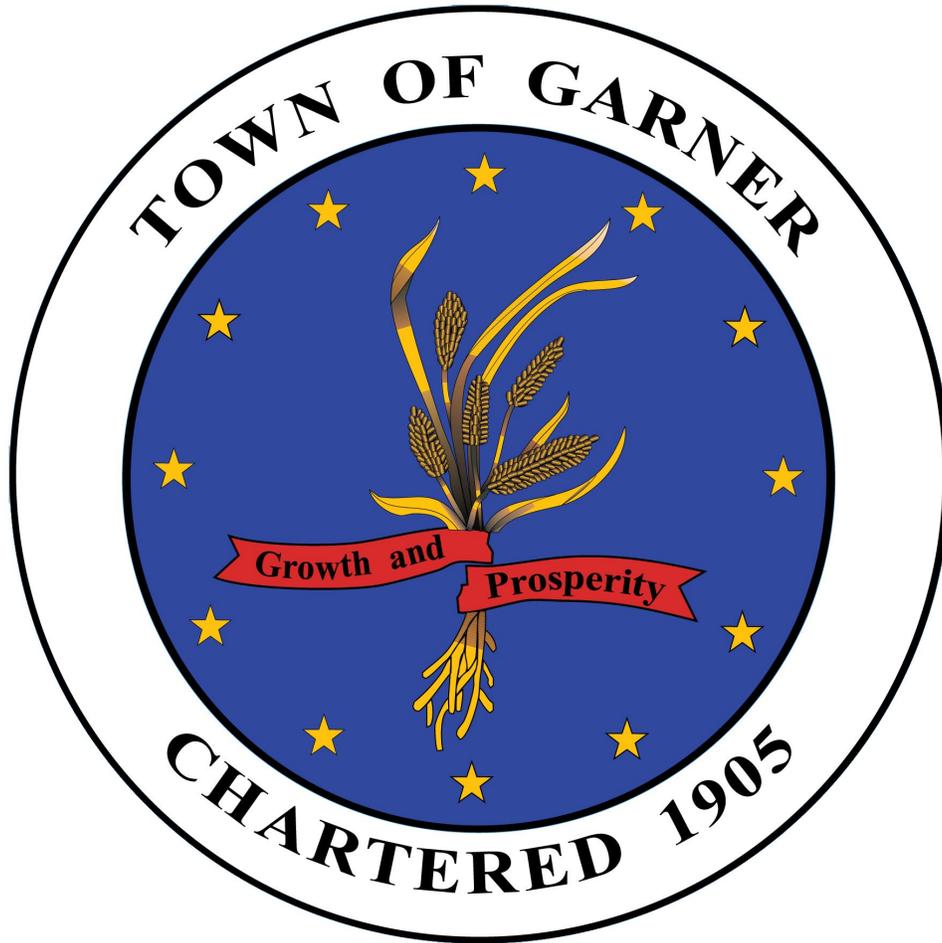
GARNER  
  
TOWN HALL



/townofgarner

garnernc.gov

**TOWN OF GARNER  
NORTH CAROLINA**



**RECOMMENDED FISCAL YEAR 2018-2019  
ANNUAL OPERATING BUDGET**

Submitted To:  
The Honorable Mayor and Town Council

Prepared By:  
The Office of the Town Manager

**FY 2018 – 2019 Recommended Budget  
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## COMMUNITY PROFILE



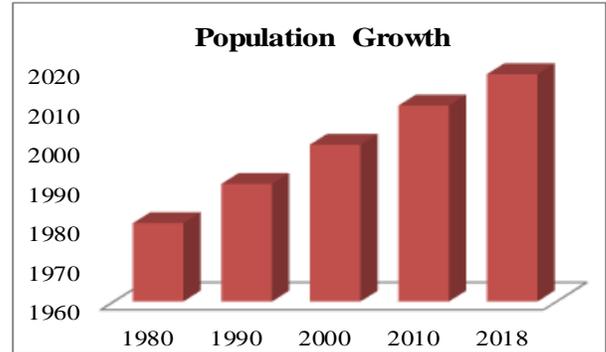
<b>Population:</b>	<b>30,610</b>
<b>Land Area:</b>	<b>15.8 sq. miles</b>
<b>Total Employment:</b>	<b>15,912</b>
<b>Civilian Labor Force:</b>	<b>16,560</b>
<b>Unemployment Rate:</b>	<b>3.9%</b>

### GOVERNMENT

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

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

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



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



**2013**

**ALL-AMERICA CITY**

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

# ELECTED & APPOINTED OFFICIALS

## TOWN COUNCIL

### Mayor

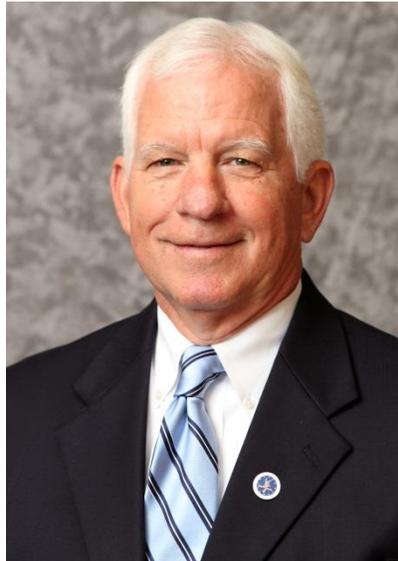
Ronnie S. Williams



Kathy Behringer  
Council Member



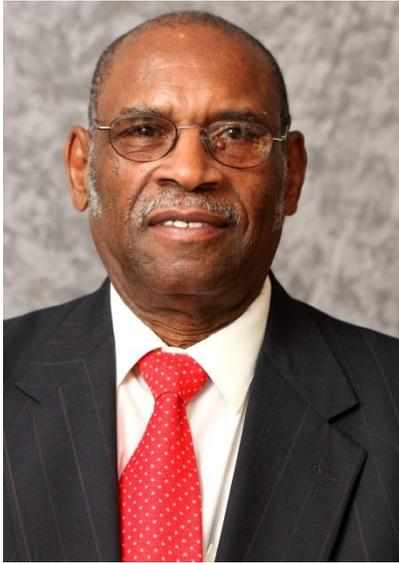
Ken Marshburn  
Mayor Pro Tempore



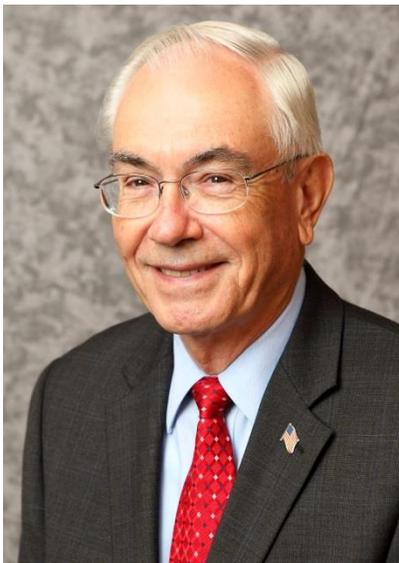
Gra Singleton  
Council Member



Jackie Johns Sr.  
Council Member



Arthur "Buck" Kennedy  
Council Member



## **BOARDS & COMMISSIONS**

Board of Adjustment  
*William Pittman, Current Chair*

Planning Commission  
*J. Dean Fox, Chair*

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

Senior Citizen Advisory Committee  
*Troy Ellis, Chair*

Garner Revitalization Association  
*Jason Waters, Chair*

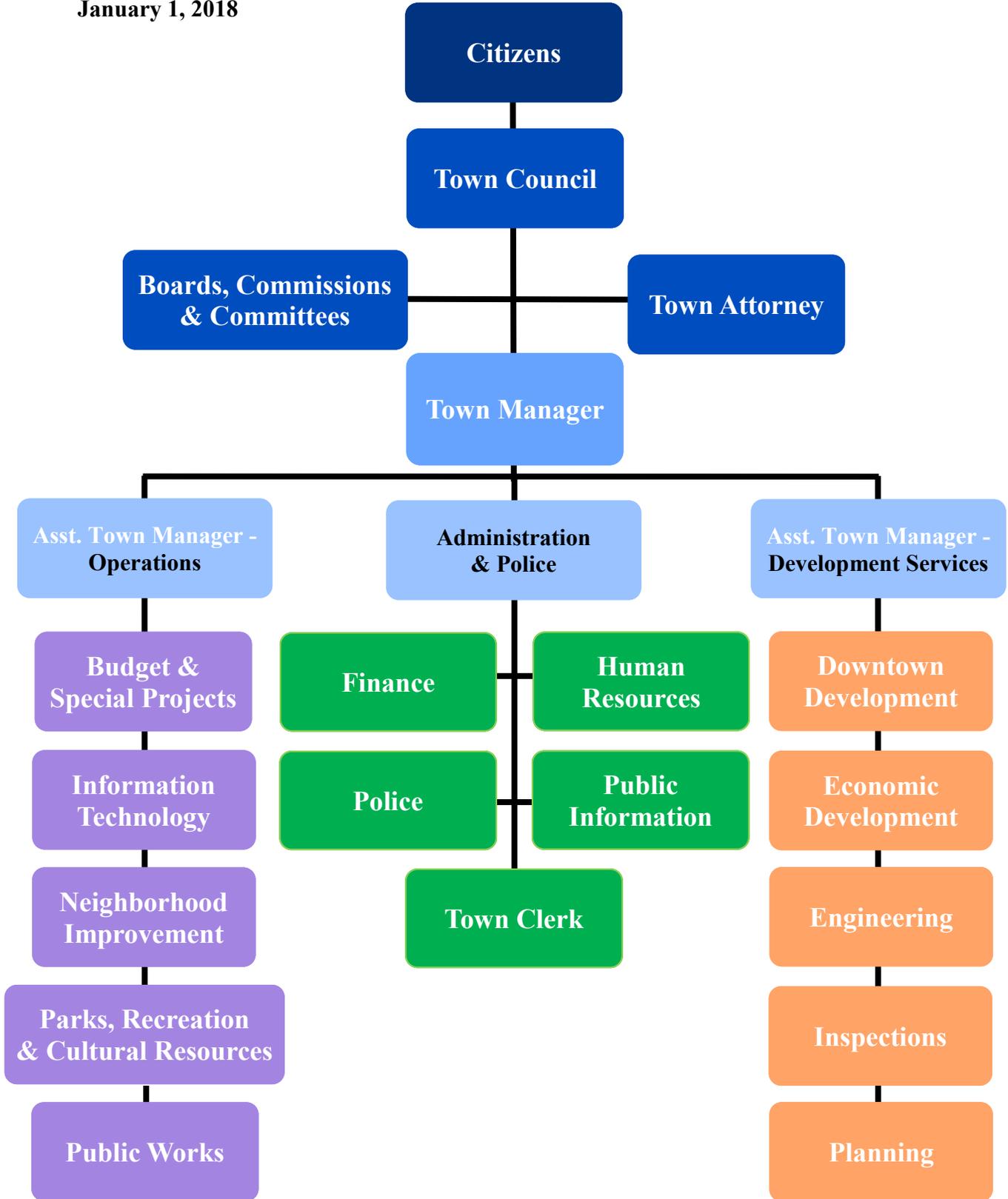
Garner Veterans' Advisory Committee  
*Jeffery Hicks, Chair*

## **ADMINISTRATIVE STAFF**

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

\*Appointed by Council

**Town of Garner, North Carolina  
Organizational Chart  
January 1, 2018**



# BUDGET CALENDAR

## January

- FY 2018-19 Budget Kick-Off Meeting with Department Heads
- Personnel Budget Entered by Budget Team
- Materials sent to 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
- 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



# Town of Garner Strategic Plan

*Adopted by the Town Council  
October 2016*



# Town of Garner Strategic Plan

## Introduction to the Town's New Strategic Plan

**THE TOWN OF GARNER** Strategic Plan is designed to be a multiyear representation of the Town's mission. It aims to serve as a roadmap for staff and Town Council over the next three to five years.

This new plan—an outgrowth of Council and staff input from earlier this year as well as several pre-existing documents—further defines the Town's strategic priorities. The structure better links Council and staff plans and employs a format that should be more useable for elected officials, staff, partners and citizens.

The plan includes these components:

- **Goal statements** that are the foundation of the Town's mission statement;
- Long-range **objectives** that further define the goals;
- Multiyear (three- to five-year) **initiatives** that will be executed to achieve the objectives; and
- Annual **tasks** captured in a separate working document and a reporting structure that will be updated regularly to track progress.

## The Town's Vision Statement

**THE TOWN OF GARNER** nurtures a hometown environment for residents and businesses while encouraging new economic, recreational and cultural opportunities through wise planning and investment.

# Town of Garner Strategic Plan

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



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



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



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



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

# Fiscal Responsibility (FR)



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

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

**Initiative 1:** Manage 2013 Bond Program

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

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

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

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

**Initiative 2:** Implement planned facilities maintenance

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

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

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

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

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

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

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

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

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

# Efficient and Timely Service Delivery (SD)



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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Initiative 1:** Maintain adequate staffing levels

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

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

# Orderly Growth (OG)



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

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

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

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

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

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

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

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

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

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

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

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

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

# Quality of Life (QL)



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Stay Connected!



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

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

919.772.4688



# **FISCAL & BUDGETARY POLICY GUIDELINES**

**Town of Garner, North Carolina**

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

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

**June 17, 2014**

**June 16, 2015**

**July 24, 2015**

**March 5, 2018**

## **OBJECTIVES**

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

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

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

## **CAPITAL IMPROVEMENT PROGRAM POLICIES**

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

## **CAPITAL IMPROVEMENT PROGRAM POLICIES (cont.)**

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

## **DEBT POLICIES**

### **General**

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

### **Tax Supported Debt**

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

## **FUND BALANCE POLICIES**

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

## **REVENUE SAVINGS PROGRAM**

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

**REVENUE SAVINGS PROGRAM (cont.)**

- 9. Savings shall not be utilized to offset annual operating costs and equipment purchases, which should come from the regular operating budget.
- 10. The Revenue Savings Program shall not supplant or otherwise negate other approved Fiscal Policy Guidelines. The Revenue Savings Program is intended to compliment and support such Fiscal Policy Guidelines.
- 11. Savings Rate Schedule:

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

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

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

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

**BUDGET DEVELOPMENT POLICIES**

**General**

- 1. The Town Manager shall prepare a proposed balanced budget for each annual operating fund, itemizing revenues and expenditures. A budget is considered to be balanced when total expenditures are equal to, or do not exceed revenues.
- 2. The Town Council shall adopt the budget of the Town at the program level.
- 3. The Town will develop its annual budgets in such a manner so as to incorporate historic trend analysis for revenues and expenditures with an adjustment for current financial trends and developments as appropriate.
- 4. One-time or other special revenues will not be used to finance continuing Town operations but instead will be used for funding special projects.
- 5. The Town will pursue an aggressive policy seeking the collection of delinquent utility, license, permit and other fees due to the Town.
- 6. The Town Council will receive a financial report no less than quarterly showing year-to date revenues and expenditures.
- 7. Budget amendments will be brought to Town Council for consideration as needed. The Town Manager is authorized to transfer amounts between line items within a department, provided that transfers to or from the personnel services category of expense to or from another category of expense shall be reported to the Council at the first regularly scheduled meeting of each month. Transfers between departments and revisions of the revenue or expenditure totals, or utilization of any fund balance, shall require Council

## **BUDGET DEVELOPMENT POLICIES (cont.)**

approval by ordinance. Funds from capital project budgets to be closed shall be transferred into the General Fund, unless an external restriction or previously-imposed Council ordinance dictates otherwise.

### **Revenues**

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

### **Expenditures**

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

## **CASH MANAGEMENT & INVESTMENT POLICIES**

1. It is the intent of the Town that public funds will be invested to the extent possible to reduce the need for property tax revenues. The Town will conduct an analysis of cash flow needs; disbursements, collections, and deposits will be scheduled to ensure maximum cash availability and investment potential. Funds will be invested with the chief objectives of safety of principal, liquidity, and yield, in that order. All deposits and investments of Town funds will be in accordance with N.C.G.S. 159.
2. The Town will use a Central Depository to maximize the availability and mobility of cash for all funds that can be legally and practically combined. The Town shall deposit its funds only in deposit accounts that are insured by the Federal Deposit Insurance Corporation of fully collateralized by securities that are authorized by law to be used to collateralize the Town's deposits.
3. **Liquidity:** No less than 20% of funds available for investment will be maintained in liquid investments at any point in time. The Finance Director shall monitor and limit the amount available for investment so that the Town will have at all times sufficient monies available on demand deposits to ensure prompt payment of all Town obligations.
4. **Maturity:** All investments will mature in no more than thirty-six (36) months from their purchase date.

## **CASH MANAGEMENT & INVESTMENT POLICIES (cont.)**

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

## **ACCOUNTING**

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

## **PURCHASING**

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

## **FIXED ASSETS**

1. The Town shall maintain an asset scheduling of all buildings, land, land improvements, construction, construction in progress, streets, sidewalks, vehicles, equipment, and non-tangible assets that have an initial cost of \$10,000 or more and a useful life of two or more years (with the exception of land).
2. The Town shall determine the useful life of each asset and depreciate the value of the asset annually using the straight-line method of depreciation (with the exception of land, non-tangible assets, and construction in progress).

### **FIXED ASSETS (cont.)**

3. The Town will complete an inventory annually of all equipment and vehicles to verify accuracy. The auditor shall review the inventory and asset schedule annually.
4. It is the policy of the Town of Garner that the Purchasing Manager, with approval of the Town Council, processes all surplus property sales annually through public auction. The Town Manager may dispose of items with a value of less than \$5,000 without prior Council approval.
5. No Town employee or department head may dispose of or trade-in Town property of any kind without first receiving approval of the Town Council.
6. All sales and disposals are made in compliance with the North Carolina General Statutes governing such.

### **RISK MANAGEMENT**

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

### **ECONOMIC DEVELOPMENT**

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



TOWN OF GARNER  
FY 2018-2019 BUDGET MESSAGE

To: Honorable Mayor and Town Council  
From: Rodney Dickerson, Town Manager  
Date: May 4, 2018  
Re: Town Manager’s Budget Message for FY 2018-2019

I am honored to present the Recommended Fiscal Year 2018 – 2019 Budget. This budget builds on prior investments and expands upon multi-year planning efforts designed to make the Town more efficient and provide enhanced services to our Town’s residents. I believe these efforts will ensure that we make the investments needed today to meet the needs of our residents.



As part of the FY 2018 – 2019 Recommended Budget, the Town has established several mechanisms to enhance multi-year planning efforts. New multi-year funds have been established for vehicles and IT equipment which will allow staff to review future year requirements and to make necessary investments. This budget also includes the framework for a revised Capital Improvement Plan (CIP), which begins the process of identifying future year large scale investment opportunities. Staff will continue to

identify and evaluate future CIP requirements during the fall, which will allow for an in-depth discussion to occur as part of the Council Retreat in November. Finally, staff has established a multi-year operating fund which will allow critical long-term projects that

are not capital in nature, such as the Unified Development Ordinance and the Parks Comprehensive Master Plan to be funded in a more efficient manner.

Establishing a better system to fund multi-year operating projects is critical as a significant number of these projects are anticipated in the future. These projects allow departments to review complex issues over multiple years to identify the appropriate course of action. For example, the Parks Comprehensive Master Plan will result in an action plan and financial strategy for providing parks, recreation and cultural resources, open space and greenway services for a growing and vibrant community.

In addition, the new Unified Development Ordinance will result in enhanced services for the Town's residents and further the objective of planning for orderly and stable development with a balance of residential and commercial growth. It will ensure that the appropriate framework has been established to allow staff to better implement the vision, goals and objectives of Town Council as expressed through the newly updated Comprehensive and Transportation plans. This is a critical step as it will help to ensure that the Town grows in a cohesive manner consistent with our established guidelines.



This budget also includes investments that expand the number of services enriching the lives of residents today. Funding is included to provide staff coverage and recreational programming at the Garner Recreation Center. This investment will ensure that residents can enjoy the nearly 40,000-square-foot facility, which will include a gymnasium with three

regulation-size high school basketball courts; a raised, indoor exercise/walking track; aerobics/fitness, art and multipurpose rooms; and administrative offices for Parks, Recreation and Cultural Resources staff. In addition, it will include outdoor features such as a multi-purpose field, open gathering and play spaces, reading and seating areas and multi-use paths for walking, jogging and biking.

The addition of the Garner Recreation Center expands upon previous investments designed to enhance quality of life for Town residents. For example, the FY 2017 – 2018 Adopted Budget included additional funding for the It's Showtime performance series at the Garner Performing Arts



Center (GPAC). This has allowed staff to attract additional high-profile acts for the Town's residents to enjoy. An additional initiative is the Downtown Garner Pop Up Market which provides residents an opportunity to enjoy things like homemade baked goods, handcrafted jewelry, all-natural bath and body products, and rustic home décor from over 40 vendors. These investments provide residents access to various cultural opportunities and enhance the reputation of the Town locally.

An additional investment included in this budget is funding for Rebuilding Together of the Triangle, which focuses on preserving safe, healthy homes for low-income homeowners in Wake, Durham, Orange and Chatham counties. This is achieved by providing home repairs, accessibility modifications and home performance upgrades to homeowners, most of whom are elderly, disabled, or both. Rebuilding Together of the Triangle mobilizes a unique composition of volunteer and contract labor, discounted supplies, and financial support from local businesses, governments, civic organizations, foundations and individuals. This investment improves the quality of life for some of the Town's most vulnerable residents and improves curb appeal and property values in neighborhoods throughout Town.

I believe these investments, and others noted in the budget summary, are necessary to provide the level of service that citizens expect in our growing Town. The Town's population has increased by nearly 5,000 people since 2010, and based on recent development related activity, the pace of growth will likely expand. In 2016, the town issued a total of 82 single family development permits and no townhouse or apartment building permits. In 2017, the town issued 148 single family development permits, 52 townhouse permits, and 29 apartment building permits. Through the first quarter of 2018, the town has already issued 78 single family development permits, 23 townhouse permits and 9 apartment building permits. These figures are a clear indication that our Town will continue to expand in the near future.

Meeting the service needs of a growing community continues to present challenges. While revenues are increasing, growth is not sufficient to meet all of the Town's current requirements. In the current budget, this has been exacerbated by challenges such as significant increases in health care costs. As a result, many of the initiatives I believe would benefit the Town have not been funded. Despite this, I believe this budget does an excellent job of making necessary investments to ensure that the Town of Garner is positioned to prosper in the future. We are establishing processes that will enhance long term planning efforts and making critical investments to meet the needs of our community. These efforts will allow the Town of Garner to continue to be a place filled with community spirit that defines what an All-America City is now and in the future.

Respectfully submitted,

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

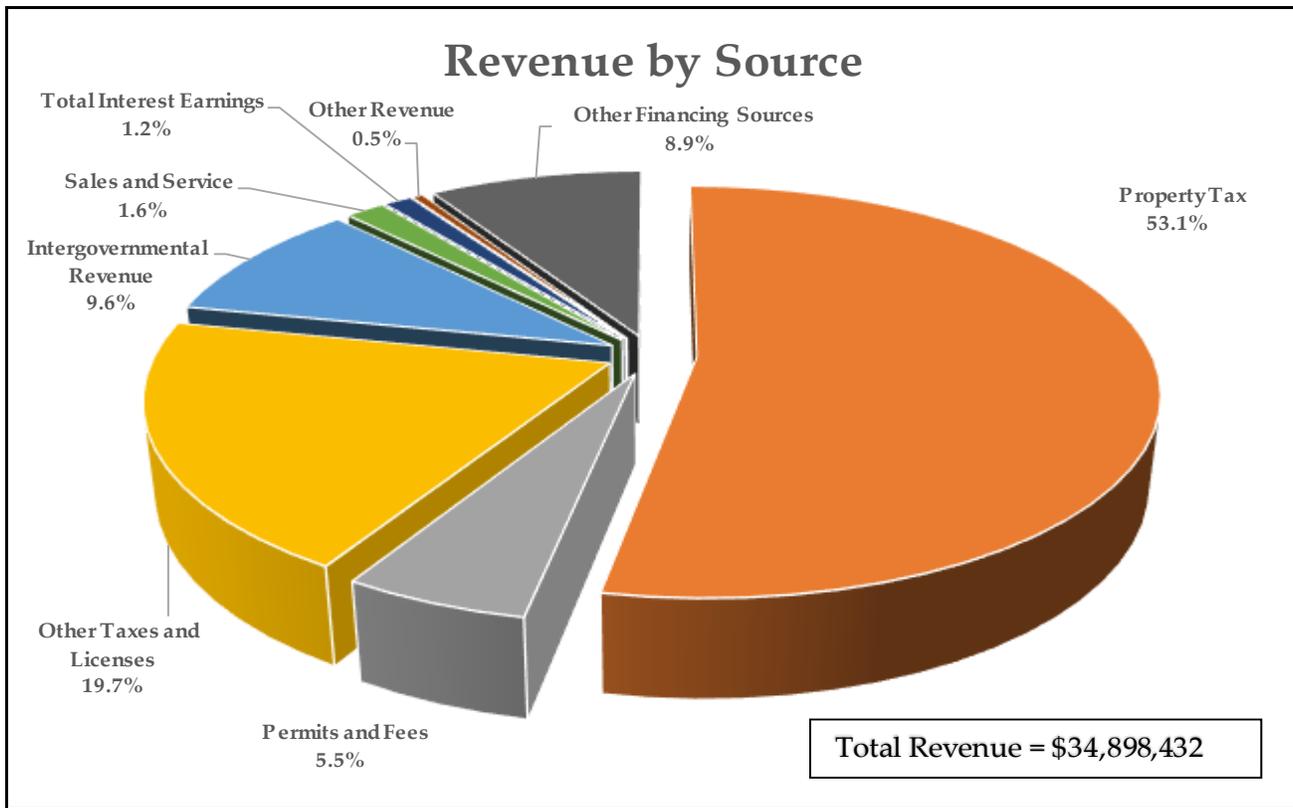
Rodney Dickerson  
Town Manager

## FY 2018 – 2019 GENERAL FUND SUMMARY

The total FY 2018 - 2019 Town of Garner Recommended Budget is \$34,898,432, an increase of \$1,696,954, or 5.1 percent, over the FY 2017-18 Adopted Budget. Growth is primarily related to baseline personnel adjustments and funded decision packages which are critical to the Town's operations. Additional revenue is available primarily due to growth in Property Taxes, Other Taxes and Licenses and Interest Earnings. Details on both the revenue and expenditure adjustments are included in the sections that follow.

### REVENUE SUMMARY

The FY 2018 – 2019 Recommended Budget includes revenue of \$34,898,432 which is an increase of \$1,696,954, or 5.1 percent, over the FY 2017 – 2018 Adopted Budget. This increase is primarily based on growth in the Property Tax, Other Taxes and Licenses and Interest Earnings categories. As illustrated below, the Town's ability to grow is highly dependent on the Property Tax and Other Taxes and Licenses categories, which are anticipated to generate nearly 73 percent of the Town's revenue.



## Property Taxes

The projected Town-wide value of assessed property for the FY 2018-19 Recommended Budget has increased by \$151.9 million, or 4.6 percent, over the estimate included in the FY 2017-18 Adopted Budget. The chart below summarizes the valuation history over the last ten years. It's important to note that the Town has seen consistent growth over the last six fiscal years after several years of declining values or limited growth. Building inspection data suggest that this trend will continue.

### History of Assessed Values

Fiscal Year	Real	Public Service	Personal	Total Value	Percent Change
2018 - 19	2,875,000,000	134,000,000	479,000,000	3,488,000,000	4.6%
2017 - 18	2,770,000,000	118,100,000	448,000,000	3,336,100,000	1.5%
2016 - 17	2,732,009,205	118,064,138	436,102,371	3,286,175,714	1.7%
2015 - 16	2,702,384,129	114,535,800	415,519,456	3,232,439,385	4.8%
2014 - 15	2,584,113,562	85,722,393	414,312,601	3,084,148,556	2.8%
2013 - 14	2,563,242,896	84,992,903	350,558,383	2,998,794,182	1.6%
2012 - 13	2,539,047,133	84,276,805	327,567,290	2,950,891,228	0.0%
2011 - 12	2,532,933,247	73,569,802	344,633,286	2,951,136,335	-0.6%
2010 - 11	2,519,418,137	75,237,723	375,070,804	2,969,726,664	-0.4%
2009 - 10	2,521,442,631	77,711,846	383,336,327	2,982,490,804	1.4%

The recommended property tax rate for the FY 2018 - 2019 Recommended Budget *remains unchanged* at 53.25 cents per \$100 of assessed valuation. The result of the Town's growth in assessed valuation will result in an increase of \$811,356, or 4.6 percent, in property tax revenue over the FY 2017 - 2018 Adopted Budget.

## Permits and Fees

The FY 2018 – 2019 Recommended Budget includes a decrease of \$413,093, or 17.7 percent, from the FY 2017 – 2018 Adopted Budget. This decrease is primarily based on the Town no longer collecting Water and Sewer Capacity Fees as well as Acreage and Sewer Acreage Fees. Water and Sewer Capacity Fees are no longer being collected as the Town has generated sufficient revenue to pay off the debt associated with upgrades that occurred when the City of Raleigh assumed control of the Town's water and sewer systems.

Decreases were partially offset by an increase of \$250,000, or 29.4 percent, in budgeted building permit fees. Year-to-date the Town has collected revenue of nearly \$915,000, which is in excess

of the budgeted total of \$850,000. While there is some uncertainty regarding the commercial market, staff is confident that there will be significant increases in residential permit activity. Based on this, staff believes the budgeted increase in building permit fees is warranted.

### **Other Taxes and Licenses**

The FY 2018 – 2019 Recommended Budget includes an increase of \$480,875, or 7.5 percent, over the FY 2017 – 2018 Budget. This increase is primarily based on a budgeted increase of 7.5 percent for Sales Tax. Based on year-to-date collections, staff projects total receipts of approximately \$6,360,000 which is \$135,000, or 2.2 percent, over the FY 2017 – 2018 budgeted level. In addition, staff anticipates robust growth to continue based on recent history and current market conditions.

### **Intergovernmental**

The FY 2018 – 2019 Recommended Budget includes an increase of \$33,899, or 1.0 percent, over the FY 2017 – 2018 Adopted Budget. This increase is primarily based on an increase of \$37,838 due to the Town receiving additional funding from the state to cover a portion of the cost for a new School Resource Officer. It is important to note that the projected recurring cost of this position is over \$60,000 which results in a net loss of over \$22,000 annually for the Town.

### **Sales and Service**

The FY 2018 – 2019 Recommended Budget includes an increase of \$29,675, or 5.5 percent, over the FY 2017 – 2018 Adopted Budget. This increase is based primarily on an increase of \$62,500, or 31.6 percent, to Facility Rental Fees. This is based on a review of prior year experience and year-to-date projections. The FY 2016 – 2017 actual revenue for this category was \$243,609 and staff is currently projecting revenue of approximately \$250,000. The budgeted increase brings this revenue category in line with these totals.

### **Interest Earnings**

The FY 2018 – 2019 Recommended Budget includes an increase of \$250,000, or 156.3 percent, over the FY 2017 – 2018 Adopted Budget. This increase is based on significant growth in year-to-date collections and indications from the Federal Reserve that interest rates will continue to increase moving forward. Year-to-date collections are nearly \$237,000 and staff is currently projecting total revenue to be in excess of \$300,000. In addition, the Federal Reserve recently increased the federal funds rate from 1.5 percent to 1.75 percent and indicated that a “strengthening in the economic outlook in recent months increased the likelihood that a gradual upward trajectory of the federal funds rate would be appropriate.”

## Other Financing Sources

The FY 2018 – 2019 Recommended Budget includes an increase of \$504,574, or 19.4 percent, over the FY 2017 – 2018 Adopted Budget. Details regarding this category can be found in the Fund Balance section of the summary.

## EXPENDITURE SUMMARY

### Summary of Approved Funding Requests

The FY 2018 – 2019 Recommended Budget includes funding of \$668,014 for decision packages requested by Town staff. Several of these items are related to new positions, or initiatives, that are necessary to ensure that the Town operates as effectively and efficiently as possible. A summary of these items is included below. It is important to note that some new items receiving funding have not been included in the summary below as they are considered baseline operational adjustments. Information on these items is included in individual department narratives.

Public Works Positions	\$159,286
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Funding of \$159,286 has been included to cover the cost of two positions in Public Works. Of this total, funding of \$84,607 is included to cover the cost of one Street Supervisor position for six months. This total includes funding of \$42,091 for personnel related costs, \$32,000 for a vehicle and \$10,516 for various operating requirements. In addition, funding of \$74,679 is included to cover the cost of a Right of Way Supervisor position six months. This total includes funding of \$32,163 for personnel related costs, \$32,000 for a vehicle and \$10,516 for various operating requirements.

These positions will improve span of control issues within this division as noted in the FY 2016 – 2017 pay and class study. This will allow managers within the division to spend a greater percentage of their time out in the field managing, and overseeing, work related tasks instead of in the office performing administrative related duties. This will result in a more efficient and program driven Street Division. Specifically, these positions will enhance the Town's maintenance programs associated with patching and pavement, sidewalks and storm drains and other related right-of-way infrastructure. In addition, these positions will enhance the Town's emergency response capabilities during weather related events, safety training, ability to respond to Garner Info requests and to assist with special events.

Park, Recreation and Cultural Resources Positions

\$130,024

Funding of \$130,024 has been included to cover the cost of two positions in Parks, Recreation and Cultural Resources. Of this total, funding of \$96,557 is included to cover the full year cost of one Recreation Superintendent position. This total includes funding of \$93,557 for personnel related costs and \$3,000 for various operating requirements. In addition, funding of \$33,467 is included to cover the cost of a Recreation Specialist position for six months. This total includes funding of \$30,467 for personnel related costs and \$3,000 for various operating requirements.

These positions are required to staff the new Recreation Center. The Recreation Superintendent will be responsible for the overall administration and operation of the Recreation Center. This position's specific responsibilities will include various administrative functions, developing policies and procedures related to the operation of the Recreation Center, conducting analyses on athletic programs and activities and recruiting regional and national tournaments to hold events at the Recreation Center. The Recreation Specialist's primary responsibility will be growing programs and leagues. This will be accomplished through the planning and implementation of recreational activities, monitoring registration and programs, and overseeing facility operations during programs and activities.

School Resource Officer

\$114,574

Funding of \$119,390 has been included to cover the cost associated with a School Resource Officer at South Garner High School for eleven months. This total includes funding of \$52,974 for personnel related costs, \$47,000 for a vehicle and \$14,600 for various operating requirements. This request is necessary as South Garner High School will open in fall 2018 with 9<sup>th</sup> and 10<sup>th</sup> graders. It is important to note that the cost of this position is partially offset by funding of \$37,838 from the state. In addition, an additional SRO will be required in the FY 2019 - FY 2020 budget when 11<sup>th</sup> and 12<sup>th</sup> grades are added.

Unified Development Ordinance

\$100,000

Funding of \$100,000 has been included to cover the FY 2018 – 2019 funding increment for the Unified Development Ordinance (UDO) project in Planning. This initiative will result in a new UDO that implements the vision, goals and objectives of the Town Council as expressed through the newly updated Comprehensive and Transportation plans. The final funding increment of \$50,000 will be included as part of the FY 2019 – 2020 budget.

Police Training Officer

\$69,157

Funding of \$69,157 has been included to cover the partial year costs associated with a Training Officer in the Police Department. This total includes funding of \$32,557 for personnel related costs, \$22,000 for a vehicle and \$14,600 for various operating requirements. This is necessary as the Department has experienced challenges with recruiting and hiring qualified staff, in particular from a diversity perspective. In addition, the Department is required to meet state mandates associated with in-service training for all sworn personnel. This position will allow the Department to dedicate a staff member to addressing these issues which should result in the Department attracting a higher number of qualified applicants and an enhanced training program.

Rebuilding Together of the Triangle

\$25,000

Funding of \$25,000 has been included to support the Town's Neighborhood Improvement program and affordable housing efforts by contracting with Rebuilding Together of the Triangle. This organization focuses on preserving safe, healthy homes for low-income homeowners in Wake, Durham, Orange and Chatham counties. This is achieved by providing home repairs, accessibility modifications and home performance upgrades for homeowners, most of whom are elderly, disabled, or both. Rebuilding Together of the Triangle mobilizes a unique composition of volunteer and contract labor, discounted supplies, and financial support from local businesses, governments, civic organizations, foundations and individuals to ensure that some of the Town's most vulnerable neighbors can live in a safe, healthy home.

Finance Related Technology Requirements

\$24,600

Funding of \$24,600 has been included to cover the cost of two technology related requests in the Finance Department. Of this total, \$14,600 is for the Tyler Forms module for the Town's financial system which will create internal documents such as purchase orders, payroll advices and W-2s and eliminate the need for preprinted documents. This is the first step to an automated process where documents can be transferred electronically based on an established workflow within the system. This will reduce printing costs and increase productivity. In addition, funding of \$10,000 is for CAFR Online which is a web-based software program that can be utilized to create the Town's Comprehensive Annual Financial Report (CAFR). This system will allow staff to enter various financial information and have the CAFR be updated automatically based on the information entered.

Police Department Grant Match Requirement \$23,200

Funding of \$23,200 has been included to cover operating requirements in the Police Department that are part of a grant match. Of this total, funding of \$16,000 will cover costs associated with the replacement of a Watch Guard Server which is used to store and manage video from dash and body-worn cameras. In addition, funding of \$7,200 will cover costs associated with Watch Guard Cloud Storage which is required for the long-term storage of Digital Media Evidence. This type of storage will grow exponentially with the addition of body-worn cameras and additional storage will be necessary.

City of Raleigh Utility Bill Assistance Program \$14,173

Funding of \$14,173 has been included to support the City of Raleigh Utility Bill Assistance Program. This program aids low income residents who struggle to pay their utility bill. This program was established after the City of Raleigh Public Utilities Department conducted an affordability analysis in 2015 which indicated that approximately 10 percent of the City's utility customers could fall outside of the Environmental Protection Agency's recommended affordability standard based on their estimated income. Following this study, Town Council agreed to fund the Town's prorated share of the program based on the established funding formula. The original funds have been depleted and the funding included in the Recommended Budget would replenish the funding mechanism for this program.

Part-Time Pay Adjustments \$8,000

Funding of \$8,000 has been included to allow the Town to develop a system to reward long tenured part-time employees. This should enhance the Town's ability to retain part-time employees which will result in efficiencies for Departments that utilize part-time staff as less time will have to be devoted to training new employees.

## Summary of Reductions and Unfunded Decision Packages

The FY 2018 – 2019 Recommended Budget includes reductions of \$209,988 and unfunded decision packages totaling \$1,075,691. Several of the reductions may have a direct impact on the Town’s operations in FY 2018 – 2019 but were deemed to be manageable given other priorities. In addition, many of the unfunded decision packages deserve to be funded based on the impact they would have on the Town’s operations. Unfortunately, sufficient funding does not exist to fund these requirements as part of the current budget.

<b>Reductions Utilized to Balance the FY 2018 - 2019 Budget</b>		
<b>Department</b>	<b>Reduction Total</b>	<b>Impact</b>
Governing Body - Legal Services	\$45,000	A decrease of \$45,000 would reduce the amount of funding available for outside legal services. This would require the Town to utilize fund balance, or another funding source, if the cost of outside legal counsel exceeds \$5,000 in FY 2018 - 2019. It is important to note that this reduction returns this spending category to the prior year budgeted amount.
Town Manager	\$1,700	A decrease of \$1,700 would reduce the amount of funding available for postage and travel and training. This is a manageable reduction that would have a limited impact.
Human Resources	\$6,150	A decrease of \$6,150 would eliminate funding available for Halogen User Training. This would result in no Town staff receiving Halogen instructor led training on how to utilize the Town's performance management software system. This is a manageable reduction but would prevent the Town from creating a core group of trained users that could then train other staff members.
Finance	\$1,550	A decrease of \$1,550 would require staff to begin printing on both sides of paper and would reduce the number of printed CAFR and Budget documents. This is a manageable reduction that would have a limited impact.

Information Technology	\$6,000	A decrease of \$6,000 would eliminate funding available for cyber security training. This reduction may have a limited impact as the Town has yet to be significantly impacted by malware or other security threats; however, not providing adequate training makes the Town more susceptible to these types of threats.
Information Technology	\$20,500	A decrease of \$20,500 would result in the Town's guest wireless network not being replaced. This reduction is manageable, but it should be noted that the network could fail during the fiscal year and fund balance, or another funding source, would have to be utilized to replace the system.
Police	\$6,470	A decrease of \$6,470 would require the Police Department to reduce or absorb the costs associated with providing K-9 Training. This would reduce the amount of training for the dogs and handlers.
Police	\$3,000	A decrease of \$3,000 would eliminate funding utilized to cover the costs of classroom materials and shirts for two Citizens Police Academies.
Public Works	\$5,340	A decrease of \$5,340 would require the Solid Waste Division to reduce the projected number of new customers each month from 16 to 12. The original estimate was included based on the significant growth anticipated within the Town; however, staff believes that the revised figure is sufficient based on current growth patterns. If growth exceeds the revised estimate, then the Department will likely require a funding adjustment during the fiscal year.
Public Works	\$9,936	A decrease of \$9,936 would result from reducing the projected utility bill associated with the recreation center from 12 months to 9 months. This reduction would likely have a limited impact since the facility will not be open until September.
Public Works	\$49,724	A decrease of \$49,724 is based on reducing the budget associated with streetlight utilities. This reduction is based on a transition to more efficient LED lighting and a review of prior year experience and current costs. This reduction may have a limited impact but may require the

		Department to request additional funding if costs exceed the new budget.
Parks	\$15,000	A decrease of \$15,000 would result from reducing the hours associated with temporary employees at the recreation center from 12 months to 9 months. This reduction would likely have a limited impact due to the facility not opening until September.
Parks	\$10,500	A decrease of \$10,500 would result from deferring maintenance on the new recreation center floors. This reduction could be mitigated by performing a cheaper maintenance for the FY 2018 - 2019 year; however, funding of this amount is required in FY 2019 - 2020.
Parks	\$13,650	A decrease of \$13,650 would result from not funding the requested increase from the Towne Players. The requested funding would have allowed the Towne Players to rehearse at the Garner Performing Arts Center on a more regular basis.
Special Appropriations	\$15,468	A decrease of \$15,468 would result from not funding requested increases for subsidized programs, such as Resources for Seniors, Transitions LifeCare, INTERACT – Family Violence and Prevention Center, Garner Educational Foundation, Garner Area Ministries and Community of Hope.

<b>Decision Packages Not Funded as Part of the FY 2018 - 2019 Budget</b>		
<b>Department / Request</b>	<b>Funding Total</b>	<b>Request Summary</b>
Engineering - Construction Inspector	\$97,692	This position was requested as the workload of the currently funded Construction Inspector position has grown to the point where there is not adequate time devoted to each of the current projects to ensure that the work is being conducted properly.
Fire Services - Administration Battalion Chief	\$76,259	This position was requested to support efforts associated with managing the accreditation process, developing a standard of cover, as well as performance indicators. GVFR would reallocate certain other duties as well to this new position such as ISO planning, EMT credentialing, and radio maintenance. This delegation of duties would allow GVFR's current Deputy Chief of operations more time to focus on facility and personnel management.
Human Resources - Risk Manager	\$86,048	This position would be responsible for all safety initiatives, the risk management program and would take over responsibilities from the HR staff for workers compensation administration, FMLA administration, fit for duty, light duty and leave of absence management.
Human Resources - Halogen Learning Module	\$21,000	This software package would allow for the online tracking and scheduling of training which aligns with the Town's performance management system software.
Information Technology - Wi-Fi in Parks	\$38,850	This package consists of adding the equipment and cell service necessary to provide wireless connectivity to Town parks where applicable.
Inspections – Full-time Code Compliance Officer	\$70,686	This funding would allow the Department to convert a supplemental Code Compliance Officer to a full-time employee. The position is responsible for zoning enforcement and investigations and all nuisance ordinances and minimum housing codes.
Parks - Enhance It's Showtime Performance Series	\$5,000	This funding would allow the Department to book higher quality acts that have a wider audience appeal thus increasing ticket sales.
Parks - New Park Planner Position	\$94,049	This position would assist senior management in the Department with activities such as park planning, development, management and maintenance. This is necessary due to the anticipated growth of park development projects, maintenance needs and the requirement to identify alternative funding needs to meet growing demand in future years.

Police - Community Liaison Officer	\$105,916	This position would allow the Department to dedicate an officer to take on responsibility for community engagement and crime prevention. This officer's responsibilities would include, but not be limited to, coordinating the Citizens' Police Academy, working with the Town's Technical Review Committee, coordinating Neighborhood Watch Associations and NextDoor communication, ongoing community meetings, Hispanic community outreach, conducting CPTED / security surveys, church safety assessments, managing the "Coffee with a Cop" program, social media, and coordinating our upcoming "Barbershop Rap Sessions" aimed at enhancing our outreach with the African American community.
Police - Two Patrol Officers	\$182,288	These positions would allow the Department to address current, and future, increases in workload due primarily to the Town's growing population. If these positions are not funded, the Department anticipates a decrease in the number of proactive officer activity as officer's will be required to spend more time responding to reactive calls for service.
Police - Internal Messaging System	\$5,880	This funding would allow the Department to purchase six additional licenses to complete implementation of the internal messaging system. This system is utilized to deliver important information, upcoming training, and Town events to sworn and civilian staff.
Police - Digital Evidence Management System	\$22,679	This funding would allow the Department to purchase a system that would be used to capture, manage, preserve, and protect digital evidence such as: 1) Downloads from victim/suspect mobile phones, tablets, or computers. 2) Surveillance images sent to us from victims 3) Photographs, videos, or audio recordings captured on department mobile devices
Police - COHORT Training	\$10,000	This funding would allow the Department to provide the COHORT training to all staff members. This training looks beyond diversity and explores the power of inclusion. It utilizes facilitated dialogue promoting idea sharing between all our stakeholders (populations). The day long training has been used throughout the State as a model for building relationships where they are weak or non-existent.
Police - Ambidextrous Rifle Charging Handle	\$5,964	This funding would allow the Department to purchase ambidextrous charging handles that would allow for officers to easily charge and clear weapons malfunctions from either shoulder position.

Police - Mobile Field Force Equipment	\$21,524	This funding would allow the department to purchase mobile field force equipment as the current equipment is old and is dry-rotted. These items would be used by officers during extreme situations such as a riot. This funding would support the purchase of 25 sets each of the following:  Ultimate tactical deployment kit Shields Batons Safety Cuff Cutter
Police - Ballistic Helmets	\$9,000	This funding would support the purchase of 30 ballistic helmets. These helmets protect officers from projectiles and edged weapons.
Police - Active Shooter Vests	\$15,525	This funding would support the purchase of 27 active-shooter tactical vests. 34 tactical vests were issued from a previous order for partial implementation. The additional 27 vests are needed to protect officers from projectile and edged weapons.
Public Works - Building Maintenance Technician	\$69,301	This position would allow Building Maintenance staff to provide the proper level of service with building maintenance and inspection tasks. In addition, this position would ensure that the Department has the proper level of staffing needed to provide service to Town Hall and the new Recreational Facility as these new buildings reflect a 34 percent increase to the 125,964 sq. ft. already maintained.
Public Works - Asset Management and Work Order Software	\$46,815	This system would replace the current Work Order System with a web-based software that would streamline the Department's operations and improve communication between those in the field and the office allowing information to be shared more easily. Utilization of a robust software would allow the Department to view, manage and create work requests from any device connected to the internet and would allow for detailed reports with maps to be reviewed.
Public Works - Parks and Grounds Athletic Supervisor	\$91,215	This position would supervise the park athletic facility groups and would oversee all the athletic maintenance in town, amenities around athletic fields, and special event setup and takedown associated with athletics.

## Summary of Employee Benefits

The FY 2018 – 2019 Recommended Budget includes an increase in Personnel costs of \$838,186, or 5.4 percent, over the FY 2017 – 2018 Adopted Budget. Of this total, \$277,692 is due to a 15 percent increase in the Town’s group insurance rates. The Town continues to take steps to mitigate increases such as transitioning to the Aetna Accountable Care Organization (ACO) last fiscal year and incentivizing employees to take an online health assessment to identify treatable health issues as early as possible. Unfortunately, rising health care costs are anticipated to be an issue moving forward despite these efforts.

The FY 2018 – 2019 Recommended Budget also includes an increase of \$330,306, or 3.3, percent over the FY 2017 – 2018 Adopted Budget in Salary costs. Of this total, \$202,056 is associated with new positions recommended for approval. The remaining increase is primarily due to merit-based salary adjustments for existing employees.

The final area of significant growth occurred in Temporary Salaries. An increase of \$153,038, or 25.5 percent, over the FY 2017 – 2018 Budget was primarily associated with increases in Inspections and Parks, Recreation and Cultural Resources. The increase in Inspections was necessary to ensure the Department is staffed in a manner which allows the Town to meet state mandates. The increase in Parks, Recreation and Cultural Resources is primarily associated with providing temporary staffing at the new Recreation Center.

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

<b><u>Town of Garner Total Budgeted Personnel Costs</u></b>				
	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>
<u>Category</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Recommended</u>
				<u>Budget</u>
Salaries	\$9,591,674	\$9,707,440	\$9,973,423	\$10,303,729
Temporary Salaries	\$513,725	\$597,071	\$600,665	\$753,703
Longevity	\$210,194	\$190,610	\$184,757	\$161,511
FICA	\$826,717	\$843,979	\$841,531	\$895,459
Retirement	\$1,172,245	\$1,245,699	\$1,311,112	\$1,372,202
Group Insurance	\$1,221,063	\$1,635,124	\$1,947,328	\$2,225,020
Overtime	\$76,983	\$80,071	\$79,649	\$86,865
Temp - Overtime	\$2,300	\$2,300	\$2,300	\$2,300
LEO Separation Pay	\$249,570	\$264,310	\$304,441	\$263,354
Retiree Healthcare	\$226,886	\$325,729	\$351,694	\$404,048
Retiree Payout <sup>1</sup>	\$75,994	\$39,047	\$33,105	\$0
Health Reimbursement	\$81,300	\$0	\$0	\$0
<b>Total</b>	<b>\$14,248,651</b>	<b>\$14,931,380</b>	<b>\$15,630,005</b>	<b>\$16,468,191</b>
<i>% Change</i>	<i>4.27%</i>	<i>4.79%</i>	<i>4.68%</i>	<i>5.36%</i>
<i>\$ Change</i>	<i>\$563,983</i>	<i>\$682,729</i>	<i>\$698,625</i>	<i>\$838,186</i>

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

## Vehicle & Equipment Replacement Program

The Town has made several changes to the Vehicle & Equipment Replacement Program (VERT) that will result in savings and a more efficient system. In prior years, the amount of funding included in the budget for vehicle replacements varied based on the requirements within a given year and funding was included in departments' budgets. During this year's budget development process, staff reviewed the existing program and determined that providing a consistent level of funding annually would be more efficient. Based on this review, staff has included baseline funding of \$750,000 to cover VERT related requirements. This level of funding will have to be adjusted as new vehicles are added but should eliminate fluctuations and reduce the number of vehicles that are deferred based on funding constraints. This system is viable as a multi-year operating fund will be utilized to budget for vehicle replacement costs. As a result, staff will have the flexibility of moving savings from one year into the next which will allow staff to plan for years with higher than normal replacement requirements.

Staff has also revised the funding mechanism used to cover the cost of vehicle replacements. In prior years, the Town relied on debt financing to cover the cost of vehicle replacements. As a result, the FY 2017 – 2018 budget included funding of \$656,062 to cover the cost of debt service payments for previous loans. Of this total, \$26,263 was required to cover interest. Moving forward, the town will utilize annual appropriations to cover the cost of vehicle replacements. This will be phased in over a multiple year period where the Town is required to make debt payments for previous purchases in addition to covering the cost of new vehicles. As a result, staff is proposing the use of fund balance to cover a portion of the cost associated with vehicles until all loans have been repaid.

The chart below summarizes the vehicles being replaced or added in FY 2018 – 2019:

<u>Department</u>	<u>Vehicle/Equip.</u>	<u>Replacement Cost</u>	<u>Powell Bill Eligible</u>
<b>Police</b>	Unmarked Charger	\$32,178	No
<b>Police</b>	Marked Charger	\$41,587	No
<b>Police</b>	Marked Charger	\$41,587	No
<b>Police</b>	Unmarked Charger	\$32,178	No
<b>Police</b>	Unmarked Charger	\$32,178	No
<b>Police</b>	Marked Charger	\$41,587	No
<b>Police</b>	Marked Charger	\$41,587	No
<b>Police<sup>1</sup></b>	Unmarked Charger (New Position)	\$22,000	No
<b>Police</b>	Marked Charger (New Position)	\$47,000	No
<b>Public Works</b>	Landscape Truck	\$48,265	No

<b>Public Works</b>	Wood Chipper	\$55,853	Yes
<b>Public Works</b>	Truck	\$38,820	No
<b>Public Works</b>	JD Gator	\$10,000	No
<b>Public Works</b>	Wheel Loader	\$206,798	Yes
<b>Public Works</b>	Asphalt Patch Unit	\$69,648	Yes
<b>Public Works</b>	Zero Turn Mower	\$11,000	No
<b>Public Works</b>	Truck (New Position)	\$32,000	Yes
<b>Public Works</b>	Truck (New Position)	\$32,000	Yes
	<b>Total</b>	<b>\$836,266</b>	

<sup>1</sup> A portion of the cost associated with this vehicle will be covered by year-end savings within the Police Department's vehicle budget.

### Information Technology Requirements

As part of the FY 2018 – 2019 budget, staff has established a multi-year operating fund to facilitate the replacement of information technology equipment. Similar to VERT, this fund will allow staff to utilize savings during years with limited replacement requirements to help offset years where there are significant costs. Due to a significant backlog in requirements, staff proposes to utilize fund balance of \$209,200 to cover FY 2018 – 2019 requirements. However, it is important to note that the baseline requirement to cover the Town’s current information technology replacement requirements will be approximately \$170,000. Based on this, staff is planning on adding this level of funding to the Town’s baseline budget in FY 2019 – 2020 to cover information technology equipment replacement requirements moving forward.

Funding included in FY 2018 – 2019 is required to cover the following items:

- Police laptops - \$95,200 to purchase/replace 68 mobile Police laptops. These mobile laptops are used daily by the Police Department for criminal records management, citation submittal, vehicle accident reporting, dispatching and other related Police tasks. The current Police laptops will be over 5 years old this year, are no longer warrantied and are recommended for replacement based on the current and future technology requirements of the Police Department.
- Server SAN - \$70,000 to purchase/replace the IT Server Storage Area Network (SAN). This SAN houses all of the Town’s virtual servers which are vital to several areas of Town operation. This device will be over 7 years old and is recommended for replacement based on the anticipated equipment lifespan and technology advances.
- Desktop SAN Maintenance/Support - \$32,000 to renew the 3-year maintenance and support of the Town’s desktop Storage Area Network (SAN). This device

houses all of the Town's virtual desktop PC's which are used by Town staff in order to complete their daily tasks. This device should always be covered by a maintenance and support contract to avoid costly repairs and catastrophic data loss.

- Backup device (Police) - \$12,000 to purchase/replace the Police backup device. This device houses all of the Town's internal Police data backups. This device will be over 5 years old and is recommended for replacement based on the anticipated equipment lifespan and technology advances.

## **Capital Funding**

As part of the FY 2018 – 2019 budget development process, staff began the process of identifying key Capital Improvement Plan (CIP) requirements. This plan focuses on identifying both requirements, and funding sources, for items that will require action within a five-year period. Staff believes that the plan included as part of the FY 2018 – 2019 Recommended Budget will serve as the framework for establishing a long-term CIP process. Staff will expand this process in the summer/fall which will allow for a proposed comprehensive CIP to be presented to Town Council as part of the annual retreat in November.

A critical issue moving forward will be identifying funding sources for various projects. For example, the Town hired a consultant to review and prioritize future Stormwater related projects. The contractor identified funding requirements of over \$2,000,000 in the next five years and no revenue source currently exists to fund these projects. The Public Facilities Repair & Maintenance (PFRM) Team, which was established as part of the FY 2017 – 2018 budget process to identify repair and maintenance requirements, serves as an additional example. The team has identified funding requirements of \$1,333,098 and no funding source currently exists. It has become clear that funding projects of this magnitude through the budget process presents significant challenges given the Town's varying needs. As a result, the Town may have to identify alternative funding sources to meet these needs.

## **FUND BALANCE SUMMARY**

### **Fund Balance**

Per the Town's Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$18.065 million at the end of FY 2016- 2017. At the end of FY 2017- 2018, staff is projecting unassigned fund balance to be approximately \$18.546 million. Of this, \$2,906,947 remains committed to offset the debt associated with the bond program. This leaves approximately \$15.6 million (equal to 44.8 percent 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 2017- 2018 by our department leaders.

The FY 2018-2019 budget includes \$997,241 in appropriations from unassigned general fund balance for the following one-time capital purposes:

- Vehicle and equipment replacements (\$417,701)
- Replacement of various IT equipment (\$209,200)
- Replacement of self-contained breathing apparatus (SCBA) for Fire (\$220,340)
- Second installment of three to update the Unified Development Ordinance (\$100,000)
- One-time mandatory computer aided dispatch (CAD) upgrade cost (\$50,000)

The total amount of fund balance proposed to be used in the FY 2018 – 2019 Recommended Budget is more than the FY 2017- 2018 approved amount. However, although fund balance was proposed for some items in last year’s budget, no fund balance was actually required to be used because total revenues were greater than total expenditures.

Staff continues to monitor fund balance in relation to compliance with our fund balance policy and ensures that any requests for use of fund balance are carefully considered for one-time only expenditures. Please see the tab labeled General Fund for a detailed fund balance analysis.

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

- Powell Bill fund balance will be used to fund five pieces of equipment noted in the VERT section and to balance the budget for this program (\$438,740);
- Water/Sewer balance will be used to make the FY 2018 – 2019 appropriation to capital reserves for capacity fee debt service (\$428,893);
- Stormwater Infrastructure for retention pond maintenance in FY 2018 – 2019 (\$45,000)
- Bond Debt Capital Reserve Funds will be used for FY 2018 – 2019 debt service in accordance with the purpose of the plan (\$1,148,257).

It is important to note that a significant backlog of requirements, and other factors such as restructuring the payment system for replacing vehicles, required the budget team to utilize Fund Balance as part of the Recommended Budget. In future years, the budget team will strive to minimize the use of Fund Balance based on guidance from Council. This may result in some one-time requirements not being included in future Recommended Budgets. Staff will work with Council to identify these requirements and to ensure that they can be deferred without significantly impacting Town operations.

## **Revenue Savings Plan**

The Revenue Savings Plan dedicates a portion of new revenue growth to a capital reserve that helps meet debt service needs for capital projects. Based on the initial analysis for Year 4 of the plan (comparing the FY 2017-18 budget to the proposed FY 2018-19 budget), staff projects the combined increase for qualifying revenues to be 4.89 percent, which exceeds the minimum 1 percent threshold for triggering the plan into action. Based on the approved plan, a total of \$289,587 will be added to the Town's prior year cumulative amount of \$847,519 for a total contribution to the Revenue Savings Plan of \$1,137,106.

The net result of operating the debt capacity model and the revenues savings program will impact the Town's total fund balance. As discussed earlier, the Town (per the debt capacity model) will be utilizing \$1,148,257 of the original \$6.9 million Bond Debt Capital Reserve in the FY 2018- 2019 budget. This use of the Bond Debt Capital reserve brings the original \$6.9 million set aside to \$2,906,947. The Town's transfer of \$1,137,106 to the Revenue Savings Plan will bring the cumulative total reserved in the Revenue Savings Plan to \$3,018,009.

## Summary of Staffing Changes

### Major Staffing Changes

Regular positions allocated in prior year:	172.12
Positions Eliminated:	(0.00)
Positions Added Mid-Year (Council Approved)	0.00
<u>Recommended New Positions</u>	<u>6.00</u>
Total Recommended Regular Positions:	178.12

The FY 2018 – 2019 Recommended Budget includes 178.12 positions which is an increase of 6.00 over the FY 2017 - 2018 Adopted Budget. This increase is based on the addition of 6.0 new positions included in the recommended budget which have been summarized below.

#### *Recreation Superintendent Position – Parks*

This position will be responsible for the overall administration and operation of the Recreation Center. This position's specific responsibilities will include various administrative functions, developing policies and procedures related to the operation of the Recreation Center, conducting analyses on athletic programs and activities and recruiting regional and national tournaments to hold events at the Recreation Center.

#### *Recreation Specialist – Parks*

This position's primary responsibility will be growing programs and leagues. This will be accomplished through the planning and implementation of recreational activities, monitoring registration and programs, and overseeing facility operations during programs and activities.

#### *School Resource Officer – Police*

This position is necessary as South Garner High School will open in fall 2018 with 9<sup>th</sup> and 10<sup>th</sup> graders.

#### *Training Officer – Police*

This position will allow the Department to dedicate a staff member to addressing these issues which should result in the Department attracting a higher number of qualified applicants and an enhanced training program.

### ***Street Superintendent – Public Works***

This position will improve span of control issues within this division as noted in the FY 2016 – 2017 pay and class study. This will allow managers within the Streets Division to spend a greater percentage of their time out in the field managing, and overseeing, work related tasks instead of in the office performing administrative related duties. Specifically, this position will manage the positions responsible for concrete, asphalt, and storm drain maintenance, turf mowing and applications, code enforcements, special event setup and takedown, and street sweeping.

### ***Right of Way Supervisor – Public Works***

This position will improve span of control issues within this division as noted in the FY 2016 – 2017 pay and class study. This will allow managers within the Streets Division to spend a greater percentage of their time out in the field managing, and overseeing, work related tasks instead of in the office performing administrative related duties. Specifically, this position will oversee all right of way maintenance in town, code enforcements, street sweeper operations, and special event setup and takedown and street sweeping.

### **Annual Position Review Summary in FY 2018 - 2019**

As part of the annual review, a pay and classification consultant reviewed positions from multiple Departments across the Town. Recommended changes to classifications have been summarized below:

Communications Manager from Grade 28 to Grade 29  
Communications Specialist from Grade 19 to Grade 20  
Economic Development Director from Grade 32 to Grade 33  
Inspections Director from Grade 33 to Grader 34  
Code Enforcement Officer III from Grade 25 to Grade 26  
Code Enforcement Officer II from Grade 23 to Grade 24  
Chief Fire Inspector from Grade 25 to Grade 26  
Accounting Manager from Grade 26 to Grade 28  
Payroll Specialist from Grade 19 to Grade 20

**TOWN OF GARNER**  
**RECOMMENDED POSITIONS FY 2018-19**

DEPARTMENT/DIVISION	FY 2015-16 Full-time Equivalent	FY 2016-17 Full-time Equivalent	FY 2017-18 Full-time Equivalent	FY 2018-19 Full-time Equivalent
<b>ADMINISTRATION</b>				
Town Manager	5.00	4.00	4.00	4.00
Town Clerk	2.00	2.00	2.00	2.00
Human Resources	2.00	2.00	2.00	2.00
Communications	0.00	1.00	2.00	2.00
Neighborhood Improvement	0.00	1.00	1.00	1.00
<b>ADMINISTRATION TOTAL</b>	<b>9.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
<b>FINANCE</b>				
Finance Administration	5.00	6.00	6.62	6.62
Purchasing	1.00	0.00	0.00	0.00
<b>FINANCE TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.62</b>	<b>6.62</b>
<b>ECONOMIC DEVELOPMENT</b>				
Economic Development	3.00	2.00	2.00	2.00
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>PLANNING</b>				
Planning Administration	3.00	3.00	7.00	7.00
Land Use Permits and Enforcement	2.00	2.00	-	-
Community Planning and Appearance	1.00	1.00	-	-
<b>PLANNING TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
<b>BUILDING INSPECTIONS</b>				
Building Inspections	8.00	8.00	10.00	10.00
<b>BUILDING INSPECTIONS TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>10.00</b>	<b>10.00</b>
<b>ENGINEERING</b>				
Engineering	6.00	6.00	6.00	6.00
<b>ENGINEERING TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>INFORMATION TECHNOLOGY</b>				
Information Technology	3.00	3.00	3.00	3.00
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>POLICE</b>				
Police Administration	3.50	73.50	73.50	75.50
Police Operations	67.00	0.00	0.00	0.00
<b>POLICE TOTAL</b>	<b>70.50</b>	<b>73.50</b>	<b>73.50</b>	<b>75.50</b>
<b>PUBLIC WORKS</b>				
Public Works Administration	5.00	5.00	5.00	4.00
Streets/Powell Bill	14.00	14.00	14.00	16.00
Public Grounds Management	13.00	13.00	13.00	13.00
Building Maintenance	4.00	4.00	4.00	5.00
Fleet Maintenance	4.00	4.00	4.00	4.00
<b>PUBLIC WORKS TOTAL</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>42.00</b>

(Continued on next page.)

**TOWN OF GARNER  
RECOMMENDED POSITIONS FY 2018-19**

<b>DEPARTMENT/DIVISION</b>	<b>FY 2015-16 Full-time Equivalent</b>	<b>FY 2016-17 Full-time Equivalent</b>	<b>FY 2017-18 Full-time Equivalent</b>	<b>FY 2018-19 Full-time Equivalent</b>
<b>PARKS, RECREATION, &amp; CULTURAL RESOURCES</b>				
Parks, Recreation, & Cultural Resources Administration	3.00	3.00	2.00	2.00
Adult & Senior	2.00	2.00	2.00	2.00
Outdoor Adventure	2.00	2.00	2.00	1.00
Marketing and Special Events	0.00	0.00	0.00	0.00
Arts & Cultural Resources	3.00	3.00	4.00	4.00
Youth & Athletic	2.50	2.50	3.00	6.00
<b>PARKS, RECREATION, &amp; CULTURAL RESOURCES TOTAL</b>	<b>12.50</b>	<b>12.50</b>	<b>13.00</b>	<b>15.00</b>
<b>TOTAL - GENERAL FUND EMPLOYEES</b>	<b>164.00</b>	<b>167.00</b>	<b>172.12</b>	<b>178.12</b>
<b>FTE per 1,000 Population</b>	<b>6.06</b>	<b>6.10</b>	<b>6.03</b>	<b>5.82</b>

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/17**

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

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/17**

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

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/17**

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

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/17**

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

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/17 (Updated 10/04/17)**

<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 Police Recruit	N N N N
12	12.42	19.30	25,834 - 40,144		
13	13.05	20.26	27,144 - 42,141	Receptionist	N
14	13.72	21.28	28,539 - 44,262	Parks Maintenance Worker Street Maintenance Worker	N N
15	14.39	22.36	29,931 - 46,509	Office Assistant Recreation Activities Specialist	N N
16	15.13	23.46	31,470 - 48,797	Auditorium Technician Criminal Records Clerk	N N
17	15.88	24.63	33,030 - 51,230	Administrative Support Specialist Animal Control Officer Development and Permitting Specialist Equipment Operator Finance Specialist Lead Auditorium Technician Lead Parks Maintenance Worker Quartermaster Recreation Program Specialist	N N N N N N N N N

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/17 (Updated 10/04/17)**

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
18	16.66	25.85	34,653 - 53,768	Building Maintenance Technician Fleet Mechanic Public Works Specialist Street Sweeper Operator	N N N N
19	17.51	27.17	36,421 - 56,514	Communications Specialist Lead Equipment Operator Payroll 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 Senior Administrative Support Specialist	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 Events Coordinator Senior Building Maintenance Technician Senior Fleet Mechanic Marketing Coordinator	N N 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
23	21.28	33.01	44,262 - 68,661	Athletics Program Supervisor Code Enforcement Officer II Facilities Supervisor Fleet Supervisor Parks and Grounds Supervisor Planner I Recreation & Programs Assistant Manager Streets Supervisor Theater and Marketing Supervisor	N N N N N N N N N
24	22.36	34.68	46,509 - 72,134	Construction Inspector Engineering Technician Human Resources Analyst	N N N

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/17 (Updated 10/04/17)**

<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>
25	23.46	36.40	48,797 - 75,712	Chief Code Compliance Officer	N
				Chief Fire Inspector	N
				Code Enforcement Officer III	N
				Downtown Development Manager	E
				Planner II	N
25** (Police)	23.46	36.40	52,152 - 80,917 **based on 2,223 hrs/yr	Police Sergeant**	N
26	24.63	38.20	51,230 - 76,456	Accounting Manager	E
				Chief Codes Enforcement Officer	N
				Cultural Arts and Events Manager	E
				Neighborhood Improvement Manager	N
				Purchasing Manager	E
				Outdoor Education and Parks Manager	E
				Recreation Center and Programs Manager	E
27	25.85	40.12	53,768 - 83,450	Information Technology Specialist	N
				Public Works Operations Superintendent	N
				Senior Planner	E
28	27.17	42.13	56,514 - 87,630	Budget and Special Projects Manager	E
				Communications Manager	E
				Police Lieutenant	E
				Principal Planner	E
				Town Clerk	E
29	28.52	44.25	59,322 - 92,040	Assistant Parks, Recreation, and Cultural Resources Director	E
				Stormwater Engineer	E
30	29.94	46.44	62,275 - 96,595	Assistant Public Works Director	E
				Planning Services Manager	E
				Senior Information Technology Specialist	E
31	31.44	48.79	65,395 - 101,483	Assistant Town Engineer	E
				Police Captain	E
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	E
35	38.20	59.58	79,456 - 123,926	Parks, Recreation, and Cultural Resources Director	E
				Finance Director	E

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/17 (Updated 10/04/17)**

<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>
36	40.10	62.57	83,408 - 130,146	Information Technology Director Planning Director Police Chief Public Works Director Town Engineer	E E E E E
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

**TOWN OF GARNER**  
**GENERAL FUND FY 2018 - 2019 RECOMMENDED BUDGET REVENUE**

Revenue Type	FY 2016 - 2017 Actual	FY 2017- 2018 Adopted	FY 2017 - 2018 Revised	FY 2018 - 2019 Manager Recommended
<b>Property Taxes</b>				
Ad Valorem Taxes-Current Year	\$ 17,367,037	\$ 17,587,000	\$ 17,587,000	\$ 18,398,356
Ad Valorem Taxes-Prior Year	59,899	60,500	60,500	60,500
Ad Valorem Tax Rental Vehicles	22,773	22,500	22,500	22,500
Pay in Lieu of Taxes	2,181	800	800	800
Tax Penalty and Interest	41,292	44,000	44,000	44,000
<b>Total Property Taxes</b>	<b>17,493,182</b>	<b>17,714,800</b>	<b>17,714,800</b>	<b>18,526,156</b>
<b>Permits and Fees</b>				
Fee in Lieu of Parkland	536,893	-	-	-
Sidewalk Fees	15,280	15,000	15,000	40,000
Engineering Inspection Fees	24,122	25,000	25,000	35,000
Retention Pond Fees	3,360	-	-	-
Water Cap Replacement Fee	239,152	221,740	221,740	-
Sewer Capacity Replacement Fee	231,339	221,740	221,740	-
Water Acreage Fees	232,524	142,500	142,500	-
Sewer Acreage Fees	232,518	142,500	142,500	-
Motor Vehicle Fees - General Fund	120,875	123,333	123,333	123,333
Motor Vehicle Fees - Roads	245,413	246,667	246,667	246,667
Dog Licenses	835	500	500	500
Subdivision Fees	10,931	13,000	13,000	15,000
Board of Adjustment Fees	500	1,200	1,200	1,200
Site Plan / Permit Fees	9,425	25,000	25,000	25,000
Rezoning Fees	5,755	9,300	9,300	6,000
Sign Permit Fees	5,500	7,100	7,100	7,100
Annexation and Street Closing	2,100	600	600	1,200
Special Event Permit	825	700	700	700
Building Permit Fees	901,156	850,000	850,000	1,100,000
Inspection Plan Review Fee	20,142	15,000	15,000	40,000
Fire Inspection Fees	10,840	30,000	30,000	30,000
Reinspection Fees	5,120	10,000	10,000	15,000
Inspection Fee - After Hours	720	1,480	1,480	1,480
Homeowners Recovery Fees	908	-	-	-
Rental Property Owner Registration Fee	75	-	-	-
Police - DDACTS Partnership	-	-	-	-
Police Outside Employment	188,197	223,913	223,913	225,000
Taxi Cab Inspection Fee	30	-	-	-
False Alarm Charges	10,300	10,300	10,300	10,300
<b>Total Permits and Fees</b>	<b>3,054,835</b>	<b>2,336,573</b>	<b>2,336,573</b>	<b>1,923,480</b>
<b>Other Taxes and License</b>				
ABC Revenue	125,693	121,000	121,000	135,000
Local Government Sales Tax 1%	2,781,614	2,860,500	2,860,500	3,075,037
Local Government Sale Tax 1/2%	3,282,604	3,364,500	3,364,500	3,616,838
Solid Waste Disposal Tax	19,479	20,000	20,000	20,000
Business Registration Fee	23,518	17,000	17,000	17,000
<b>Total Other Taxes and License</b>	<b>\$ 6,232,908</b>	<b>\$ 6,383,000</b>	<b>\$ 6,383,000</b>	<b>\$ 6,863,875</b>

(continued)

**TOWN OF GARNER**  
**GENERAL FUND FY 2018 - 2019 RECOMMENDED BUDGET REVENUE**

Revenue Type	FY 2016 - 2017 Actual	FY 2017- 2018 Adopted	FY 2017 - 2018 Revised	FY 2018 - 2019 Manager Recommended
<b>Intergovernmental Revenue</b>				
Beer and Wine Tax	\$ 129,258	\$ 132,400	\$ 132,400	\$ 135,000
Utility Franchise Tax	1,864,391	1,889,000	1,889,000	1,866,000
Video Programming Fees	245,296	249,000	249,000	249,000
Build America Bond Reimbursement	77,327	75,500	75,500	73,770
PEG Channel Reimbursement	55,172	63,166	90,377	63,166
Powell Bill Distribution	736,809	736,809	736,809	745,000
Norfolk Southern Foundation	-	-	2,000	-
Gen Purpose Grant Senior Center	10,878	-	10,939	10,000
Federal Asset Forfeiture	16,375	-	-	-
USDOJ Vest Grant	1,430	3,575	3,575	3,575
USDOJ Body Camera Grant	-	83,320	83,320	83,320
GHSP Equipment Grant	-	-	24,500	-
GHSP DWI Officer Grant	37,693	-	-	-
School Resource Officer	68,297	68,298	68,298	106,136
<b>Total Intergovernmental Revenue</b>	<b>3,242,926</b>	<b>3,301,068</b>	<b>3,365,718</b>	<b>3,334,967</b>
<b>Sales and Service</b>				
Recreation Fees	215,193	250,873	250,873	233,348
PRCR Sponsorships	-	10,000	10,000	-
Auditorium Concessions	3,691	2,000	2,000	3,500
Facility Rental Fees	243,609	197,500	197,500	260,000
Special Refuse Collection Fees	2,889	3,775	3,775	3,775
Refuse Cart Fees	17,790	22,500	22,500	25,000
City of Raleigh - Collection Fees	3,245	4,000	4,000	4,000
Wake County - Collection Fees	892	950	950	950
GVFR - Fuel Sales	-	10,000	10,000	-
NCDOT Mowing Agreement	21,331	22,300	22,300	23,000
City of Raleigh - Gasoline Sales	-	-	-	-
City of Raleigh - Street Repairs	37,791	20,000	20,000	20,000
<b>Total Sales and Service</b>	<b>\$ 546,431</b>	<b>\$ 543,898</b>	<b>\$ 543,898</b>	<b>\$ 573,573</b>

(continued)

**TOWN OF GARNER**  
**GENERAL FUND FY 2018 - 2019 RECOMMENDED BUDGET REVENUE**

Revenue Type	FY 2016 - 2017 Actual	FY 2017- 2018 Adopted	FY 2017 - 2018 Revised	FY 2018 - 2019 Manager Recommended
<b>Investment Earnings</b>				
Interest Earned	\$ 151,936	\$ 160,000	\$ 160,000	\$ 410,000
<b>Total Investment Earnings</b>	<b>151,936</b>	<b>160,000</b>	<b>160,000</b>	<b>410,000</b>
<b>Other Revenue</b>				
Check Service Charges	50	-	-	-
Wake County Landfill Reimbursement	121,264	95,000	95,000	95,000
Grounds Fee - School Commons	9,000	9,000	9,000	9,000
Miscellaneous Revenue	16,983	9,157	9,157	15,000
Veterans Memorial Bricks	8,670	-	2,350	-
Firehouse Police Light Grant	-	6,175	6,175	-
NCLM Vest Grant	-	-	-	-
Code Enforcement Fines	18,181	20,000	20,000	20,000
Insurance Proceeds	35,842	-	-	-
Scrap Material Sales	1,639	2,000	2,000	2,000
Econ Development Partnerships	-	1,200	1,200	-
Back Yard Hen Permits	75	-	-	-
Miscellaneous Assessments	918	-	-	-
Sewer Assessments	6,609	4,000	4,000	4,000
Interest on Assessments	1,174	2,400	2,400	1,000
Miscellaneous Land Use Charges	4,095	5,250	5,250	5,250
Officer Fees	9,767	7,400	7,400	10,000
Animal Control Violation	150	-	-	-
Parking Violations	1,160	2,000	2,000	2,000
Parks Contributions & Grants	134,000	-	-	-
Contributions	1,100	-	-	-
<b>Total Other Revenue</b>	<b>370,677</b>	<b>163,582</b>	<b>165,932</b>	<b>163,250</b>
<b>Total General Fund Revenues</b>	<b>31,092,895</b>	<b>30,602,921</b>	<b>30,669,921</b>	<b>31,795,301</b>
<b>Other Financing Sources</b>				
Transfer From Regional Retention Reserve	-	-	-	-
Transfer From Lake Benson Park Reserve	-	6,400	6,400	-
Transfer From Park Equipment Fund	-	28,000	28,000	-
Transfer From Stormwater Infra. Reserve	-	45,000	45,000	45,000
Transfer From Hwy 70/ White Oak Project	-	-	-	-
Transfer From Street Improve Cap Reserve	-	-	-	428,893
Transfer From Water/Sewer Debt Reserve	-	-	-	-
Transfer from Future Capital Reserve	-	-	-	-
Sale of Fixed Assets	101,066	45,000	45,000	45,000
Appropriated Fund Balance-Powell Bill	-	13,723	13,723	438,740
Appropriated Fund Balance-Public Safety	-	81,298	81,298	-
Proceeds from Debt Issuance	6,229,000	672,000	672,000	-
Transfer from Bond Debt Capital Reserve	-	1,157,631	1,295,881	1,148,257
Appropriated Fund Balance	-	549,505	1,587,068	997,241
<b>Total Other Financing Sources</b>	<b>6,330,066</b>	<b>2,598,557</b>	<b>3,774,370</b>	<b>3,103,131</b>
<b>Total Revenues &amp; Financing Sources</b>	<b>\$ 37,422,961</b>	<b>\$ 33,201,478</b>	<b>\$ 34,444,291</b>	<b>\$ 34,898,432</b>

**TOWN OF GARNER**  
**GENERAL FUND FY 2018 - 2019 RECOMMENDED BUDGET EXPENDITURE SUMMARY**

Expenditures by Program/Department	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
<i>Governing Body</i>					
Town Council	\$ 219,107	\$ 288,528	\$ 288,528	\$ 252,111	\$ 252,111
Legal Services	90,157	92,617	142,617	137,617	92,617
Total Governing Body	309,264	381,145	431,145	389,728	344,728
<i>Administration</i>					
Town Manager	485,712	592,618	612,194	656,252	654,552
Town Clerk	146,259	160,200	160,200	165,310	165,310
Human Resources	263,530	301,239	309,139	431,263	318,065
Communications	164,748	222,415	252,317	282,075	282,075
Neighborhood Improvement	113,058	108,304	108,304	137,456	137,456
Safety	7,287	10,924	10,924	10,924	10,924
Total Administration	1,180,594	1,395,700	1,453,078	1,683,280	1,568,382
<i>Finance</i>	692,373	790,427	790,427	874,095	852,265
<i>Economic Development</i>					
Economic Development	208,902	243,017	299,067	249,875	249,875
Economic Development Incentives	-	-	70,000	-	-
Economic Development Partners	49,504	50,039	125,039	52,539	52,539
Total Economic Development	258,406	293,056	494,106	302,414	302,414
<i>Planning</i>	761,313	786,217	840,153	759,690	759,690
<i>Building Inspections</i>	907,559	1,022,307	1,022,307	1,156,601	1,097,915
<i>Engineering</i>	588,223	624,908	624,908	685,472	610,780
<i>Information Technology</i>	553,416	590,305	594,305	589,985	545,135
<i>Police</i>	7,468,492	8,158,638	8,451,331	8,161,402	7,898,857
<i>Fire and Rescue</i>	2,912,321	3,279,369	3,279,369	3,485,393	3,409,133
<i>Public Works</i>					
Administration	416,694	438,300	450,300	409,421	409,421
Streets	1,733,947	1,799,232	1,809,480	1,915,502	1,828,652
Powell Bill	459,174	956,612	1,345,435	779,030	779,030
Public Grounds Management	977,740	1,088,499	1,088,499	1,102,347	1,043,532
Snow Removal	46,848	16,018	25,406	10,318	10,318
Solid Waste	1,888,479	1,922,038	1,925,038	1,957,509	1,952,169
Public Facilities Management	701,361	837,225	911,475	1,071,219	1,025,862
Fleet Management	323,177	354,165	308,650	411,322	364,507
Total Public Works	6,547,420	7,412,089	7,864,283	7,656,668	7,413,491

(continued)

**TOWN OF GARNER**  
**GENERAL FUND EXPENDITURE ADOPTED BUDGET FY 2017-18**

Expenditures by Program/Department	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
<i>Parks, Recreation and Cultural Resources</i>					
Administration	\$ 315,815	\$ 351,419	\$ 351,419	\$ 417,591	\$ 323,542
Cultural Arts & Events	407,327	567,653	569,016	562,405	557,405
Marketing and Special Events	-	-	-	38,935	38,935
Youth & Athletic	446,368	509,043	509,043	737,208	711,394
Adult & Senior	313,263	323,261	330,200	303,986	303,986
Outdoor Adventure	233,075	138,887	144,547	149,104	149,104
Program Partners	163,779	177,629	177,629	192,490	177,140
<b>Total PRCR</b>	<b>1,879,627</b>	<b>2,067,892</b>	<b>2,081,854</b>	<b>2,401,719</b>	<b>2,261,506</b>
<i>Debt Service</i>					
Principal	4,547,638	2,683,250	2,683,250	2,555,492	2,555,492
Interest	1,179,754	1,241,219	1,241,219	1,162,237	1,162,237
<b>Total Debt Service</b>	<b>5,727,392</b>	<b>3,924,469</b>	<b>3,924,469</b>	<b>3,717,729</b>	<b>3,717,729</b>
<i>Special Appropriations</i>					
Retirement	612,528	689,240	689,240	687,549	687,549
Town Insurance	465,343	558,020	558,020	560,910	560,910
Subsidized Programs	65,305	53,831	57,431	83,472	68,004
Office Administration	18,612	41,346	41,346	41,745	41,745
<b>Total Special Appropriations</b>	<b>1,161,788</b>	<b>1,342,437</b>	<b>1,346,037</b>	<b>1,373,676</b>	<b>1,358,208</b>
<i>Other Funds</i>					
Multi-year Operating Fund	-	-	-	100,000	100,000
Vehicle and Equipment Replacement	-	-	-	1,148,000	883,000
IT Equipment Replacement	-	-	-	229,700	209,200
<b>Total Other Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,477,700</b>	<b>1,192,200</b>
<i>Transfers</i>					
Transfer to Capital Reserve	-	285,000	399,000	428,893	428,893
Transfer to Revenue Savings Plan	-	847,519	847,519	1,137,106	1,137,106
<b>Total Transfers</b>	<b>-</b>	<b>1,132,519</b>	<b>1,246,519</b>	<b>1,565,999</b>	<b>1,565,999</b>
<b>Total General Fund Expenditures</b>	<b>\$ 30,948,188</b>	<b>\$ 33,201,478</b>	<b>\$ 34,444,291</b>	<b>\$ 36,281,551</b>	<b>\$ 34,898,432</b>

**TOWN OF GARNER**  
**Summary of Expenditure Changes from FY 2017-18**

Expenditures by Program/Department	Adopted Budget FY 2017-18	Recommended Budget FY 2018-19	Change Over FY 2017-18 Budget	%	Existing F/T Personnel Cost Change	Temporary Personnel Cost Change	Recommended Decision Packages	Other Line Item Changes
<i>Governing Body</i>								
Town Council	\$ 288,528	\$ 252,111	\$ (36,417)	-12.6%	\$ 9,828	\$ -	\$ -	\$ (46,245)
Legal Services	92,617	92,617	-	0.0%	-	-	-	-
Total Governing Body	381,145	344,728	(36,417)	-9.6%	9,828	-	-	(46,245)
<i>Administration</i>								
Town Manager	592,618	654,552	61,934	10.5%	62,554	-	-	(620)
Town Clerk	160,200	165,310	5,110	3.2%	4,420	-	-	690
Human Resources	301,239	318,065	16,826	5.6%	9,239	-	-	7,587
Communications	222,415	282,075	59,660	26.8%	87,014	(18,750)	-	(8,604)
Neighborhood Improvement	108,304	137,456	29,152	26.9%	3,870	-	25,000	282
Safety	10,924	10,924	-	0.0%	-	-	-	-
Total Administration	1,395,700	1,568,382	172,682	12.4%	167,097	(18,750)	25,000	(665)
<i>Finance</i>	790,427	852,265	61,838	7.8%	38,085	(18,707)	24,600	17,860
<i>Economic Development</i>								
Economic Development	243,017	249,875	6,858	2.8%	8,967	-	-	(2,109)
Economic Development Partners	50,039	52,539	2,500	5.0%	-	-	-	2,500
Total Economic Development	293,056	302,414	9,358	3.2%	8,967	-	-	391
<i>Planning</i>	786,217	759,690	(26,527)	-3.4%	16,883	-	-	(43,410)
<i>Building Inspections</i>	1,022,307	1,097,915	75,608	7.4%	35,889	62,653	-	(22,934)
<i>Community Engineering</i>	624,908	610,780	(14,128)	-2.3%	(13,413)	-	-	(715)
<i>Information Technology</i>	590,305	545,135	(45,170)	-7.7%	3,827	-	-	(48,997)

(Continued)

Expenditures by Program/Department	Adopted	Recommended	Change Over		Existing F/T	Temporary	Recommended	Other
	Budget FY 2017-18	Budget FY 2018-19	FY 2017-18 Budget	%	Personnel Cost Change	Personnel Cost Change	Decision Packages	Line Item Changes
<i>Police</i>	8,158,638	7,898,857	(259,781)	-3.2%	86,599	19,200	137,931	(503,511)
<i>Fire and Rescue</i>	3,279,369	\$ 3,409,133	129,764	4.0%	84,912	-	-	44,852
<i>Public Works</i>								
Administration	438,300	409,421	(28,879)	-6.59%	(55,959)	18,127	-	8,953
Streets	1,799,232	1,828,652	29,420	1.64%	(9,545)	-	95,286	(56,321)
Streets - Powell Bill	956,612	779,030	(177,582)	-18.56%	-	-	-	(177,582)
Public Grounds Management	1,088,499	1,043,532	(44,967)	-4.1%	7,098	-	-	(52,065)
Snow Removal	16,018	10,318	(5,700)	-35.6%	-	-	-	(5,700)
Solid Waste	1,922,038	1,952,169	30,131	1.6%	-	-	-	30,131
Public Facilities Management	837,225	1,025,862	188,637	22.5%	85,889	-	-	102,748
Fleet Management	354,165	364,507	10,342	2.9%	5,548	-	-	4,794
Total Public Works	7,412,089	7,413,491	1,402	0.0%	33,031	18,127	95,286	(145,042)
<i>Parks, Recreation and Cultural Resources</i>								
Administration	351,419	323,542	(27,877)	-7.9%	6,250	-	-	(34,127)
Cultural Arts & Events	567,653	557,405	(10,248)	-1.8%	11,761	12,020	1,691	(35,720)
Marketing & Special Events	-	38,935	38,935	#DIV/0!	-	-	-	38,935
Youth & Athletic	509,043	711,394	202,351	39.8%	12,116	42,740	133,970	13,525
Adult & Senior	323,261	303,986	(19,275)	-6.0%	10,331	23,713	1,321	(54,640)
Outdoor Adventure	138,887	149,104	10,217	7.4%	4,208	3,804	1,280	925
Program Partners	177,629	177,140	(489)	-0.3%	-	-	-	(489)
Total Cultural and Recreational	2,067,892	2,261,506	193,614	9.4%	44,666	82,277	138,262	(71,591)
<i>Debt Service</i>								
Principal	2,683,250	2,555,492	(127,758)	-5%	-	-	-	(127,758)
Interest	1,241,219	1,162,237	(78,982)	-6%	-	-	-	(78,982)
Total Debt Service	3,924,469	3,717,729	(206,740)	-5%	-	-	-	(206,740)

(Continued)

Expenditures by Program/Department	Adopted	Recommended	Change Over		Existing F/T	Temporary	Recommended	Other
	Budget FY 2017-18	Budget FY 2018-19	FY 2017-18 Budget	%	Personnel Cost Change	Personnel Cost Change	Decision Packages	Line Item Changes
<i>Special Appropriations</i>								
Retirement	689,240	687,549	(1,691)	-0.25%	(1,691)	-	-	-
Town Insurance	558,020	560,910	2,890	0.52%	-	-	-	2,890
Subsidized Programs	53,831	68,004	14,173	26.33%	-	-	-	14,173
Office Administration	41,346	41,745	399	0.97%	-	-	-	399
<b>Total Special Appropriations</b>	<b>1,342,437</b>	<b>1,358,208</b>	<b>15,771</b>	<b>1.17%</b>	<b>(1,691)</b>	<b>-</b>	<b>-</b>	<b>17,462</b>
<i>Other Funds</i>								
Multi-year Operating Fund	-	100,000	100,000	#DIV/0!	-	-	-	100,000
Vehicle & Equipment Replacement	-	883,000	883,000	#DIV/0!	-	-	-	883,000
IT Equipment Replacement	-	209,200	209,200	#DIV/0!	-	-	-	209,200
<b>Total Other Funds</b>	<b>-</b>	<b>1,192,200</b>	<b>1,192,200</b>	<b>#DIV/0!</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,192,200</b>
<b>Total General Fund Expenditures</b>	<b>\$ 32,068,959</b>	<b>\$ 33,332,433</b>	<b>\$ 71,274</b>	<b>3.94%</b>	<b>514,680</b>	<b>144,800</b>	<b>421,079</b>	<b>(1,009,285)</b>

**REVENUE SAVINGS PLAN FY BUDGET FOR FY 2018-19**

	Revenue Category							TOTALS	
	Property Tax- Current Year*	ABC Revenues	Sales Tax 1 cent	Sales Tax 1/2 cent	Heavy Equipment Rental Tax	Beer & Wine Tax	Utility Franchise Taxes		Video Programming Fees
FY 17-18 Budget	\$16,183,343	\$121,000	\$2,860,500	\$3,364,500	\$0	\$132,400	\$1,889,000	\$249,000	\$24,793,593
FY 18-19 Budget	\$16,929,943	\$135,000	\$3,075,037	\$3,616,838	\$0	\$135,000	\$1,866,000	\$249,000	\$26,006,818
% Inceas (Decrease)	4.61%	11.57%	7.50%	7.50%	0.00%	1.96%	-1.22%	0.00%	4.89%
							<b>Amount Above 1% Threshold</b>		<b>\$965,290</b>

		<b>Revenue Savings Calculation</b>	
		Amount of Increase Above 1% Threshold	\$965,290
		X Applicable Multiple %	30.00%
		Applicable FY 2018-19 Amount	\$289,587
		+ Plus Prior Year Amount	\$847,519
		<b>Total FY 2018-19 Revenue Savings Appropriation</b>	<b>\$1,137,106</b>

FY 14-15 Budget:	\$46,313
FY 15-16 Budget:	\$337,046
FY 16-17 Budget:	\$258,301
FY 17-18 Budget:	\$205,859
Previous Year Total	\$847,519

## DEBT CAPACITY MODEL CALCULATION

### Total Old Debt

2010 Bonds Principal	\$175,000	
BB&T Installment Principal	\$568,000	
PNC Installment Principal	\$479,876	
2010 Bonds Interest	\$227,248	
BB&T Installment Interest	\$85,947	
PNC Installment Interest	\$25,017	
<i>Subtotal</i>		\$1,561,088

### Total New Bond Debt

Principal-2014 Bonds	\$250,000	
Principal-2015 Bonds	\$580,000	
Interest-2014 Bonds	\$305,775	
Interest-2015 Bonds	\$499,387	
<i>Subtotal</i>		\$1,635,162

Total All Debt \$3,196,250

### Less Available Funding Sources:

2013 Appropriation for Debt	(\$759,047)	
2.75 Cent Tax Allocation	(\$860,053)	
Water/Sewer Capacity Fees	(\$428,893)	
Total Revenue Available for Debt		(\$2,047,993)

### Net Debt

Amount to Draw from Bond Debt Reserve \$1,148,257

*Note: Total Old & New Debt does not include any installment financings for vehicles or equipment.*

## ANALYSIS OF AD VALOREM TAX BASE AND ANTICIPATED LEVY

Tax Base	Projected 2017-18	Estimated 2018-19
Real Property Valuation	\$2,770,000,000	\$2,875,000,000
Personal Property Valuation	179,000,000	208,000,000
Public Service Property	118,100,000	134,000,000
Motor Vehicles	269,000,000	271,000,000
Total Property Valuation	\$3,336,100,000	\$3,488,000,000
Estimated Loss on Appeal	\$6,572,770	\$4,694,836
Total Property Valuation	\$3,329,527,230	\$3,483,305,164
<u>Tax Rate</u>		
General Fund (including debt service)		\$0.5325 per \$100
<u>2018-19 Tax Levy</u>		
\$3,483,305,164 x \$ 0.5325/100		\$18,548,600
Less Estimated .81% Uncollected		(150,244)
Total Anticipated Collections		\$18,398,356

NOTES:

1. Each cent of the property tax rate will yield revenues of approximately: \$345,509

## FY 2018-19 DEBT SERVICE SCHEDULE

Below is a summary of the debt service payments due for FY 2018-19.

Purpose	Original Debt	Principal Due	Interest Due	Total Payment
<b>General Purpose</b>				
2013 Refinancing of 2006 Capital Projects <sup>1</sup>	\$ 7,242,800	\$ 479,876	\$ 25,017	\$ 504,893
Public Improvements 2010 <sup>2</sup>	6,050,000	175,000	227,248	402,248
2017 Refinancing of 2011 Capital/Capacity <sup>3</sup>	3,400,000	568,000	85,947	653,947
General Obligation 2014 <sup>4</sup>	8,905,000	250,000	305,775	555,775
General Obligation 2015 <sup>5</sup>	14,670,000	580,000	499,387	1,079,387
Vehicles/Equipment FY 15-16 <sup>6</sup>	630,000	158,616	2,158	160,774
Vehicles/Equipment FY 16-17 <sup>7</sup>	700,000	175,000	7,583	182,583
Vehicles/Equipment FY 17-18 <sup>8</sup>	672,000	169,000	9,122	178,122
<b>Total General Purpose Debt Service</b>				<b><u><u>\$ 3,717,729</u></u></b>

Notes:

1. 2006 Projects included improvements to Centennial Park, East Main Street facility, Garner Performing Arts Center, Garner Senior Center, and purchase of water and sewer capacity. This debt was refunded in FY 2013-14 to reduce the interest rate.
2. 2010 Improvements included roadway improvements to Timber Drive and Vandora Springs Road and White Deer Park.
3. 2011 Projects included purchase of water and sewer capacity and improvements to the Public Works facility. This facility. This debt was refunded in FY 2016-17 to reduce the interest rate and purchase the Meadowbrook property.
4. 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.
5. 2015 Projects include Town Hall, Indoor Recreation Center, park enhancements, streets, and sidewalks.
6. Installment financing included one Inspections vehicle, one Engineering truck, seven Police vehicles, two Public Works trucks, one salt spreader, and one Dump Truck
7. Installment financing included the replacement of: two Inspections vehicles, four Public Works trucks, one Dump Truck, seven Police vehicles, one Parks Mini-Bus, a Salt Brine Machine and Applicator, one Tractor, and a Ball Field Machine.
8. Installment financing for the replacement of: one Inspections vehicles, one Information Technology . vehicle, one Dump Truck, eight Police vehicles, one Parks Mini-Bus, one Wheel Loader, and one Wide Area Mower.

### **Bonds Authorized and Unissued**

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

**TOWN OF GARNER**  
**CAPITAL OUTLAY ITEMS FY 2018-19 GENERAL FUND BUDGET**

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

**Capital Assets**

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	RECOMMENDED
Police	Vehicle Replacement (7) and New Vehicles (5)	497,882	331,882
Public Works - Powell Bill	Annual Street Resurfacing Program	\$ 475,000	\$ 475,000
Public Works - Powell Bill	Wood Chipper	55,853	55,853
Public Works - Powell Bill	Wheel Loader	206,798	206,798
Public Works - Powell Bill	Asphalt Patch Unit	69,648	69,648
Public Works - Grounds	Landscape Truck	48,265	48,265
Public Works - Grounds	Truck	38,820	38,820
Public Works - Grounds	JD Gator	10,000	10,000
Public Works - Grounds	Mower Replacement	11,000	11,000
Public Works - Grounds	Truck	32,000	-
Public Works - Streets	New Truck (2)	64,000	64,000
Public Works - Buildings	Truck	32,000	-
Engineering	Truck	23,000	-
Inspections	Used Vehicle	12,000	-
Information Technology	Replacement Wireless Network	20,500	-
Information Technology	Replacement SAN	70,000	70,000
Information Technology	Replacement Barracuda Backup	12,000	12,000
<b>TOTAL</b>		<b>\$ 1,413,266</b>	<b>\$ 1,247,266</b>

**Operating Capital**

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	RECOMMENDED
Public Works - Grounds	Replacement Trash Cans for Town Facilities	8,400	8,400
Information Technology	Police Laptop Replacement	95,200	95,200
Information Technology	Replacement Switches for Town Hall	15,000	-
Information Technology	WiFi Equipment for Parks	26,250	-
Police	Ambidextrous Rifle Charging Handle	5,964	-
Police	Mobile Field Force Equipment	21,524	-
Police	Ballistic Helmets	9,000	-
Police	Active Shooter Vests	15,525	-
<b>TOTAL</b>		<b>\$ 196,863</b>	<b>\$ 103,600</b>

## COMPUTATION OF LEGAL DEBT MARGIN

### Calculation of Debt Limit

Assessed Value of Taxable Property (at June 30, 2018)	\$3,488,000,000
Multiplied by State Limitation of 8%	<u>                    x .08</u>
DEBT LIMIT	279,040,000

### Calculation of Town of Garner's Debt

Total Debt Applicable to the Debt Limit at June 30, 2018	\$ 35,064,218
Less: Assets in Debt Service Reserves available for payment of debt	<u>                    -</u>
TOTAL AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT	35,064,218
 <b>LEGAL DEBT MARGIN</b>	 <u><u>                    \$ 243,975,782</u></u>

## PROJECTED FUND BALANCE AT JUNE 30, 2018

Fund total fund balance June 30, 2017		\$ 29,947,179
Estimated increase in fund balance for FY 2018 <sup>1</sup>		425,000
Estimated total fund balance June 30, 2018		30,372,179
<i>Less:</i>		
Nonspendable fund balance	43,342	
Restricted by:		
State statutes	3,491,408	
Powell Bill	836,096	
Law Enforcement	37,002	
Committed for:		
Veteran's Memorial	58,816	
Stormwater infrastructure	302,176	
Water/sewer capacity	2,799,601	
Public safety needs	82,571	
Revenue Savings Plan	847,519	
Other projects	1,676,372	
Assigned to:		
Next year's budget <sup>2</sup>	1,016,241	
Encumbrances	635,000	
Total estimated restricted, committed, or assigned fund balance		11,826,144
Estimated unassigned fund balance		\$ 18,546,035
Total projected budget for FY 2018-19	\$ 34,898,432	
Fund balance policy percentage minimum for operations	30%	
Fund balance policy minimum dollars for operations		10,469,530
Fund balance available above policy minimum <sup>3</sup>		\$ 8,076,505

**Notes:**

1. Estimated increase in fund balance is the estimated difference between revenues and other financing sources over estimated expenditures and transfers to Capital Project Funds as of April 26, 2018.
2. Assigned to next year's budget is the cost of one-time or capital expenditures, public safety needs, and Powell Bill funds for vehicle and equipment replacements.
3. Amount includes the remaining \$2.907 million of the original \$6.9 million of unassigned fund balance allowed for use as part of the Debt Capacity Model.

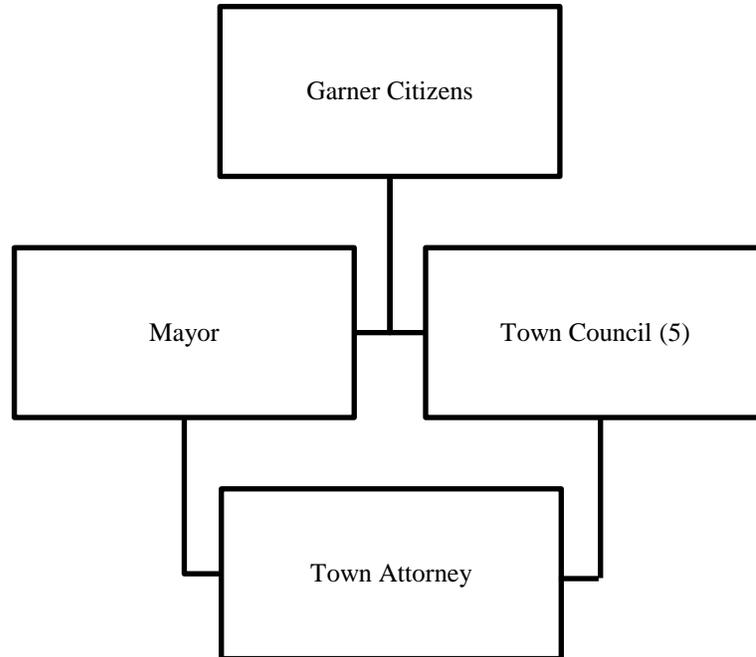


**GOVERNING BODY**

## GOVERNING BODY

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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's mission is centered around four goal statements, they are: **1) Fiscal Responsibility** - to ensure fiscal stability and efficient use of resources, **2) Efficient and Timely Service Delivery** - provide efficient and effective services that match community needs and expectations, **3) Orderly Growth** - grow and maintain a robust, diversified economy, and **4) Quality of Life** - foster a safe and welcoming community with access to a wide range of opportunities and amenities.

### *Vision*

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

## Expenditures by Division

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Town Council	\$219,107	\$288,528	\$288,528	\$252,111	\$252,111
Legal Services	\$90,157	\$92,617	\$142,617	\$137,617	\$92,617
<b>Total Expenditures</b>	<b>\$309,264</b>	<b>\$381,145</b>	<b>\$431,145</b>	<b>\$389,728</b>	<b>\$344,728</b>

## TOWN COUNCIL

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

### *Fiscal Year 2017 - 2018 Accomplishments*

- Monitored construction of and provided input for the new Town Hall facility.
- Continued relationship with the Town lobbyist who represents Garner's interests in the Legislature and with other elected bodies.
- Continued Revenue Savings Program to reserve a portion of annual revenue to help meet annual debt service for capital projects.
- Managed fiscal policies and practices that have resulted in a credit rating of Aa1 by Moody's Investors Services.
- Continued partnership with the City of Raleigh Utility Bill Assistance Program which aids low income residents who struggle to pay their utility bill
- Continued partnership with Rebuilding Together of the Triangle to fund home repairs for lower-income homeowners and expanded the relationship to include repair of Rand Mill Road Park.

### *Goals*

1. Ensure fiscal stability and efficient use of resources.
2. Provide efficient and effective services that match community needs and expectations.
3. Grow and maintain a robust, diversified economy.
4. Foster a safe and welcoming community with access to a wide range of opportunities and amenities.

*Objectives for Fiscal Year 2018-2019*

1. Maintain an appropriate/stable tax rate.
2. Invest in maintenance of infrastructure and facilities.
3. Enhance the Town's existing Capital Improvement Program (CIP) process.
4. Develop funding strategy for future needs.
5. Build and maintain strong relationships with regional and community partners.
6. Provide quality services at a reasonable cost to residents and businesses.
7. Foster attractive workplace culture to recruit and retain outstanding personnel.
8. Nurture a culture of excellent customer service.
9. Plan for orderly and stable development with a balance of residential and commercial growth.
10. Support top-quality infrastructure, utilities and transportation.
11. Implement comprehensive economic development plan.
12. Provide a safe and inviting community.
13. Support and encourage an active and engaged citizenry.
14. Embrace diversity and be responsive to the changing demographics of the community.
15. Provide a broad mix of arts, leisure and recreation opportunities.

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

A decrease of \$36,417 is primarily based on the elimination of one-time costs associated with providing Election Day services and the Town Hall Grand Opening.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
Town Council	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
Salaries	(4,294)	-	-	-	-
Salaries Temporary	53,784	51,792	51,792	51,792	51,792
FICA	3,625	3,962	3,962	3,962	3,962
Group Insurance	57,611	67,419	67,419	77,247	77,247
Professional Services	27,431	38,250	38,250	38,250	38,250
Postage	72	100	100	100	100
Telephone	636	636	636	636	636
Printing	-	110	110	55	55
Travel and Training	5,942	9,345	9,345	9,345	9,345
Special Events	15,504	21,075	21,075	14,775	14,775
Equipment Rental	793	910	910	910	910
Property Taxes	3,131	1,250	1,250	1,250	1,250
Departmental Supplies	2,191	1,800	1,800	1,800	1,800
Equipment Non-Capital	5,026	-	-	-	-
Contract Services	2,423	4,300	4,300	4,300	4,300
Election Charges	-	40,000	40,000	-	-
Dues and Subscriptions	45,232	47,579	47,579	47,689	47,689
<b>Town Council Total</b>	<b>219,107</b>	<b>288,528</b>	<b>288,528</b>	<b>252,111</b>	<b>252,111</b>

## **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 2017-2018 Accomplishments***

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

### ***Goals***

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

### ***Objectives***

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

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

There have been no changes since the FY 2017-2018 Adopted Budget.

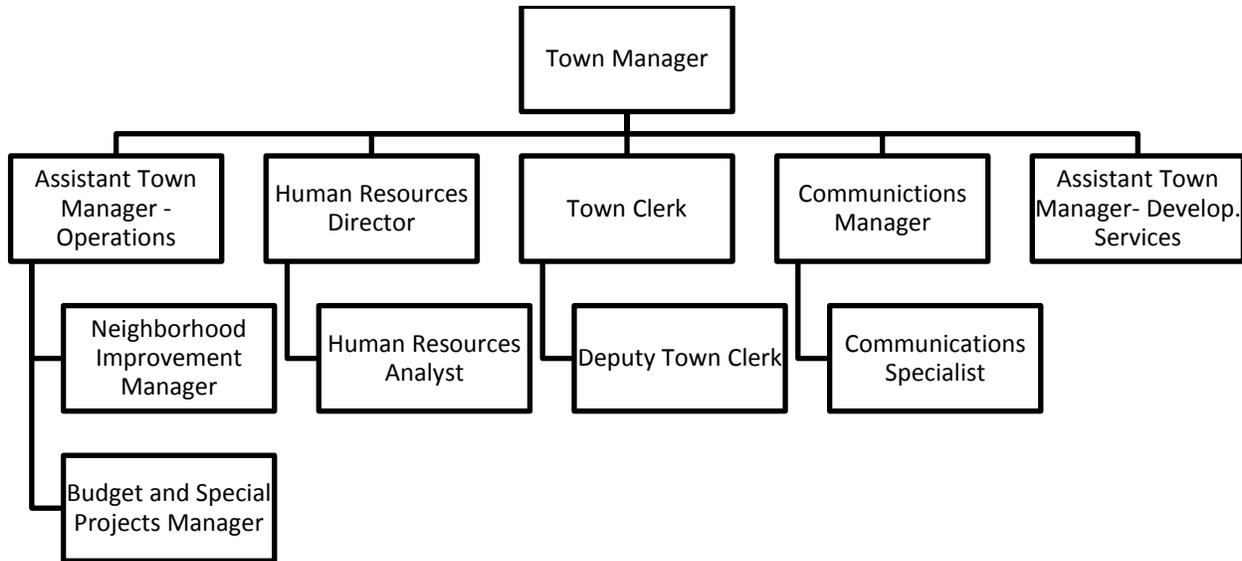
	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Legal Services</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Professional Services	84,000	84,000	84,000	84,000	84,000
Postage	-	42	42	42	42
Travel and Training	2,326	1,845	1,845	1,845	1,845
Filing Fees	-	1,200	1,200	1,200	1,200
Departmental Supplies	-	480	480	480	480
Contract Services	3,830	5,000	55,000	50,000	5,000
Dues and Subscriptions	-	50	50	50	50
<b>Legal Service Total</b>	<b>90,157</b>	<b>92,617</b>	<b>142,617</b>	<b>137,617</b>	<b>92,617</b>



**ADMINISTRATION**

## ADMINISTRATION DEPARTMENT

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



### *Expenditure by Division*

<b>Funding Categories</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Town Manager	\$485,712	\$592,618	\$612,194	\$656,252	<b>\$654,552</b>
Town Clerk	\$146,259	\$160,200	\$160,200	\$165,310	<b>\$165,310</b>
Human Resources	\$263,530	\$301,239	\$309,139	\$431,263	<b>\$318,065</b>
Communications	\$164,748	\$222,415	\$252,317	\$282,075	<b>\$282,075</b>
Neighborhood Improvement	\$113,058	\$108,304	\$108,304	\$137,456	<b>\$137,456</b>
Safety and Compliance	\$7,287	\$10,924	\$10,924	\$10,924	<b>\$10,824</b>
<b>Total</b>	<b>\$1,180,594</b>	<b>\$1,395,700</b>	<b>\$1,453,078</b>	<b>\$1,683,280</b>	<b>\$1,568,282</b>

## **TOWN MANAGER**

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

### ***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 2017-2018 Accomplishments***

- Managed completion of high priority action items across the organization from the Town's 2016 Strategic Action Plan.
- Planned and led successful Council and staff planning retreats to continue implementation of the adopted strategic plan and to better align strategic initiatives with planning and funding partners.
- Managed the Town's bond program and Bond Project Tracking System as several projects (Recreation Center, Park Enhancement, and Sidewalks) are complete or underway.
- Provided successful overall management of the implementation of the FY 2017-2018 adopted operating and capital budgets and development of the 2018-2019 budget.
- Continued initiative to improve the Town's budget document and Capital Improvement Plan through various initiatives.
- Implemented fiscal policies and practices that have allowed the Town to achieve a credit rating of Aa1 from Moody's Investors Services.

### ***Goals***

1. Provide focused leadership and implement Council goals and policy directives. (FR, SD, OG, QL)
2. Manage operations of all Town departments to ensure delivery of efficient and effective services. (SD)
3. Orchestrate cooperative efforts of Town staff and external partners to promote Garner, attract desirable new businesses, and retain existing businesses. (SD, OG)
4. Provide for the timely and accurate preparation, review, and adoption of the annual operating and capital budgets, meeting all statutory requirements and Town goals. (FR)
5. Develop employee potential at all levels. (SD)

6. Encourage community involvement in Town government, promote civic engagement, respond to concerns, and strengthen communication with all segments of the community. (SD, QL)
7. Build citizen pride in the community and enhance the general public's awareness of Garner as a desirable place to live. (QL)
8. Maintain strong intergovernmental relations at the regional, state, and national levels. (SD)

***Objectives for Fiscal Year 2018-2019***

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

**TOWN MANAGER**

***Authorized Positions***

Category	FY 2017-18 Adopted	Positions Requested	FY 2018-19 Recommended
Town Manager	1	-	<b>1</b>
Assistant Town Manager - Operations	1	-	<b>1</b>
Assistant Town Manager - Develop. Services	1	-	<b>1</b>
Budget and Special Projects Manager	1	-	<b>1</b>
Total	4	-	<b>4</b>

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

An increase of \$61,934 is primarily associated with personnel related adjustments based on the hiring of the Assistant Town Manager.

Town Manager	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
Salaries	340,955	417,433	417,009	461,309	461,309
Longevity	5,321	5,075	5,075	5,674	5,674
FICA	24,869	30,271	30,271	32,487	32,487
Group Insurance	33,520	46,340	46,340	55,773	55,773
Retirement	44,532	53,022	53,022	59,452	59,452
Professional Services	-	1,750	1,750	1,750	1,750
Postage	296	-	-	200	-
Telephone	3,076	2,544	2,544	2,544	2,544
Printing	108	-	-	-	-
Travel and Training	19,607	25,550	25,550	24,007	22,507
Auto Maintenance and Repair	17	-	-	-	-
Equipment Rental	3,836	3,892	23,892	3,600	3,600
Departmental Supplies	1,377	1,250	1,250	3,050	3,050
Supplies - United Way	1,295	-	-	-	-
Support - United Way	621	650	650	1,500	1,500
Equipment Non-Capital	1,525	-	-	-	-
Contract Services	456	456	456	456	456
Dues and Subscriptions	4,302	4,385	4,385	4,450	4,450
<b>Town Manager Total</b>	<b>485,712</b>	<b>592,618</b>	<b>612,194</b>	<b>656,252</b>	<b>654,552</b>

## **TOWN CLERK**

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

### ***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 2017-2018 Accomplishments***

- Successfully managed training and conference space.
- Compiled agenda packets and advertising for Council meetings, Planning Retreats, Committee meetings, and joint meetings with partners.
- Assisted with the transition to iPads for Council.
- Responded to public records requests and compiled data for several lawsuits.
- Provided orientation for newly appointed advisory board members.
- Administered the James R. Stevens Service to Garner volunteer award process and recognition reception.
- Planned, provided meals, and snacks for numerous events, receptions and meetings (Council Meetings and Retreat, Staff Retreat, Employee Breakfast, Advisory Board orientation and recognition, etc.).
- Completed scanning/indexing of additional 25 percent of ordinances, resolutions, agendas, and committee records created prior to 2002.

### ***Goals***

1. Provide public notice of all official meetings and prepare agenda and minutes for all Town Council regular meetings, special meetings, emergency meetings, work sessions and Committee meetings. (SD1, SD4, SD 4.2)
2. Develop and manage a system to provide an ongoing pending list of upcoming agenda items to management and all department heads. (SD 4.3)
3. Manage permanent records and Town Clerk and Town Council department records. (SD 2.3)

4. Respond to public records requests in a timely manner with accurate information. (SD 4.2)
5. Provide administrative support (including travel arrangements) to the Administration Department Staff, Mayor and Council. (SD4)
6. Manage Town boards/commissions and task forces that are appointed by Council. (QL2, QL 2.1, QL 2.3)
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. (SD4)
8. Make arrangements for special events related to the manager and the Council's office. (SD 2.3, QL 2)
9. Take responsibility for various special projects that do not fall under any specific department or department manager. (SD 2.3, QL 2)

**Objectives for Fiscal Year 2018-2019**

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 after the Council Meeting in a timely manner.
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. Administer Records Management Program.
10. Ensure all official documents are scanned and indexed in a timely manner for preservation and information.
11. Complete scanning/indexing of 25 percent of ordinances, resolutions, agendas, and committee records created prior to 2002.

**TOWN CLERK**

*Authorized Positions*

Category	FY 2017-18 Adopted	Positions Requested	FY 2018-19 Recommended
Town Clerk	1	-	<b>1</b>
Deputy Town Clerk	1	-	<b>1</b>
Total	2	-	<b>2</b>

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

An increase of \$5,110 is primarily associated with compensation related adjustments.

Town Clerk	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
Salaries	101,657	110,230	110,230	118,521	118,521
Salaries - Overtime	61	600	600	300	300
FICA	7,307	8,479	8,479	9,113	9,113
Group Insurance	14,864	17,752	17,752	12,291	12,291
Retirement	13,214	13,888	13,888	15,144	15,144
Postage	271	75	75	75	75
Telephone	636	636	636	636	636
Travel and Training	5,740	5,065	5,065	5,740	5,740
Recording Fee	702	900	900	900	900
Advertising	-	500	500	500	500
Departmental Supplies	1,378	1,600	1,600	1,600	1,600
Dues and Subscriptions	429	475	475	490	490
<b>Town Clerk Total</b>	<b>146,259</b>	<b>160,200</b>	<b>160,200</b>	<b>165,310</b>	<b>165,310</b>

## **Human Resources**

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

### ***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 2017-2018 Accomplishments***

- Continue to enhance our relationships with Meredith College, Shaw University and North Carolina Central University for the purposes of expanding our recruiting efforts.
- Bi-weekly publishing of our employee newsletter, SNAPSHOT.
- Wellness Committee providing staff with a number of health related events and activities, including lunch and learn seminars and a health fair.
- Cross functional teams actively participated in the Aetna “fit and festive” challenge.
- Roll out of new Aetna health care Accountable Care Organization
- New employee identification and access badge program implemented.
- Met the Employer Mandate provisions of the Affordable Care Act, specifically the measurement and reporting requirements.
- Completed digitizing/imaging of all HR files.

### ***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 2018-2019**

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 enhance the Town's orientation program, DEPLOY.

**Human Resources**

*Authorized Positions*

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
Human Resources Director	1	-	1
Human Resources Analyst	1	-	1
Risk Manager	0	1	0
Total	2	1	2

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

An increase of \$16.826 is primarily associated with personnel related adjustments.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Human Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	143,388	150,751	150,751	215,697	155,697
Longevity	1,000	1,000	1,000	1,000	1,000
FICA	11,517	11,609	11,609	16,564	11,974
Group Insurance	17,717	20,654	20,654	34,309	23,701
Retirement	18,539	19,031	19,031	27,862	19,912
Professional Services	18,920	16,000	16,000	16,000	16,000
Postage	140	59	59	150	150
Telephone	606	636	636	636	636
Printing	55	-	-	-	-
Travel and Training	4,077	5,976	5,976	6,866	6,866
Organizational Development and Training	2,950	8,150	8,150	8,700	8,700
Employee Recognition Program	2,331	4,450	4,450	3,850	3,850
Equipment Rental	112	121	121	121	121
Recruitment	15,703	14,000	14,000	20,500	20,500
Departmental Supplies	174	-	800	800	800
Equipment Non-Capital	-	-	-	2,900	-
Pers Supp	280	800	-	-	-
Contract Services	23,160	35,804	43,704	59,810	32,660
Dues and Subscriptions	1,364	1,798	1,798	1,798	1,798
Wellness Program	1,938	6,000	6,000	6,000	6,000
Educational Assistance	(441)	4,400	4,400	7,700	7,700
<b>Human Resources Total</b>	<b>263,530</b>	<b>301,239</b>	<b>309,139</b>	<b>431,263</b>	<b>318,065</b>

## COMMUNICATIONS

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

### *Mission*

The Communications Division ensures that Garner's image and profile continue to improve, and that citizens have easy access to timely, accurate and relevant information about the Town.

### *Vision*

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

### *Fiscal Year 2017 - 2018 Accomplishments*

- Worked on numerous projects that won statewide awards, mostly in collaboration with staff in other departments
- Collaborated with Finance Department to win award from Government Finance Officers Association (GFOA) for the 2017 Popular Annual Financial Report
- Maintained a high level of traffic on website and kept it up to date with timely, quality content
- As in previous years, grew social media followings significantly for Town's main accounts (**Facebook**: from 8,774 to 10,190 year to year—16 percent growth; **Twitter**: from 3,930 to 4,505—15 percent growth; **YouTube channel**: from 182,568 to 228,118—a 25 percent increase); also grew **Instagram** followers from 866 to 1156, a 33 percent increase
- Brought Communications Specialist on board and successfully integrated him into our team
- Earned positive local TV news coverage of special events on several occasions by submitting footage and information
- Earned positive coverage of economic development news in Triangle Business Journal and News & Observer
- Published the 2018-19 Guide to Garner and distributed it to all households inside Town limits
- Produced quality short videos for targeted audiences on special topics (e.g. schools, economic development)
- Worked with Downtown Garner Association to successfully market organization's growing special events

- Communications Manager served as treasurer for N.C. City and County Communicators, raising Garner’s profile in that statewide organization; he also was a mentor to All-America City finalist San Antonio, Texas

**Goals**

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

**Objectives for Fiscal Year 2018 - 2019**

- Work with various departments and other key partners to produce special marketing products (print, video and digital) for targeted audiences
- Refine and enhance website content
- Update crisis communications plan and procedures
- Update social media policy
- Create annual work plan/task list based on Strategic Communications Plan approved by Town Council in 2017
- Look to reach more people by live video streaming events and meetings
- Promote the good news in Garner’s public schools, primarily with short videos
- Continue to gain recognition for the Town by winning statewide and national awards
- Look for additional opportunities for professional development

**COMMUNICATIONS**

**Authorized Positions**

Category	FY 2017- 2018 Adopted	Positions Requested	FY 2018- 2019 Recommended
Communications Manager	1	-	<b>1</b>
Communications Specialist	1	-	<b>1</b>
Total	2	-	<b>2</b>

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

An increase of \$59,660 is primarily associated with the conversion of the Communications Specialist position to a full year.

<b>Communications</b>	<b>FY 2016 - 2017</b>	<b>FY 2017 - 2018</b>	<b>FY 2017 - 2018</b>	<b>FY 2018 - 2019</b>	<b>FY 2018 - 2019</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	71,448	71,785	106,960	133,904	133,904
Salaries - Temporary	-	18,750	-	-	-
FICA	4,331	6,927	6,927	10,129	10,129
Group Insurance	14,752	17,256	25,609	31,090	31,090
Retirement	8,780	9,001	13,701	16,860	16,860
Professional Services	1,586	3,300	3,300	3,000	3,000
Postage	-	4,000	4,000	500	500
Telephone	583	636	1,060	1,272	1,272
Printing	1,102	11,000	11,000	2,000	2,000
Travel and Training	2,770	3,025	3,025	5,250	5,250
Advertising	8,257	7,800	7,800	7,800	7,800
Departmental Supplies	195	350	350	500	500
Equipment Non-Capital	-	1,250	1,250	-	-
Contract Services	50,450	66,530	66,530	68,405	68,405
Dues and Subscriptions	495	805	805	1,365	1,365
<b>Communications Total</b>	<b>164,748</b>	<b>222,415</b>	<b>252,317</b>	<b>282,075</b>	<b>282,075</b>

## **NEIGHBORHOOD IMPROVEMENT**

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

### ***Mission***

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

### ***Vision***

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

### ***Fiscal Year 2017 - 2018 Accomplishments***

- Partnered with Rebuilding Together of the Triangle to provide home repairs for families in the area around Rand Mill Park.
- Partnered with RTT to make improvements to the bathroom and picnic shelters at Rand Mill Park.
- Continued the successful Garner 101 Citizens Academy.
- Continued Mid-day Garner 101.
- Additional Lighting installed in Cloverdale Subdivision.
- Successfully demolished two, abandoned town-owned properties.

### ***Goals***

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

**Objectives for Fiscal Year 2018- 2019**

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

**NEIGHBORHOOD IMPROVEMENT**

*Authorized Positions*

Category	FY 2017-18 Adopted	Positions Requested	FY 2018-19 Recommended
Neighborhood Improvement Manager	1	-	<b>1</b>
Total	1	-	<b>1</b>

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

An increase of \$29,152 is primarily associated with the Department receiving funding of \$25,000 to continue the partnership with Rebuilding Together of the Triangle.

<b>Neighborhood Improvement</b>	<b>FY 2016 - 2017 Actual</b>	<b>FY 2017 - 2018 Adopted</b>	<b>FY 2017 - 2018 Revised Budget</b>	<b>FY 2018 - 2019 Department Request</b>	<b>FY 2018 - 2019 Manager Recommended</b>
Salaries	66,623	65,893	65,893	67,278	67,278
Longevity	1,000	1,400	1,400	1,400	1,400
FICA	4,723	5,148	5,148	5,254	5,254
Group Insurance	10,890	12,720	12,720	14,552	14,552
Retirement	8,310	8,437	8,437	8,984	8,984
Telephone	583	636	636	636	636
Travel and Training	876	2,370	2,370	2,370	2,370
Development Assistance	15,650	2,600	2,600	27,600	27,600
Auto Maintenance and Repair	-	500	500	500	500
Fuel	-	300	300	282	282
Departmental Supplies	4,404	8,300	8,300	8,600	8,600
<b>Neighborhood Improvement Total</b>	<b>113,058</b>	<b>108,304</b>	<b>108,304</b>	<b>137,456</b>	<b>137,456</b>

## 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.*

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

None.

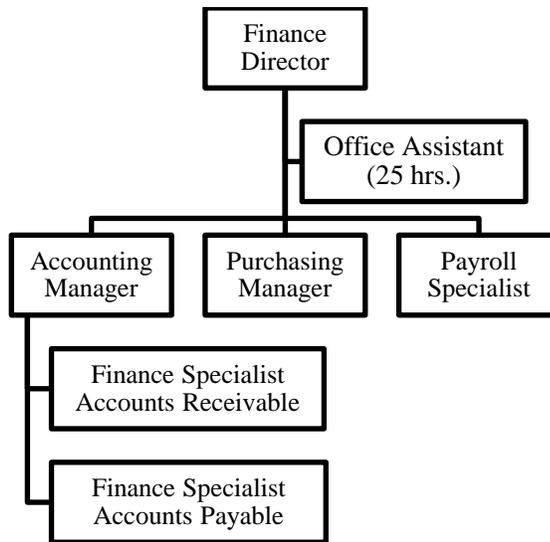
	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Safety</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Travel and Training	248	1,675	1,675	1,675	1,675
Departmental Supplies	-	300	300	300	300
Contract Services	3,581	4,874	4,874	4,874	4,874
Dues and Subscriptions	652	675	675	675	675
Employee Safety Awards	2,806	3,400	3,400	3,400	3,400
<b>Safety Total</b>	<b>7,287</b>	<b>10,924</b>	<b>10,924</b>	<b>10,924</b>	<b>10,924</b>



**FINANCE**

## FINANCE DEPARTMENT

The Finance Department is responsible for accounting, debt administration, cash and revenue management, payroll, accounts payable, and purchasing. The department recommends financial policies and guidelines, prepares the Comprehensive Annual Financial Report, the Popular Annual Financial Report and performs special financial analysis such as statistical reporting, cash flow projections, and economic development projections. The Finance 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*

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Department Request	FY 2018-19 Manager Recommended
Finance Administration	\$692,373	\$790,427	\$790,427	\$874,095	\$852,265
<b>Total Expenditures</b>	<b>\$692,373</b>	<b>\$790,427</b>	<b>\$790,427</b>	<b>\$874,095</b>	<b>\$852,265</b>

## **FINANCE DEPARTMENT**

**Finance Department** provides oversight and coordination of the entire finance function, including accounting, payroll, and reporting. Staff of this department retains ultimate responsibility for maintaining Town accounts in accordance with generally accepted accounting principles as well as policies established by the Town Council. The department processes all disbursements including accounts payable and payroll, and provides collection services for a variety of Town-generated revenues, as well as collections of taxes for Wake County and Utility payments for the City of Raleigh. This office serves as fiscal agent for both state and federal grant programs. In addition, the department prepares financial statements, manages the investment of Town funds, and maintains records concerning bonded debt and other obligations of the Town. The Finance Department is additionally responsible for the procurement of goods and services to meet the needs of Town functions in compliance with the North Carolina Administrative Code, the Town Budget Ordinance, and Town purchasing policies. The department administers the Town's maintenance, service, and rental contracts. The department maintains control over all property, inventory and equipment owned by the Town, maintains asset records, and ensures the proper disposition of surplus property.

### ***Fiscal Year 2017 - 2018 Finance Department Accomplishments***

- The CAFR received the Certificate of Achievement for Excellence in Financial Reporting. This was the 28<sup>th</sup> consecutive year the Town received this award. The PAFR has also been submitted and we are looking forward to our fourth consecutive award.
- The Town received their 21<sup>st</sup> Distinguished Budget Award for the FY 2017-18 budget document.
- The Town maintained its rating from Standard & Poor's of AA+, and from Moody's of Aa1.
- Managed the utilization of bond funds.

### ***Goals***

1. Provide transparent, meaningful, and accurate financial information in a timely manner to stakeholders in order to comply with local, state, and federal laws, and governmental and regulatory requirements (FR-3).
2. Provide accurate and timely invoice processing to vendors for goods and services in order to maximize the Town's cash flow position (FR-3, SD-3, FR-1).
3. Provide complete, accurate and timely data to help Town leadership make effective decisions and support strategic goals (all of them).
4. Provide Finance Department staff with the level of tools, resources, and professional development critical to their success in achieving established work plans (SD-4).
5. Deliver value-added services to citizens in a friendly manner that makes our customers appreciative (SD-1, SD-2, SD-3).
6. Manage cash balances in accordance with financial policies to protect capital, provide liquidity, and maximize investment earnings (FR-1, FR-3).
7. Prepare accurate payroll and provide payroll customer service to over 200 employees (FR-3).

8. Obtain the best value for the commodities and services that the Town needs using the most efficient process and following NC General Statutes. (FR1, FR3, SD3)
9. Review Town contracts for compliance with financial policies in a timely manner. (FR3)
10. Generate broad participation and competition among potential vendors while ensuring equal opportunity to all qualified vendors and contractors wishing to compete for Town business. (FR3, SD3)
11. Maintain an accurate and up-to-date inventory of the Town's fixed assets. (FR2)

**Objectives for FY 2018-19**

1. Complete audit, the Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR) and submit to required agencies by established deadlines and receive the GFOA's excellence for financial reporting award.
2. Complete weekly accounts payable with 100% accuracy and submit payments to vendors by established deadlines.
3. Update the Town's petty cash policy and procedures regarding management and handling of cash funds.
4. Provide each employee the opportunity to attend at least one class per year to encourage professional growth.
5. Address 100% of customer inquiries within two business days.
6. Reconcile balance sheet accounts, bank statements, and investments by the 15<sup>th</sup> day of the following month.
7. Complete bi-weekly payroll at least 48 hours prior to direct deposit and with 100% accuracy.
8. Process purchase orders within two business days of receipt from requesting department.
9. Obtain at least three written quotes on the purchases of all goods and services at or above the informal purchasing range (\$30,000).
10. Implement Time and Attendance system that integrates with our current payroll system.

**FINANCE DEPARTMENT**

*Authorized Positions*

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
Finance Director	1	-	1
Accounting Manager	1	-	1
Purchasing Manager	1	-	1
Office Assistant	0.62	-	0.62
Finance Specialist	2	-	2
Payroll Specialist	1	-	1
<b>Total</b>	<b>6.62</b>	<b>-</b>	<b>6.62</b>

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

An increase of \$61,838 is primarily associated with personnel related adjustments and an increase of \$24,600 to cover the cost of two technology related projects.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Finance</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	329,027	389,226	389,226	414,210	414,210
Salaries - Temporary	1,921	18,707	18,707	-	-
Longevity	1,775	1,772	1,772	1,908	1,908
FICA	24,644	31,237	31,237	32,957	32,957
Group Insurance	37,121	56,912	56,912	65,025	65,025
Retirement	41,087	51,369	51,369	54,501	54,501
Professional Services	103,540	48,644	48,644	78,194	57,914
Postage	2,617	2,903	2,903	2,903	2,903
Telephone	636	636	636	636	636
Printing	3,833	4,060	4,060	3,415	2,915
Travel and Training	2,841	7,437	7,437	8,087	8,087
Equipment Rental	5,453	5,448	5,448	4,948	4,948
Departmental Supplies	4,964	2,700	2,700	2,700	2,700
Copier Supplies	3,935	8,900	8,900	8,900	7,850
Contact Services	52,457	84,553	84,553	119,084	119,084
Contract Services - Tax Collection	76,187	75,079	75,079	76,187	76,187
Dues and Subscriptions	335	844	844	440	440
<b>Finance Total</b>	<b>692,373</b>	<b>790,427</b>	<b>790,427</b>	<b>874,095</b>	<b>852,265</b>



**ECONOMIC DEVELOPMENT**

## **ECONOMIC DEVELOPMENT**

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



### ***Mission***

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

### ***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*

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Economic Development	\$208,902	\$243,017	\$299,067	\$249,875	<b>\$249,875</b>
Economic Incentives	\$0	\$0	\$70,000	\$0	<b>\$0</b>
Economic Development Partners	\$49,504	\$50,039	\$125,039	\$52,539	\$52,539
<b>Total Expenditures</b>	<b>\$258,406</b>	<b>\$293,056</b>	<b>\$494,106</b>	<b>\$302,414</b>	<b>\$302,414</b>

**ECONOMIC DEVELOPMENT**

*Fiscal Year 2017-2018 Accomplishments*

- Baker Roofing announced it will locate its corporate headquarters in Garner by renovating the former Kmart facility on Hwy 401
- 151,000 sq. ft. of industrial space was constructed in Greenfield Park North. Ferguson has leased 60,000 sq. ft. of the space.
- 50,000 sq. ft. of new industrial flex and office space is under construction in Greenfield North and is being pre-leased.
- 10,000 sq. ft. of a total 20,000 sq. ft. office development has been leased on Timber Dr.
- The Economic Development Department is continuing to participate in the Trojan Career Prep Program. This program prepares graduating seniors for the labor force. To date, 5 seniors have gained employment through this program.
- Improved Nature, a company that was recruited to Garner in 2016, officially began operations in September of 2017.
- Sewer line easements have been negotiated for the Hwy 70 East corridor. This project will open over 200 acres for development around Hwy 70 east of Garner.
- Forward Air relocated to Garner on Management Way, leasing 60,000 sq. ft. of vacant warehouse space.

*Goals*

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

7. Develop and nurture public/private partnerships to facilitate a comprehensive approach to downtown revitalization. (OD3, OD5, QL2, QL3, QL4, QL5, QL 6, QL7)

***Fiscal Year FY 2018 – 2019 Objectives***

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

**ECONOMIC DEVELOPMENT**

***Authorized Positions***

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Adopted
Economic Development Director	1	-	<b>1</b>
Downtown Development Manager	1	-	<b>1</b>
Total	2	-	<b>2</b>

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

An increase of \$6,858 is primarily associated with personnel related adjustments.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Economic Development</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	125,295	135,716	135,716	140,521	140,521
FICA	10,313	10,382	10,382	10,750	10,750
Group Insurance	17,691	20,625	20,625	23,563	23,563
Retirement	16,701	17,016	17,016	17,872	17,872
Postage	12	1,275	1,275	1,275	1,275
Telephone	1,431	1,272	1,272	1,272	1,272
Printing	2,028	2,700	2,700	2,700	2,700
Travel and Training	7,193	8,120	8,120	8,965	8,965
Business Recruitment	11,243	16,450	16,450	16,450	16,450
Business Retention & Expansion	40	1,700	1,700	1,700	1,700
Development Assistance	-	1,000	1,000	1,000	1,000
Auto Maintenance & Repair	160	300	300	300	300
Equipment Rental	139	150	150	150	150
Advertisement	2,285	2,500	2,500	2,500	2,500
Fuel	468	400	400	470	470
Departmental Supplies	638	600	600	600	600
Equipment Non-Capital	1,539	-	-	-	-
Promotional Supplies	1,231	1,600	1,600	1,600	1,600
Building Façade Grant Program	-	5,000	10,000	5,000	5,000
Contract Services	8,730	14,020	65,070	10,800	10,800
Dues and Subscriptions	1,765	2,191	2,191	2,387	2,387
<b>Economic Development Total</b>	<b>208,902</b>	<b>243,017</b>	<b>299,067</b>	<b>249,875</b>	<b>249,875</b>

## **ECONOMIC DEVELOPMENT PARTNERS**

With the passage of Session Law 2015-277 during the regular session (“long session”) of the 2015-16 North Carolina General Assembly, local governments are now required to issue notice and hold a public hearing prior to approval of any appropriation for economic development pursuant to NCGS Ch. 158, Article 1. “The Local Development Act of 1925”. Seeing as how each of these partner organizations aid greatly in economic promotion and development activities in Garner, the **Economic Development Partners** division was created to highlight these important economic development related expenditures.

### ***Garner Chamber of Commerce***

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

### ***Downtown Garner Association***

The mission of the **Downtown Garner Association (DGA)** is to foster and support the development of the Downtown/North Garner area as a vibrant business, residential, entertainment, and cultural center through appropriate revitalization, redevelopment, and preservation activities in partnership with government and private organizations. Since being formed by the Town of Garner in 2005, GRA has achieved a number of accomplishments and milestones including development of the Historic Downton Garner Plan, acceptance in the North Carolina Main Street Program and accreditation by the National Main Street Center.

### ***Economic Development Partners History***

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Downtown Garner Association	\$14,539	\$17,039	\$17,039	\$19,539	\$19,539
Garner Chamber of Commerce	\$32,965	\$33,000	\$33,000	\$33,000	\$33,000
Downtown Grant Program	\$0	\$0	\$75,000	\$0	\$0
Railroad Protective Liability	\$2,000	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$49,504</b>	<b>\$50,039</b>	<b>\$125,039</b>	<b>\$52,539</b>	<b>\$52,539</b>



**PLANNING**

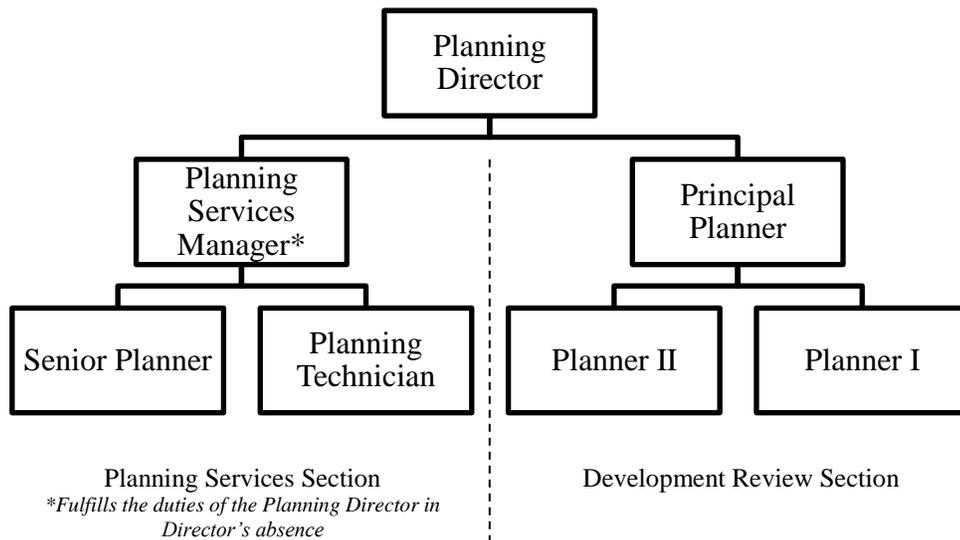
## **PLANNING DEPARTMENT**

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

**Departmental Administration:** The Director, with the assistance of the Planning Services Manager and the Principal Planner, is responsible for supervising personnel, setting goals, designing work programs, budgeting and setting the priorities of the department. The Director also provides technical planning assistance to the Town Manager, Town Council and Planning Commission. The Planning Technician and Planner I are responsible in their respective sections for receiving and distributing permit applications for review and assures conformance with all applicable State Statutes and Garner Unified Development Ordinance requirements regarding public notification.

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



**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 of rules and regulations grounded in adopted comprehensive planning principles.

**Expenditures**

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Department Request	FY 2018-19 Manager Recommended
Planning	\$761,313	\$786,217	\$840,153	\$759,690	\$759,690
<b>Total Expenditures</b>	<b>\$761,313</b>	<b>\$786,217</b>	<b>\$840,153</b>	<b>\$759,690</b>	<b>\$759,690</b>

**PLANNING DEPARTMENT**

***Fiscal Year 2017- 2018 Planning Department Accomplishments***

- Managed the Comprehensive Plan and Transportation Plan update projects through to approval and adoption.
- Re-organized the Department into two sections through new hires, promotions and re-classifications.
  - Hired a Senior Planner for Transportation and Land Use.
  - Hired a Principal Planner and a Planner I for Development Review.
  - Promoted a Senior Planner to Planning Services Manager.
  - Re-Classified a Senior Administrative Support Specialist to Planning Technician.
- Managed the highway beautification program along US 70 and US 401.
- Successfully let a contract for intersection realignment plans at Ackerman, Hebron Church and White Oak roads.
- Issued an RFQ for the selection of a consultant to update the Town’s Unified Development Ordinance.

- Preliminarily approved 401 new single-family and townhome residential lots within the first 8 months of the fiscal year.

### Goals

1. Manage all growth management, land use planning, zoning administration, transportation planning and development plan review activities in an orderly manner that provides for the stable progression of residential and commercial growth. (OG-1)
2. Effectively manage the Department's operations to ensure delivery of prompt, courteous, efficient and effective services. (SD-4)
3. Maintain an aesthetically pleasing, safe and connected community by staying abreast of proactive planning approaches and techniques. (QL-1, QL-3)
4. Maximize opportunities within existing and new partnerships regarding regional planning, transportation, housing and public infrastructure needs. (FR-4, SD-1, OG-2, QL-4)
5. Provide professional and technical assistance with consultant contracts and special projects that promotes orderly growth and efficient use of Town resources. (SD-2, OG-1)

### Fiscal Year FY 2018 – 2019 Objectives

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

### Authorized Positions

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
Planning Director	1	-	1
Planning Services Manager	1	-	1
Senior Planner	2	-	1
Principal Planner	0	-	1
Planner II	1	-	1
Planner I	1	-	1
Planning Technician	1	-	1
<b>Total</b>	<b>7</b>	<b>-</b>	<b>7</b>

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

A decrease of \$26,527 is primarily based on funding for the Unified Development Ordinance being included in a Multi-year Operating Fund. This initiative received funding of \$50,000 in the FY 2017 – 2018 Adopted Budget.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Planning</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	406,869	462,124	462,124	468,093	468,093
Longevity	10,905	7,174	7,174	2,908	2,908
FICA	32,530	35,901	35,901	35,765	35,765
Group Insurance	49,222	72,919	72,919	87,552	87,552
Retirement	54,202	58,858	58,858	59,541	59,541
Professional Services	122,358	56,000	79,842	6,000	6,000
Postage	3,730	4,000	4,000	2,000	2,000
Telephone	1,312	2,958	2,958	2,748	2,748
Printing	2,496	775	775	885	885
Travel and Training	5,403	12,119	11,119	13,989	13,989
Auto Maintenance and Repair	748	750	750	500	500
Equipment Rental	13,677	13,231	13,231	11,775	11,775
Recording Fees	160	208	208	208	208
Advertising	638	2,400	2,400	2,400	2,400
Fuel	437	1,100	1,100	564	564
Departmental Supplies	3,338	5,158	5,158	5,070	5,070
Equipment Non Capital	-	970	4,364	-	-
Downtown Grant Program	5,000	-	-	-	-
Contract Services	44,900	44,547	72,247	54,068	54,068
Dues and Subscriptions	3,389	5,025	5,025	5,624	5,624
<b>Planning Total</b>	<b>761,313</b>	<b>786,217</b>	<b>840,153</b>	<b>759,690</b>	<b>759,690</b>



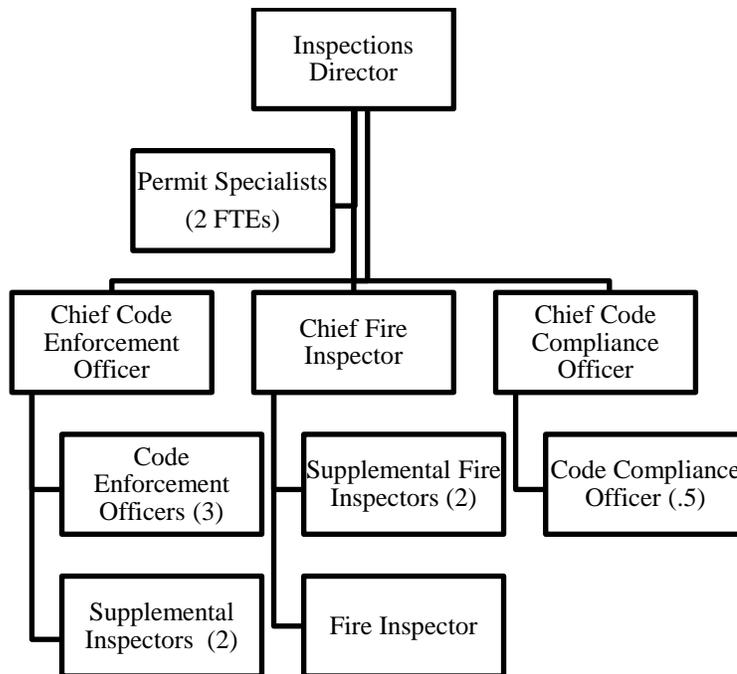
**INSPECTIONS**

# INSPECTIONS DEPARTMENT

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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

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Inspections	\$907,559	\$1,022,307	\$1,022,307	\$1,156,601	\$1,097,915
<b>Total Expenditures</b>	<b>\$907,559</b>	<b>\$1,022,307</b>	<b>\$1,022,307</b>	<b>\$1,156,601</b>	<b>\$1,097,915</b>

INSPECTIONS DEPARTMENT

*Fiscal Year 2017-2018 Accomplishments*

- Performed 9,802 trade inspections a 2-year increase of 89%
- Assisted Town of Garner 101 community education class
- Completed over 400 hours of continuing education
- 1 Inspectors received additional Standard Certifications
- 2 Inspectors received NCAHCO certifications
- Permit Specialist completed Building Inspector One Certification Class Wake Tech
- Co-sponsored GWBCO – Continuing Education Conference for Electrical Contractors
- Inspectors Active in all State and National Trade Associations
- Implemented The Compliance Engine for fire maintenance inspections and fully completed Fire House Software integration for Fire Inspections in partnership with GVFR

Goals

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

*Fiscal Year FY 2018 – 2019 Objectives*

1. Rework all forms to comply with new legislative orders.
2. Establish weekly Inspections meetings on the status and progress of both Town and commercial projects.
3. Comply with new legislation affecting inspections and inspections schedules
4. Complete Garner 101 presentations
5. Complete Seminar to Electrical Contractors in partnership with GWBCO.
6. Coordinate with IT to develop interface for field inspection input and reports for performance measures
7. Establish procedures and policy for implementation of performance measures.
8. Support roles in the Trade associations for inspectors

**INSPECTIONS DEPARTMENT**

*Authorized Positions*

Category	FY 2017 - 2018 Adopted	Positions Requested	FY2018 - 2019 Recommended
Inspections Director	1	-	1
Chief Codes Enforcement Officer	1	-	1
Cheif Fire Inspector	1	-	1
Chief Code Compliance Officer	1	-	1
Code Compliance Officer	0	1	0
Fire Inspector	1	-	1
Code Enforcement Officer III	3	-	3
Development & Permitting Specialists	2	-	2
Total	10	1	10

**Program Changes for FY 2018-2019**

An increase of \$75,608 is primarily associated with an increase in Temporary Salaries to ensure that the Department is staffed in a manner which allows the Town to meet state mandates.

<b>Inspections</b>	<b>FY 2016 - 2017</b>	<b>FY 2017 - 2018</b>	<b>FY 2017 - 2018</b>	<b>FY 2018-19</b>	<b>FY 2018-19</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	515,100	601,350	601,350	654,406	616,406
Salaries - Overtime	382	2,310	2,310	9,160	9,160
Salaries - Temporary	88,918	71,518	71,518	134,171	134,171
Longevity	11,858	12,171	12,171	12,311	12,311
FICA	45,765	52,582	52,582	57,958	55,051
Group Insurance	92,412	121,218	121,218	140,355	129,747
Retirement	68,369	77,367	77,367	85,247	80,212
Postage	1,216	1,045	1,045	1,045	1,045
Telephone	4,487	5,508	5,508	5,871	5,235
Printing	165	750	750	750	750
Travel and Training	11,203	21,595	21,595	23,000	22,000
Equipment Maintenance and Repair	-	100	100	100	100
Auto Maintenance and Repair	430	2,500	2,500	6,000	6,000
Equipment Rental	341	369	369	369	369
Fuel	3,686	5,500	5,500	5,640	5,640
Departmental Supplies	6,962	6,950	6,950	4,950	4,950
Equipment Non-Capital	7,358	2,500	2,500	-	-
Uniforms	3,998	3,150	3,150	3,650	3,150
Contract Services	5,858	6,809	6,809	7,323	7,323
Dues and Subscriptions	1,070	4,015	4,015	4,295	4,295
Equipment	-	23,000	23,000	-	-
Vehicle	37,980	-	-	-	-
<b>Inspections Total</b>	<b>907,559</b>	<b>1,022,307</b>	<b>1,022,307</b>	<b>1,156,601</b>	<b>1,097,915</b>

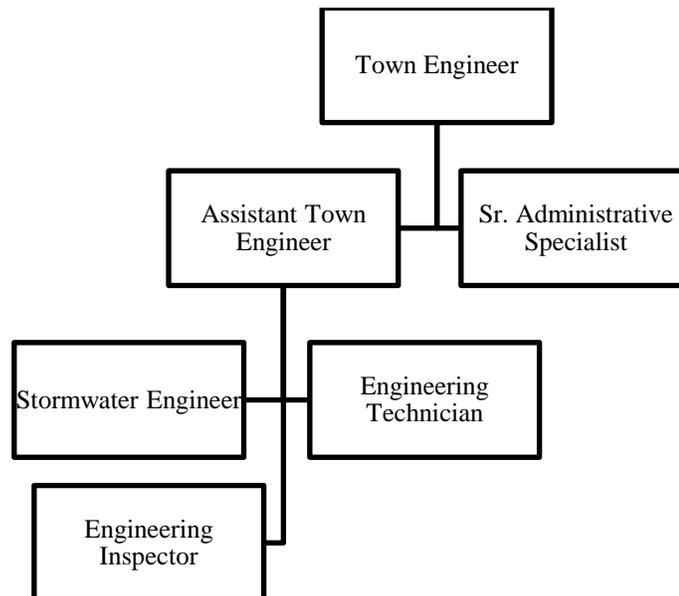


**ENGINEERING**

## 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*

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Department Request	FY 2018-19 Manager Recommended
Engineering	\$588,223	\$624,908	\$624,908	\$685,472	\$610,780
<b>Total Expenditures</b>	<b>\$588,223</b>	<b>\$624,908</b>	<b>\$624,908</b>	<b>\$685,472</b>	<b>\$610,780</b>

## ENGINEERING DEPARTMENT

### *Fiscal Year 2017-2018 Accomplishments*

- Thompson Road sidewalk project completed
- Annual street resurfacing project completed
- Design of New Rand Road improvements started
- Stormwater infrastructure assessment completed
- Town Hall construction completed in July 2017
- Recreation Center construction is continuing to progress

### *Goals*

1. Manage all construction projects within the established budget and time constraints, while recognizing opportunities to combine projects in order to maximize efficiency. (FR3,SD3)
2. Provide timely, thorough inspections of public and private projects that help insure quality construction of the Town's infrastructure. (SD2,SD4)
3. Utilize findings of the stormwater infrastructure study to guide capital project funding. (OD2,OD4)
4. Continue sharing the status of the bond projects to the public as they move towards completion. (QL4, QL7)
5. Continue providing direction to the development community and insuring regulatory compliance through the plan review process. (QL3,OD1,SD1)

### *Objectives for Fiscal Year 2018-2019*

1. Design additional street and sidewalk projects to be funded by the 2013 bond sale.
2. Timely review of plans and inspections of projects.
3. Coordinate project designs with submittal dates for grants and LAPP funds available..
4. Continue to update Capital Project Budget and tracking system for construction projects.
5. Begin work with Inspections and Planning Departments on transferring to a digital plan review process

## ENGINEERING DEPARTMENT

### *Authorized Positions*

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
Town Engineer	1	-	1
Assistant Town Engineer	1	-	1
Senior Administrative Support Specialist	1	-	1
Stormwater Engineer	1	-	1
Engineering Inspector	1	1.0	1
Engineering Technician	1	-	1
Total	6	1.0	6

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

A decrease of \$14,128 is primarily based on personnel related adjustments.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Engineering</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	404,610	427,290	427,290	463,634	413,634
Salaries - Overtime	211	-	-	-	-
Longevity	9,544	9,391	9,391	7,892	7,892
FICA	31,893	32,635	32,635	35,679	31,854
Group Insurance	59,260	69,155	69,155	83,955	73,347
Retirement	53,960	54,760	54,760	59,376	53,091
Postage	319	227	227	227	227
Telephone	2,532	2,106	2,106	2,106	2,106
Printing	289	200	200	200	200
Travel and Training	4,263	4,844	4,844	4,844	4,844
Auto Maintenance and Repair	295	600	600	600	600
Equipment Rental	9,638	9,571	9,571	8,500	8,500
Fuel	1,024	1,430	1,430	2,350	1,786
Departmental Supplies	1,862	1,940	1,940	1,940	1,940
Stormwater	4,786	4,806	4,806	4,806	4,806
Uniforms	229	135	135	135	135
Contract Services	2,958	4,260	4,260	4,720	4,260
Dues and Subscriptions	550	1,558	1,558	1,558	1,558
Equipment	-	-	-	2,950	-
<b>Engineering Total</b>	<b>588,223</b>	<b>624,908</b>	<b>624,908</b>	<b>685,472</b>	<b>610,780</b>

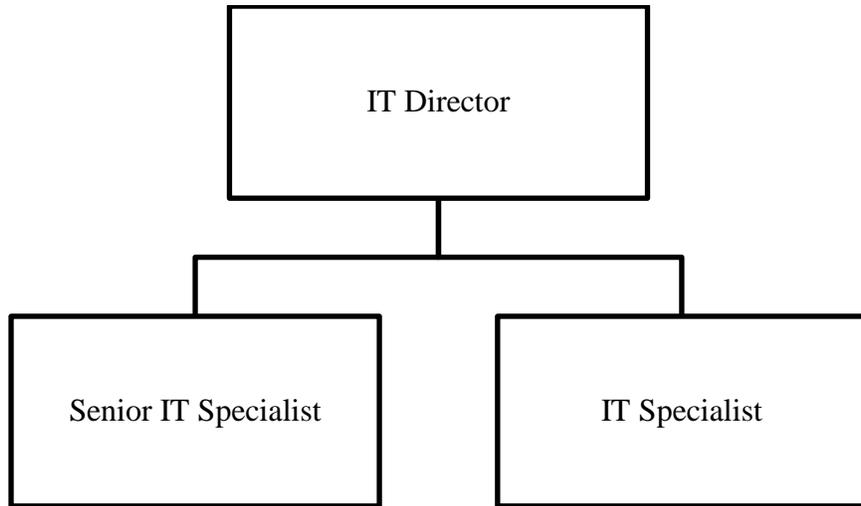


**INFORMATION TECHNOLOGIES**

# INFORMATION TECHNOLOGY

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



## 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*

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Information Technology	\$553,416	\$590,305	\$594,305	\$589,985	\$545,135
<b>Total Expenditures</b>	<b>\$553,416</b>	<b>\$590,305</b>	<b>\$594,305</b>	<b>\$589,985</b>	<b>\$545,135</b>

## **INFORMATION TECHNOLOGY**

### ***Fiscal Year 2017-2018 Accomplishments***

- Completed IT installations for new Town Hall and transitioned employees into the new facility with no downtime
- Decommissioned outdated network equipment.
- Deployed new IT Service Desk platform
- Completed transition to Office 365 and hosted email.
- Completed phone system upgrade
- Deployed new tablets for Council Members.

### ***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)

### ***Fiscal Year FY 2018 – 2019 Objectives***

1. Design and install IT systems for new recreational facility.
2. Assess current network and locate problem areas.
3. Replace end of life physical desktops, network switches and routers.
4. Deploy and test building to building wireless connectivity for business use.
5. Replace end of life mobile technology.
6. Upgrade and consolidate production storage devices.
7. Update additional software, network equipment, scanning software, and computers when necessary.

### ***Authorized Personnel***

Category	FY 2017 - 2018 Adopted	Positions Requested	FY2018 - 2019 Recommended
Information Technology Director	1	-	1
Senior IT Specialist	1	-	1
IT Specialist	1	-	1
Total	3	-	3

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

A decrease of \$45,170 is primarily based on the establishment of a multi-year IT Equipment Replacement Fund. Funding of \$209,200 is included in this fund to cover critical IT requirements.

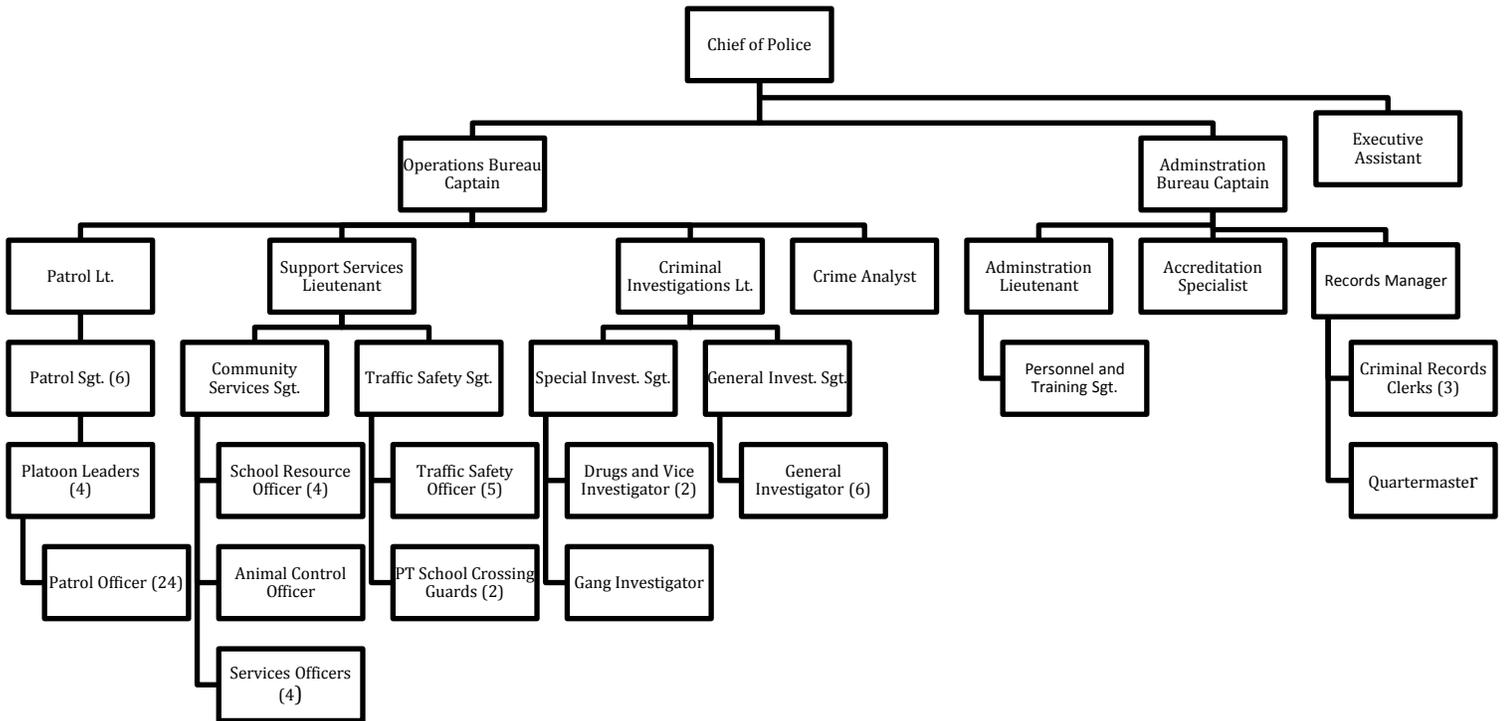
	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Information Technologies</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	215,772	226,802	226,802	226,733	226,733
Longevity	2,000	2,000	2,000	1,000	1,000
FICA	16,755	17,503	17,503	17,269	17,269
Group Insurance	30,516	35,801	35,801	40,911	40,911
Retirement	27,984	28,695	28,695	28,715	28,715
Professional Services	44	3,500	3,500	3,500	3,500
Postage	-	26	26	26	26
Telephone	80,886	91,908	91,908	91,908	91,908
Travel and Training	2,316	4,368	4,368	4,368	4,368
Auto Maintenance and Repair	51	250	250	250	250
Equipment Rental	112	121	121	121	121
Fuel	43	150	150	376	376
Departmental Supplies	8,500	10,700	10,700	10,700	10,700
Equipment Non-Capital	60,937	50,733	50,733	63,666	37,416
Contract Services	107,339	96,136	96,136	99,942	81,342
Dues and Subscriptions	160	500	500	500	500
Vehicle	-	21,112	25,112	-	-
<b>Information Technologies Total</b>	<b>553,416</b>	<b>590,305</b>	<b>594,305</b>	<b>589,985</b>	<b>545,135</b>



**POLICE**

# 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. The Police Department is composed of the Operations Bureau and the Administration Bureau. The Police Department is a nationally accredited and professional law enforcement agency that is committed to community policing aimed at improving the overall quality of life in the Town.



## 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**

*Police Expenditure by Division*

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Police	\$7,468,492	\$8,158,638	\$8,451,331	\$8,161,402	\$7,898,857

*Fiscal Year 2017-2018 Accomplishments*

- Completed transition to new portable and mobile 800Mhz radios for all sworn personnel.
- Applied for and successfully received funding for implementation of the body-worn camera program for all sworn personnel.
- Implemented internal and external messaging system within the police department.
- Implemented E and F Platoons.

*Goals*

1. The Garner Police Department is committed to providing efficient, quality, and timely service to the citizens of Garner.
2. As a professional organization, we will build trust and legitimacy with the community through purposeful interaction and accountability.
3. Maintain focus on officer safety, training, and overall employee wellness.
4. The Garner Police Department will continue to enhance the quality of life for our residents through community policing and crime reduction strategies.

**Objectives for Fiscal Year 2018-2019**

1. Implement the second phase of the body-worn camera program.
2. Utilize an “E” and “F” platoon to provide for peak demand staffing hours for calls for service to reduce the ratio of officers to supervisors to accepted levels.
3. Partner with other town departments, such as code enforcement, inspections, and neighborhood planning, to use all available resources to lower crime and improve community safety.
4. Support officers through training sessions as we maintain the physical fitness requirement (POPAT) minimum time based on the Fitness Committee’s recommendations from 2018.
5. Enhance citizen access to police/government information and mechanisms for performance feedback through surveys, online feedback mechanisms, and public/community meetings.

**POLICE DEPARTMENT**

*Authorized Positions*

Category	FY 2017- 2018 Adopted	Positions Requested	FY 2018- 2019 Recommended
Chief of Police	1	-	<b>1</b>
Police Captain	2	-	<b>2</b>
Police Lieutenant	4	-	<b>4</b>
Police Sergeant	9	-	<b>9</b>
Accreditation Specialist	0.5	-	<b>0.5</b>
Sr. Administrative Support Specialist	1	-	<b>1</b>
Investigator	8	-	<b>8</b>
Police Officer	32	2	<b>32</b>
Traffic Safety Officer	5	-	<b>5</b>
School Resource Officer	4	1	<b>5</b>
Animal Control Officer	1	-	<b>1</b>
Records Manager	1	-	<b>1</b>
Criminal Records Clerk	3	-	<b>3</b>
Quartermaster	1	-	<b>1</b>
Community Liaison Officer	0	1	<b>0</b>
Training Officer	0	1	<b>1</b>
Crime Analyst	1	-	<b>1</b>
<b>Total</b>	<b>73.5</b>	<b>5.0</b>	<b>75.5</b>

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

A decrease of \$259,781 is primarily based on the Town no longer including vehicles in Department budget totals and the one-time FY 2017 - 2018 expense associated with replacement radios no longer being included.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Police</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	4,167,861	4,364,481	4,364,481	4,488,138	4,410,658
Salaries - Overtime	59,207	47,000	47,000	53,470	47,000
Salaries - Temporary	33,053	70,800	70,800	90,000	90,000
Outside Employment	196,490	208,000	208,000	225,000	225,000
Longevity	97,364	102,441	102,441	85,806	85,806
FICA	348,103	365,779	365,779	375,190	369,511
Group Insurance	694,252	831,017	831,017	959,639	937,468
Retirement	585,076	590,963	590,963	616,201	606,368
Professional Services	2,344	13,400	13,400	13,400	13,400
Postage	777	600	600	1,000	1,000
Telephone	15,356	16,008	16,008	16,008	16,008
Printing	2,991	3,000	3,000	3,000	3,000
Travel and Training	59,590	61,867	61,867	79,043	69,043
Special Events	6,978	6,850	6,850	10,950	7,950
Parking Fees	110	350	350	350	350
Equipment Maintenance and Repair	4,011	5,865	5,865	6,645	6,645
Auto Maintenance and Repair	99,830	56,000	56,000	56,000	56,000
Equipment Rental	21,536	22,402	22,402	19,950	19,950
Advertisement	251	-	-	-	-
Fuel	104,055	140,000	140,000	134,205	134,205
Departmental Supplies	48,619	52,329	54,329	56,279	56,279
Departmental Supplies Asset Forfeiture	70,376	-	-	-	-
Equipment Non-Capital	40,215	363,513	644,206	232,687	112,275
Vet Supplies and Support	5,804	8,000	8,000	8,000	8,000
Drug & Information Purchases	-	1,000	1,000	1,000	1,000
Uniforms	42,762	51,150	51,150	65,750	58,250
Contract Services	396,113	454,985	454,985	547,541	547,541
Dues and Subscriptions	3,074	3,500	3,500	3,500	3,500
Physical Exams	9,010	8,650	8,650	12,650	12,650

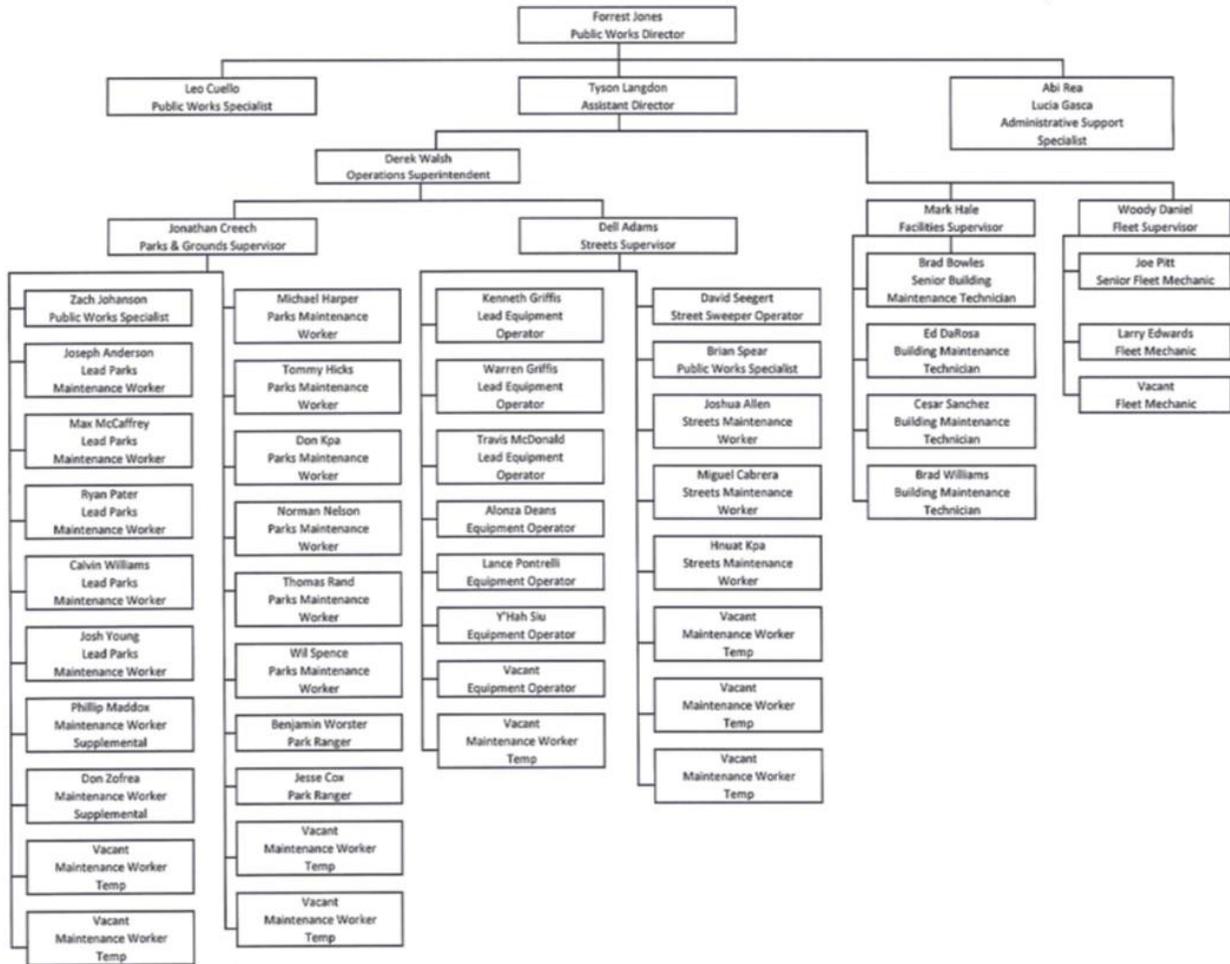
Equipment	-	-	10,000	-	-
Equipment Asset Forfeiture	10,905	-	-	-	-
Vehicle	342,379	308,688	308,688	-	-
<b>Total Police</b>	<b>7,468,492</b>	<b>8,158,638</b>	<b>8,451,331</b>	<b>8,161,402</b>	<b>7,898,857</b>



**PUBLIC WOKRS**

# 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**

*Fiscal Year 2017-2018 Planning Department Accomplishments*

- Installed trash cans, recycle cans, grill, plants, and graded for the new shelter at Garner Recreation Park
- Utilized in-house forces to maintain athletic field lighting and HVAC systems as feasible.
- Transited to using bulk paint on athletic fields resulting in a more aesthetically pleasing and longer lasting line which saves the town money.
- Completed the most in house asphalt patching measured in tons to date.
- Completed trash collections on schedule with a low complaint per customer rate.
- Completed both spring and fall “unprepared” cleanups on schedule and completed in seventeen days total.
- Completed 56 code enforcement requests within three days of receiving request.
- Snow removal equipment was updated with a new brine application system and the majority of town streets were covered in two storm events.
- Completed Retention Pond Maintenance on every pond twice throughout the year.
- Performed Mandatory well water testing on the Thompson Road Park and Centennial Park well systems.
- Installed a roof coating on the Public Works Building B
- Installed shingles on 4 park locations
- Performed in-house maintenance on athletic field lighting.
- Installed energy efficient light controls in 4 locations.
- Senior Building Maintenance Technician inspected 36 Town backflows.
- Performed in-house HVAC maintenance on over 300 tons of units.
- Provided internal moving service for the New Town Hall opening
- Surplused 6 vehicles and pieces of equipment generating \$19,000.00 in revenue.
- Supported Town budget process with detailed reports and information.
- Tyson Langdon, Assistant Public Works Director, served as a member on the Executive Board of the Fleet Division of the American Public Works Association- N.C. Chapter.
- Continued building data base for Fleet Services for the town.
- Installed two 10,000 lb. automotive lifts in Public Works Fleet Garage.

*Expenditure by Division*

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Administration	416,694	438,300	450,300	409,421	409,421
Streets	1,733,947	1,799,232	1,809,480	1,915,502	1,828,652
Powell Bill	459,174	956,612	1,345,435	779,030	779,030
Public Grounds Management	977,740	1,088,499	1,088,499	1,102,347	1,043,532
Snow Removal	46,848	16,018	25,406	10,318	10,318
Solid Waste	1,888,479	1,922,038	1,925,038	1,957,509	1,952,169
Public Facilities Manager	701,361	837,225	911,475	1,071,219	1,025,862
Fleet Management	323,177	354,165	308,650	411,322	364,507
<b>Total Expenditures</b>	<b>\$6,547,420</b>	<b>\$7,412,089</b>	<b>\$7,864,283</b>	<b>\$7,656,668</b>	<b>\$7,413,491</b>

## **PUBLIC WORKS ADMINISTRATION**

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

### ***Goals***

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

### ***Objectives***

1. Identify technology and other tools for improved efficiency and effectiveness in work and documentation processes.
2. Identify acceptable service reductions to meet shifting priorities.
3. Maintain schedule for APWA re-accreditation.

### ***Authorized Positions***

Category	FY 2017- 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
Public Works Director	1	-	<b>1</b>
Assistant Public Works Director	1	-	<b>1</b>
Director Maintenance Tech	1	-	<b>1</b>
Administrative Support Specialist	2	-	<b>1</b>
Total	5	-	<b>4</b>

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

A decrease of \$28,879 is primarily associated with a full -time Administrative Support position becoming part-time.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Administration</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	280,994	298,112	298,112	244,838	244,838
Salaries - Overtime	442	1,300	1,300	1,300	1,300
Salaries - Temporary	2,622	-	12,000	18,127	18,127
Longevity	14,733	4,671	4,671	3,923	3,923
FICA	23,722	23,262	23,262	20,583	20,583
Group Insurance	36,775	53,186	53,186	57,848	57,848
Retirement	38,396	38,114	38,114	34,194	34,194
Postage	98	35	35	100	100
Telephone	1,767	1,272	1,272	1,272	1,272
Travel and Training	5,912	7,560	7,560	8,170	8,170
Auto Maintenance and Repair	-	150	150	150	150
Equipment Rental	5,459	5,448	5,448	4,848	4,848
Advertisement	796	-	-	-	-
Fuel	170	240	240	263	263
Departmental Supplies	1,987	2,000	2,000	2,000	2,000
Uniforms	450	615	615	1,470	1,470
Contract Services	1,171	912	912	8,912	8,912
Dues and Subscriptions	1,200	1,423	1,423	1,423	1,423
<b>Public Works Administration Total</b>	<b>416,694</b>	<b>438,300</b>	<b>450,300</b>	<b>409,421</b>	<b>409,421</b>

## **STREET MAINTENANCE**

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

### ***Goals***

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

### ***Objectives***

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

### ***Authorized Positions***

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018- 2019 Recommended
Streets Supervisor	1	-	<b>1</b>
Lead Equipment Operator	3	-	<b>3</b>
Equipment Operator	5	-	<b>5</b>
Right-Of-Way Supervisor	0	<i>1</i>	<b>1</b>
Street Superintendent	0	<i>1</i>	<b>1</b>
Street Sweeper Operator	1	-	<b>1</b>
Street Maintenance Worker	3	-	<b>1</b>
Maintenance Technician	1	-	<b>3</b>
<b>Total</b>	<b>14</b>	<b>2</b>	<b>16</b>

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

An increase of \$29,420 is primarily associated with the addition of two new positions.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Streets</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	559,503	590,426	590,426	643,196	617,389
Salaries - Overtime	11,497	6,490	6,490	6,490	6,490
Salaries - Temporary	20,913	35,000	35,000	35,000	35,000
Salaries - Temporary Overtime	452	900	900	900	900
Longevity	12,601	13,871	13,871	13,809	13,809
FICA	47,521	49,465	49,465	53,522	52,332
Group Insurance	115,753	133,260	133,260	170,643	164,137
Retirement	74,998	76,548	76,548	84,235	80,612
Telephone	1,295	1,272	1,272	2,544	2,544
Utilities	552,197	594,231	594,231	586,440	536,716
Travel and Training	4,001	4,727	4,727	6,947	6,947
Auto Maintenance and Repair	-	-	-	4,560	4,560
Departmental Supplies	28,553	26,651	26,651	27,845	27,845
Utility Patch Supplies	21,803	20,000	20,000	20,000	20,000
Uniforms	9,532	12,175	12,175	13,615	13,615
Contract Services	202,387	233,916	244,164	233,916	233,916
Dues and Subscriptions	260	300	300	700	700
Equipment	38,515	-	-	11,140	11,140
Vehicle	32,166	-	-	-	-
<b>Public Works Streets Total</b>	<b>1,733,947</b>	<b>1,799,232</b>	<b>1,809,480</b>	<b>1,915,502</b>	<b>1,828,652</b>

## **POWELL BILL**

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

### *Goals*

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

### *Objectives*

1. Continue Pavement Maintenance Program as resources allow.
2. Focus on increased in-house asphalt patching.
3. Utilize Pavement Management Survey to coordinate maintenance activities.
4. Introduce a maintenance program for future sidewalk and curb replacement.

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

A decrease of \$177,582 is primarily associated with the Town no longer budgeting for vehicles in Department’s budget.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Powell Bill</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Equipment Maintenance and Repair	3,805	14,139	14,139	14,139	14,139
Auto Maintenance and Repair	72,219	44,362	44,362	53,500	53,500
Fuel	30,478	45,231	45,231	45,811	45,811
Departmental Supplies	35,841	53,530	53,530	56,530	56,530
Equipment Non-Capital	22,545	3,700	3,700	3,700	3,700
Contract Services	14	150	150	150	150
Powell Bill	46,446	95,000	145,000	110,000	110,000
Street Resurfacing	61,178	475,000	813,823	475,000	475,000
Landfill	17,411	15,500	15,500	20,200	20,200
Equipment	-	98,000	98,000	-	-
Vehicle	169,239	112,000	112,000	-	-
<b>Public Works Powell Bill Total</b>	<b>459,174</b>	<b>956,612</b>	<b>1,345,435</b>	<b>779,030</b>	<b>779,030</b>

## **PUBLIC FACILITIES MANAGEMENT**

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

### ***Goals***

1. Perform contract improvement projects as approved in the annual budget. (SD3-3-iv)
2. Continue development of proactive maintenance routines and inspections to provide better coverage of facilities and reduce long-term maintenance costs. (FR3)
3. Support new town building activities as needed. (QD4)
4. Support and participate in the new PFRM Public Facilities Repair & Maintenance Team. (FR2-2-i-ii)
5. To provide a higher level of janitorial cleaning service by rebidding the Town’s contracted janitorial services for Town Buildings. (SD3-3-iv)

### ***Objectives***

- Support our Accreditation by keeping up to date reporting.
- Support activities associated with bond projects.
- Maintain backflow program and perform required reporting.
- Continue analyzing roof, backflow and HVAC programs to provide accurate budget request.
- Support PFRM Public Facilities Repair & Maintenance request.

### ***Authorized Positions***

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018- 2019 Recommended
Facilities Supervisor	0	-	<b>1</b>
Senior Building Maintenance Technician	1	-	<b>1</b>
Building Maintenance Technician	3	<i>1</i>	<b>3</b>
Total	4	<i>1</i>	<b>5</b>

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

An increase of \$188,637 is primarily associated with personnel related increases and an increase in the janitorial services contract.

<b>Public Works Public Facility Management</b>	<b>FY 2016 - 2017 Actual</b>	<b>FY 2017 - 2018 Adopted</b>	<b>FY 2017 - 2018 Revised Budget</b>	<b>FY 2018 - 2019 Department Request</b>	<b>FY 2018 - 2019 Manager Recommended</b>
Salaries	173,622	183,299	218,299	255,691	240,244
Salaries - Overtime	3,750	3,173	3,173	3,839	3,839
Longevity	2,000	2,400	2,400	2,400	2,400
FICA	12,968	14,449	15,649	19,986	18,661
Group Insurance	43,187	50,441	58,241	74,591	69,028
Retirement	23,282	23,654	28,654	33,179	31,013
Telephone	636	2,556	2,556	2,796	2,556
Utilities	132,879	205,636	205,636	240,640	231,889
Water and Sewer Charges	50,617	63,875	63,875	82,390	81,205
Travel and Training	2,324	2,675	2,675	4,175	3,875
Building and Grounds Maintenance	13,258	15,477	15,477	15,940	15,940
Equipment Maintenance and Repair	29,812	28,000	37,250	29,500	29,500
Auto Maintenance and Repair	2,379	2,400	2,400	2,950	2,550
Equipment Rental	1,500	1,500	1,500	2,010	2,010
Fuel	4,014	6,258	6,258	8,990	7,110
Departmental Supplies	50,709	47,807	47,807	61,807	56,807
Equipment Non-Capital	801	1,950	1,950	3,380	1,000
Uniforms	2,731	2,880	2,880	4,320	3,600
Contract Services	150,891	178,795	194,795	222,635	222,635
<b>Public Works Public Facility Management Total</b>	<b>701,361</b>	<b>837,225</b>	<b>911,475</b>	<b>1,071,219</b>	<b>1,025,862</b>

## **PUBLIC GROUNDS MAINTENANCE**

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

### ***Goals***

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

### ***Objectives***

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

### ***Authorized Positions***

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
Parks & Grounds Supervisor	1	1	<b>1</b>
Lead Parks Maintenance Worker	5	-	<b>5</b>
Maintenance Technician	1	-	<b>1</b>
Parks Maintenance Worker	6	-	<b>6</b>
Total	13	1	<b>13</b>

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

A decrease of \$44,967 is primarily associated with a reduction in one-time equipment.

<b>Public Works Public Grounds Management</b>	<b>FY 2016 - 2017 Actual</b>	<b>FY 2017 - 2018 Adopted</b>	<b>FY 2017 - 2018 Revised Budget</b>	<b>FY 2018 - 2019 Department Request</b>	<b>FY 2018 - 2019 Manager Recommended</b>
Salaries	444,782	508,357	508,357	539,711	506,514
Salaries - Overtime	4,871	13,698	13,698	13,698	13,698
Salaries - Temporary	57,255	65,000	65,000	65,000	65,000
Salaries - Temporary Overtime	452	1,400	1,400	1,400	1,400
Longevity	5,310	5,883	5,883	5,883	5,883
FICA	40,791	45,562	45,562	47,864	45,324
Group Insurance	103,296	132,773	132,773	149,568	141,211
Retirement	59,204	66,223	66,223	71,114	66,964
Telephone	927	1,056	1,056	1,692	1,056
Travel and Training	3,952	3,885	3,885	5,345	3,885
Vandalism Repair	-	500	500	500	500
Equipment Maintenance and Repair	29,115	18,227	18,227	20,841	20,841
Auto Maintenance and Repair	17,663	8,600	8,600	12,900	12,900
Equipment Rental	298	300	300	300	300
Fuel	16,904	22,150	22,150	27,746	25,866
Agricultural Supplies	42,586	43,000	43,000	44,500	44,500
Departmental Supplies	32,141	32,005	32,005	34,000	34,000
Equipment Non-Capital	23,000	31,000	31,000	17,270	11,700
Uniforms	11,938	11,640	11,640	12,360	11,640
Contract Services	38,344	19,000	19,000	29,000	29,000
Landfill	-	1,000	1,000	1,000	1,000
Dues and Subscriptions	495	240	240	655	350
Equipment	12,250	57,000	57,000	-	-
Vehicle	32,166	-	-	-	-
<b>Public Works Public Grounds Management Total</b>	<b>977,740</b>	<b>1,088,499</b>	<b>1,088,499</b>	<b>1,102,347</b>	<b>1,043,532</b>

## **FLEET MANAGEMENT**

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

### ***Goals***

1. Continue providing fuel for Garner Volunteer Fire and Rescue, Inc. and provide the Finance Department with billing data. -SD1-3
2. Support and participate with Vehicle and Equipment Replacement Team (VERT). -FR3 - 3
3. Incorporate use of new technology and software into fleet activities to improve efficiencies. - SD3-3-i & iv
4. To maintain Fuel Island and vehicle car wash. -SD3-3-i & iv

### ***Objective***

1. Maintain documentation for Accreditation.
2. Continue developing a plan for transition to automated fuel records for improved accountability.
3. Continue developing a plan for improving effective collection of fleet performance data by working with the VERT team.
4. To improve small engine work area for efficiency and safety.
5. To support customers purchasing new vehicles.

### ***Authorized Positions***

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018- 2019 Recommended
Services Supervisor	1	-	<b>1</b>
Lead Fleet Mechanic	1	-	<b>1</b>
Fleet Mechanics	2	-	<b>2</b>
<b>Total</b>	<b>4</b>	<b>-</b>	<b>4</b>

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

An increase of \$10,342 is primarily related to personnel related increases.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Fleet Management</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	180,126	209,028	158,862	207,984	207,984
Salaries - Overtime	9,424	3,603	3,603	3,603	3,603
Salaries - Temporary	-	-	3,166	-	-
Longevity	2,815	2,897	2,897	2,869	2,869
FICA	14,453	16,488	15,288	16,444	16,444
Group Insurance	39,175	48,079	40,279	54,254	54,254
Retirement	25,039	27,005	22,005	27,494	27,494
Telephone	1,379	1,272	1,272	1,380	1,380
Travel and Training	3,025	6,989	6,989	9,719	9,719
Equipment Maintenance and Repair	6,511	7,000	20,800	7,000	7,000
Auto Maintenance and Repair	2,857	1,500	1,500	1,500	1,500
Equipment Rental	-	169	169	169	169
Fuel	1,025	1,680	1,680	2,699	2,699
Departmental Supplies	13,595	15,848	15,848	16,046	16,046
Equipment Non-Capital	13,345	-	1,685	-	-
Uniforms	2,164	2,410	2,410	2,410	2,410
Contract Services	7,006	9,147	9,147	56,701	9,886
Dues and Subscriptions	1,240	1,050	1,050	1,050	1,050
<b>Public Works Fleet Management Total</b>	<b>323,177</b>	<b>354,165</b>	<b>308,650</b>	<b>411,322</b>	<b>364,507</b>

## **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.

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

An increase of \$30,131 is primarily associated with anticipated customer growth.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Solid Waste</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Postage	2,000	3,000	3,000	3,000	3,000
Printing	3,338	4,032	4,032	4,070	4,070
Auto Maintenance and Repair	5,041	1,000	1,000	3,075	3,075
Fuel	307	645	645	621	621
Departmental Supplies	26,253	56,640	56,640	56,548	56,548
Commercial Collection Dumpster	15,333	15,600	15,600	18,587	18,587
Residential Collection	1,583,647	1,584,634	1,584,634	1,609,242	1,604,595
Curbside Recycling Program	225,866	228,907	228,907	234,586	233,893
Office Paper Recycling Program	1,898	2,580	2,580	2,780	2,780
Landfill	24,795	25,000	28,000	25,000	25,000
<b>Public Works Solid Waste Total</b>	<b>1,888,479</b>	<b>1,922,038</b>	<b>1,925,038</b>	<b>1,957,509</b>	<b>1,952,169</b>

## **SNOW REMOVAL**

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

### ***Goals***

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

### ***Objectives***

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

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

A decrease of \$5,700 is primarily associated with a reduction in Equipment Maintenance and Repair.

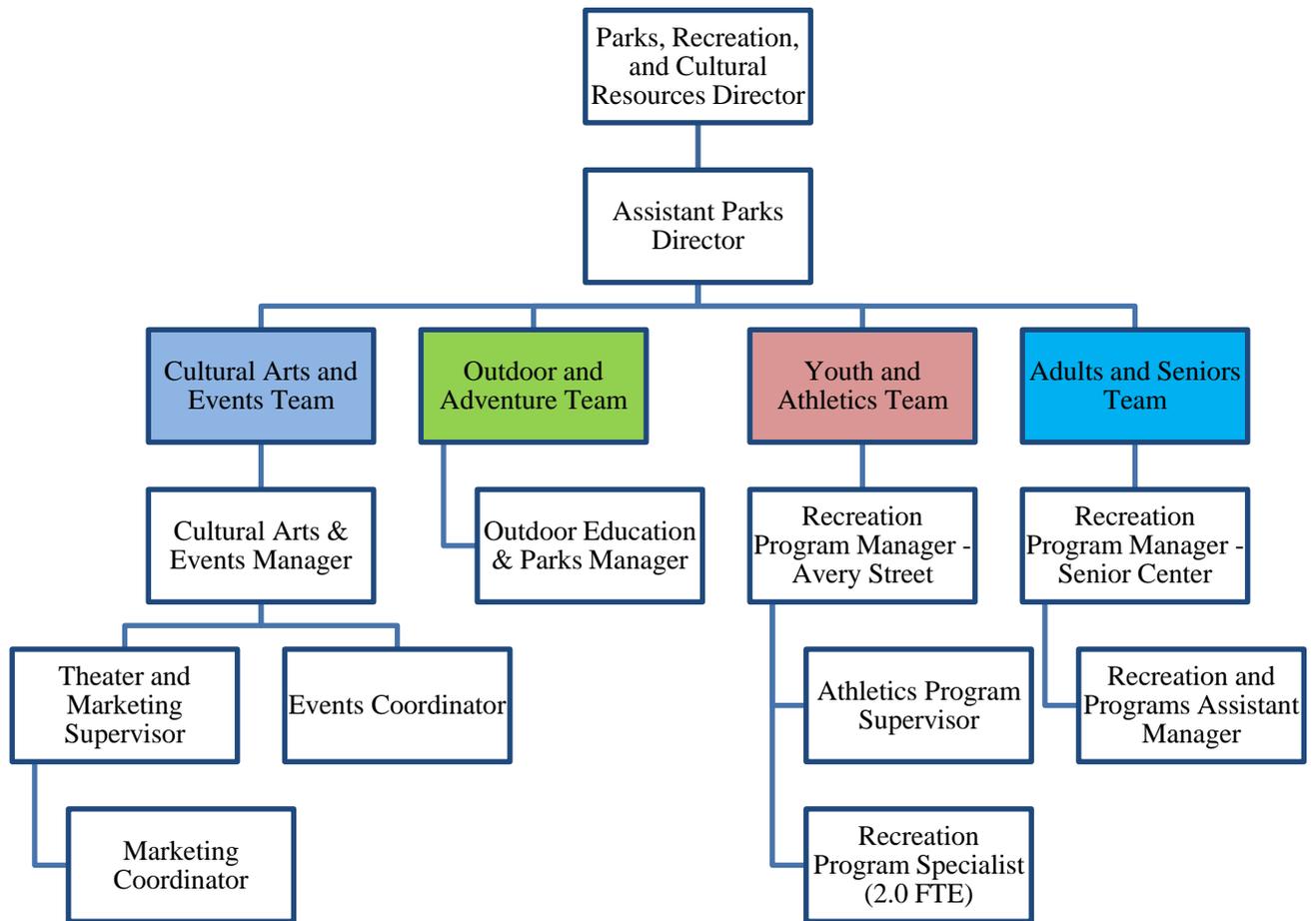
	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Snow Removal</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Equipment Maintenance and Repair	-	4,500	4,500	-	-
Departmental Supplies	4,553	11,518	11,518	10,318	10,318
Equipment Non-Capital	-	-	9,388	-	-
Equipment	42,295	-	-	-	-
<b>Public Works Snow Removal Total</b>	<b>46,848</b>	<b>16,018</b>	<b>25,406</b>	<b>10,318</b>	<b>10,318</b>



**PARKS, RECREATION AND  
CULTURAL RESOURCES**

# **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 2018-2019 Accomplishments*

- The Parks, Recreation and Cultural Resources department was selected as a host site for the Carolinas Solar Eclipse Party.
- For the fourth year in a row, the Town of Garner was named a Playful City USA by KaBOOM! in partnership with the Humana Foundation.
- Professional staff recognitions included Sonya Shaw earning her Doctorate degree in Parks, Recreation and Tourism Management from NC State University and was elected Secretary for the Park Ethnic Minority Society of the National Recreation and Park Association, Rob Smith was selected to serve on the North Carolina Recreation and Parks Association Professional Development Committee, Torrey Blackmar was Coordinator of the Wake County Senior Games and served as Secretary for the Wake County Senior Games Board of Directors, and Megan Thornton earned the Certified Park and Recreation Professional (CPRP) designation through the National Recreation and Park Association.

### *Expenditure by Division*

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Administration	\$ 315,815	\$ 351,419	\$ 351,419	\$ 417,591	\$ <b>323,542</b>
Cultural Arts & Events	407,327	567,653	569,016	562,405	<b>557,405</b>
Marketing and Special Event:	-	-	-	38,935	<b>38,935</b>
Youth & Athletic	446,368	509,043	509,043	737,208	<b>711,394</b>
Adult & Senior	313,263	323,261	330,200	303,986	<b>303,986</b>
Outdoor Adventure	233,075	138,887	144,547	149,104	<b>149,104</b>
Program Partners	163,779	177,629	177,629	192,490	<b>177,140</b>
Total Expenditures	\$1,879,627	\$2,067,892	\$2,081,854	\$2,401,719	<b>\$2,261,506</b>

## PARKS ADMINISTRATION

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

### *Goals*

1. Provide leadership for the department and maintain positive relationships with community partners and reputation for quality programs with residents. (SD1.1, SD4.3)
2. Implement facility upgrades and new construction that improve guest experiences. (FR1.1, FR2.2)
3. Develop high quality services and experiences that engage citizens to participate in department programs. (SD2.1, QL2.3, QL3.2, QL 4.3)

### *Objectives*

1. Ensure oversight of expenditures while seeking ways to generate new revenue streams.
2. Oversee implementation of plans for new Recreation Center that increase recreational opportunities for the community.
3. Develop and refine park enhancement plan for implementation of bond projects.

### *Authorized Positions*

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
PRCR Director	1	-	<b>1</b>
Assistant PRCR Director	1	-	<b>1</b>
Total	2	-	<b>2</b>

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

A decrease of \$27,877 is primarily associated with a reduction in contract services.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Administration</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	201,715	201,811	201,811	272,789	206,254
Salaries - Overtime	106	-	-	-	-
Longevity	4,012	5,519	5,519	5,519	5,519
FICA	16,019	15,861	15,861	21,291	16,201
Group Insurance	20,721	23,163	23,163	34,299	23,691
Retirement	26,689	26,018	26,018	35,773	26,957
Postage	1,489	3,029	3,029	3,029	3,029
Telephone	1,855	1,272	1,272	1,272	1,272
Travel and Training	4,663	5,900	5,900	8,540	8,540
Auto Maintenance and Repair	1,187	250	250	250	250
Equipment Rental	6,778	6,226	6,226	6,226	6,226
Fuel	1,192	1,120	1,120	1,053	1,053
Departmental Supplies	3,527	3,000	3,000	7,000	7,000
Contract Services	20,178	57,000	57,000	16,000	16,000
Dues and Subscriptions	4,117	1,250	1,250	1,300	1,300
Misc.	-	-	-	3,250	250
Equipment	1,566	-	-	-	-
<b>Parks and Recreation Administration Total</b>	<b>315,815</b>	<b>351,419</b>	<b>351,419</b>	<b>417,591</b>	<b>323,542</b>

## **CULTURAL ARTS AND EVENTS**

The **Cultural Arts and Events** team is responsible for operating the Garner Performing Arts Center (GPAC) and coordinating a variety of cultural arts programs including the “It’s Showtime” performance series, lobby art exhibits and rentals. The team is also responsible for planning and implementing Town-wide special events such as Independence Day Celebration, Spring Eggstravaganza, Carnaval Latino, Trick-or-Treat the Trails, the Garner Christmas Parade and Light Up Main. Additionally, the team is responsible for marketing the Parks, Recreation and Cultural Resources Department’s programs and activities including brochure development and website management. Programming partners include Miss Garner pageant, Towne Players of Garner, Garner Chamber of Commerce 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. (QL4.3)
2. Increase public awareness and attendance at Garner Parks, Recreation and Cultural Resources Department’s events and programs. (QL2.3)
3. Create memorable community wide events. (QL2.3)

### ***Objectives***

1. Expand programming offered at the Garner Performing Arts Center through high-quality performances, workshops and camps.
2. Identify ways the public is receiving information about Garner Parks, Recreation and Cultural Resources Department’s events and programs.
3. Identify ways to document positive community impact of events and activities at Town of Garner events and programs.

### ***Authorized Personnel***

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2018 Recommended
Cultural Arts and Events Manager	1	-	<b>1</b>
Events Coordinator	1	-	<b>1</b>
Theatre Services Coordinator	1	-	<b>1</b>
Marketing Coordinator	1	-	<b>1</b>
Total	4	-	<b>4</b>

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

A decrease of \$10,248 is primarily associated with the printing and postage budgets being reallocated to a different division.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Department</b>	<b>Manager</b>
<b>Cultural Arts &amp; Events</b>			<b>Budget</b>	<b>Request</b>	<b>Recommended</b>
Salaries	143,749	204,559	204,559	210,058	210,058
Salaries - Overtime	201	675	675	675	675
Salaries - Temporary	47,845	33,051	33,051	46,762	46,762
Salaries - Temporary Overtime	30	-	-	-	-
FICA	13,710	18,229	18,229	19,818	19,818
Group Insurance	27,682	47,257	47,257	50,861	50,861
Retirement	17,675	25,711	25,711	26,780	26,780
Postage	-	4,800	4,800	-	-
Telephone	1,855	2,544	2,544	2,544	2,544
Printing	795	24,250	23,600	1,250	1,250
Utilities	177	125	125	-	-
Travel and Training	1,214	4,150	4,150	4,150	4,150
Equipment Maintenance and Repair	1,163	1,500	1,500	1,500	1,500
Equipment Rental	29,876	34,892	34,892	32,842	32,842
Departmental Supplies	21,109	36,875	38,888	34,895	34,895
Uniforms	1,862	2,025	2,025	2,025	2,025
Contract Services	98,239	124,919	124,919	127,300	122,300
School Access Fees	-	570	570	570	570
Dues and Subscriptions	145	1,521	1,521	375	375
<b>Parks and Recreation</b>					
<b>Cultural Arts &amp; Events Total</b>	<b>407,327</b>	<b>567,653</b>	<b>569,016</b>	<b>562,405</b>	<b>557,405</b>

## **Marketing and Events**

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

### ***Goal***

1. To generate administrative efficiencies within the Department

### ***Objectives***

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

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

The establishment of this division will allow the department to fund various initiatives from a single funding location and should result in administrative efficiencies.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Marketing &amp; Special Events</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Postage	-	-	-	6,100	6,100
Printing	-	-	-	23,430	23,430
Departmental Supplies	-	-	-	2,500	2,500
Contract Services	-	-	-	4,909	4,909
Dues and Subscriptions	-	-	-	1,996	1,996
<b>Parks and Recreation Marketing &amp; Events Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38,935</b>	<b>38,935</b>

## 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, youth basketball and volleyball leagues, adult softball and basketball leagues and the preschool sports and art programs. The team provides support to partner youth sports agencies to meet the needs of the community. The team will be responsible for the new recreation center when it opens.

### *Goals*

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

### *Objectives*

1. Maintain and promote after school program participation and seek ways to engage children in additional activities.
2. Open, operate and manage the new recreation center to create a hub of activity in downtown Garner.
3. Schedule and monitor athletic field and facility rentals.

### *Authorized Personnel*

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 - 2019 Recommended
Recreation Center & Program Manager	1	-	<b>1</b>
Recreation Superintendent	0	1.0	<b>1</b>
Recreation Program Specialist	3.0	1.0	<b>4.0</b>
Total	4.0	2.0	<b>6.0</b>

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

An increase of \$202,351 is primarily associated with personnel and operating requirements associated with the new Recreation Center.

<b>Parks and Recreation Youth &amp; Athletics</b>	<b>FY 2016 - 2017 Actual</b>	<b>FY 2017 - 2018 Adopted</b>	<b>FY 2017 - 2018 Revised Budget</b>	<b>FY 2018 - 2019 Department Request</b>	<b>FY 2018 - 2019 Manager Recommended</b>
Salaries	143,775	175,324	175,324	271,715	271,715
Salaries - Overtime	2,022	-	-	-	-
Salaries - Temporary	134,865	138,178	138,178	200,178	184,864
Salaries - Temporary Overtime	407	-	-	-	-
Longevity	2,352	3,486	3,486	3,479	3,479
FICA	23,297	24,250	24,250	35,392	35,392
Group Insurance	27,427	36,072	36,072	53,648	53,648
Retirement	21,332	22,390	22,390	33,428	33,428
Telephone	1,586	2,544	2,544	2,544	2,544
Printing	191	2,000	2,000	2,000	2,000
Utilities	2,990	3,400	3,400	2,792	2,792
Travel and Training	1,566	4,210	4,210	4,950	4,950
Building and Grounds Maintenance	3,400	4,700	4,700	15,200	4,700
Equipment Maintenance and Repair	2,595	3,550	3,550	5,500	5,500
Auto Maintenance and Repair	1,112	300	300	300	300
Equipment Rental	4,644	5,726	5,726	3,627	3,627
Fuel	-	580	580	580	580
Departmental Supplies	26,119	25,495	25,495	31,795	31,795
Equipment Non-Capital	-	-	-	6,000	6,000
Uniforms	1,293	3,000	3,000	5,950	5,950
Contract Services	32,799	38,398	38,398	42,810	42,810
School Access Fees	12,382	15,000	15,000	15,000	15,000
Dues and Subscriptions	215	440	440	320	320
<b>Parks and Recreation Youth &amp; Athletics Total</b>	<b>446,368</b>	<b>509,043</b>	<b>509,043</b>	<b>737,208</b>	<b>711,394</b>

## **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 and schedules rentals of the multipurpose room and fitness annex at the center. Program partners include Meals on Wheels of Wake County and Resources for Seniors.

### ***Goals***

1. Promote participation in recreation programs targeting seniors in the community. Promotion will be focused on attendance at the Garner Senior Center as it remains a primary location and focal point for seniors. (QL4.2)
2. Develop partnerships and sponsorships with community business and civic organizations to secure resources for program enhancements. (FR4.3)
3. Provide a variety of adult fitness opportunities that promote a healthy, vibrant and well connected community. (QL2.3, QL 4.2)

### ***Objectives***

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

### ***Authorized Positions***

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Recreation Center & Program Manager	1	-	<b>1</b>
Recreation Specialist - Seniors & Adults	1	-	<b>1</b>
Total	2	-	<b>2</b>

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

A decrease of \$19,275 is primarily associated with the Town no longer budgeting for vehicles in departments.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Adult &amp; Senior Programs</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	116,308	125,069	125,069	128,925	128,925
Salaries - Overtime	199	800	800	800	800
Salaries - Temporary	61,550	58,445	58,445	83,479	83,479
Longevity	3,506	3,606	3,606	3,730	3,730
FICA	14,045	14,376	14,376	16,689	16,689
Group Insurance	19,721	23,021	23,021	26,319	26,319
Retirement	15,657	16,231	16,231	16,971	16,971
Telephone	954	1,272	1,272	1,272	1,272
Travel and Training	796	1,600	1,600	2,490	2,490
Senior Citizens Travel	1,870	894	894	894	894
Building and Grounds Maintenance	2,250	4,650	4,650	4,650	4,650
Equipment Maintenance and Repair	2,360	2,715	2,715	2,715	2,715
Auto Maintenance and Repair	2,415	476	476	476	476
Equipment Rental	1,050	1,176	1,176	1,176	1,176
Fuel	-	300	300	300	300
Departmental Supplies	13,480	3,810	14,749	4,160	4,160
Uniforms	251	600	600	600	600
Contract Services	4,831	4,900	4,900	8,100	8,100
Dues and Subscriptions	-	120	120	240	240
Vehicle	52,021	59,200	55,200	-	-
<b>Parks and Recreation Adult &amp; Senior Total</b>	<b>313,263</b>	<b>323,261</b>	<b>330,200</b>	<b>303,986</b>	<b>303,986</b>

## OUTDOOR AND ADVENTURE

The **Outdoor and Adventure** team operates White Deer Park, which includes a LEED Gold Certified nature center, shelters, restrooms, trail, and greenway. This team also manages Lake Benson Park, the Garner Veterans Memorial, Lake Benson Dog Park and the Lake Benson Boathouse. Program offerings include preschool and youth nature programs, Discovery Days, summer nature camps, curriculum-approved environmental education programs for local schools and other groups, and park based special events such as Groundhog Day, Friday Family Flicks and camping. The team coordinates the Town’s Memorial Day and Veterans Day observances. Programming partners include local schools, businesses, civic organizations, the library and professionals from the scientific community.

### *Goals*

1. Preserve White Deer Park as a community leader in high-quality, affordable outdoor and environmental education. (SD2.1, QL2.3, QL4.2)
2. Increase quality of life for residents through memorable, affordable special events that blend education and entertainment while showcasing parks and facilities. (SD2.1, QL2.3)
3. Engage citizenry in ongoing environmental and conservation efforts, including citizen science projects. (SD2.1, QL2.3)

### *Objectives*

1. Continue to increase number of educational outdoor programs offered to the public.
2. Increase environmental education programs delivered to school and other civic groups strengthening image as educators and generating additional revenue.
3. Grow participation in events that feature an environmental component such as Groundhog Day, Earth Day and the Statewide Star Party.

### *Authorized Positions*

Category	FY 2017 - 2018 Adopted	Positions Requested	FY 2018 -2019 Recommended
Parks and Outdoor Education Program			
Manager	1	-	<b>1</b>
Marketing and Special Events Coordinator	1	-	<b>0</b>
Total	2	-	<b>1</b>

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

An increase of \$10,217 is primarily associated with compensation related increases.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Outdoor Adventure</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Salaries	82,134	54,357	54,357	56,153	56,153
Salaries -Overtime	233	-	-	-	-
Salaries - Temporary	48,988	39,424	39,424	44,508	44,508
FICA	10,654	7,174	7,174	7,792	7,792
Group Insurance	15,344	10,288	10,288	11,756	11,756
Retirement	11,073	6,811	6,811	7,137	7,137
Postage	4,033	-	650	-	-
Telephone	1,482	636	636	636	636
Printing	22,568	2,200	2,200	2,200	2,200
Travel and Training	1,827	1,050	1,050	1,060	1,060
Equipment Maintenance and Repair	744	750	750	750	750
Equipment Rental	2,600	2,442	2,442	2,452	2,452
Departmental Supplies	19,086	8,750	13,760	9,250	9,250
Uniforms	403	545	545	545	545
Contract Services	10,881	4,095	4,095	4,500	4,500
Dues and Subscriptions	1,027	365	365	365	365
<b>Parks and Recreation Outdoor Adventure Total</b>	<b>233,075</b>	<b>138,887</b>	<b>144,547</b>	<b>149,104</b>	<b>149,104</b>

## PROGRAM PARTNERS

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

### **Goal**

1. Maximize partnership opportunities to work with outside agencies in order to develop strategies that ensure services are provided efficiently and effectively. (SD1.1, SD2.3)

### **Objectives**

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

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

No significant changes.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Program Partners</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Garner Baseball	62,969	64,985	64,985	66,685	64,985
Garner Civitan	20,978	21,749	21,749	21,705	21,705
Miss Garner Pageant	3,370	3,500	3,500	3,500	3,500
Garner Towne Players	23,650	23,650	23,650	37,300	23,650
Capital Area Soccer League	16,378	25,405	25,405	26,077	26,077
GAYSL	14,197	15,840	15,840	14,723	14,723
Optimist Basketball	21,237	22,500	22,500	22,500	22,500
American Legion	1,000	-	-	-	-
<b>Parks and Recreation Program Partners Total</b>	<b>163,779</b>	<b>177,629</b>	<b>177,629</b>	<b>192,490</b>	<b>177,140</b>



**DEBT SERVICE**

## 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.*

### Funding Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
Debt Service	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
Principal Bonds	990,000	1,000,000	1,000,000	1,005,000	1,005,000
Principal Leases	725,510	1,053,451	1,053,451	1,047,876	1,047,876
Principal Installment Loan	460,175	629,799	629,799	502,616	502,616
Refunding	2,291,723	-	-	-	-
Interest Bonds	1,086,973	1,062,973	1,062,973	1,032,410	1,032,410
Interest Leases	74,837	151,983	151,983	110,964	110,964
Interest Installment Loans	17,945	26,263	26,263	18,863	18,863
Issue Cost	80,231	-	-	-	-
<b>Debt Service Total</b>	<b>5,727,392</b>	<b>3,924,469</b>	<b>3,924,469</b>	<b>3,717,729</b>	<b>3,717,729</b>



**SPECIAL APPROPRIATIONS**

## **SPECIAL APPROPRIATIONS**

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

### *Special Appropriations by Division*

<b>Division</b>	<b>FY 2016-2017 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2017-18 Revised</b>	<b>FY 2018-19 Department Request</b>	<b>FY 2018-19 Manager Recommended</b>
Retirement	612,528	689,240	689,240	687,549	687,549
Town Insurance	465,343	558,020	558,020	560,910	560,910
Subsidized Programs	65,305	53,831	57,431	83,472	68,004
Office Administration	18,612	41,346	41,346	41,745	41,745
<b>Total Expenditures</b>	<b>\$1,161,788</b>	<b>\$1,342,437</b>	<b>\$1,346,037</b>	<b>\$1,373,676</b>	<b>\$1,358,208</b>

**RETIREMENT**

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

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
<b>Retirement</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Retiree Payout	-	33,105	33,105	-	-
Separation Allowance	294,918	304,441	304,441	263,354	263,354
FICA	22,047	-	-	20,147	20,147
Retire Health Insurance	295,562	351,694	351,694	404,048	404,048
<b>Retirement Total</b>	<b>612,528</b>	<b>689,240</b>	<b>689,240</b>	<b>687,549</b>	<b>687,549</b>

## INSURANCE

The **Insurance** Division accounts for Town-wide property, liability, and worker's compensation insurance premiums and payouts. Unemployment insurance for municipalities in North Carolina is paid in a lump sum to the NC Department of Commerce based on actual claims made during the year. The Town's insurance programs are administered by the office of the Town Manager and the Human Resources and Finance Departments.

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
<b>Town Insurance</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Health Reimbursement	5,543	-	-	-	-
Insurance and Bonds	214,979	231,068	231,068	241,068	241,068
Workers Compensation	237,346	271,952	271,952	304,842	304,842
Unemployment Insurance	7,474	55,000	55,000	15,000	15,000
<b>Town Insurance Total</b>	<b>465,343</b>	<b>558,020</b>	<b>558,020</b>	<b>560,910</b>	<b>560,910</b>

## 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.

<b>Subsidized Programs</b>	<b>FY 2016 - 2017</b>	<b>FY 2017 - 2018</b>	<b>FY 2017 - 2018</b>	<b>FY 2018-19</b>	<b>FY 2018-19</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
American Legion	-	1,000	1,000	1,000	1,000
City of Raleigh Utility Bill Assistance Program	14,173	-	3,600	14,173	14,173
Community of Hope	7,295	7,295	7,295	13,000	7,295
Garner Area Ministries	3,898	3,898	3,898	4,000	3,898
Garner Educational Foundation	10,000	10,000	10,000	12,000	10,000
Garner Magnet High Marching Band	-	1,699	1,699	1,699	1,699
Garner Police Athletic Activities League	3,000	3,000	3,000	3,000	3,000
INTERACT - Family Violence Prevention Center	3,000	3,000	3,000	5,000	3,000
Resources for Seniors	3,939	3,939	3,939	4,600	3,939
Transitions LifeCare	-	-	-	5,000	-
YMCA Capital Campaign Pledge	20,000	20,000	20,000	20,000	20,000
<b>Subsidized Programs Total</b>	<b>65,305</b>	<b>53,831</b>	<b>57,431</b>	<b>83,472</b>	<b>68,004</b>

## OFFICE ADMINISTRATION

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

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
<b>Office Administration</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Postage	1,469	754	754	-	-
Equipment Rental	4,241	9,061	9,061	9,061	9,061
Wake County Hazmat	11,403	11,531	11,531	12,684	12,684
Contingency	1,500	20,000	20,000	20,000	20,000
<b>Office Administration Total</b>	<b>18,612</b>	<b>41,346</b>	<b>41,346</b>	<b>41,745</b>	<b>41,745</b>

**Garner Volunteer Fire and Rescue  
Funding Summary**

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
<b>Fire Services</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Department Request</b>	<b>Manager Recommended</b>
Equipment Non-Capital	-	137,196	137,196	15,424	15,424
Uniforms	-	16,838	16,838	16,985	16,985
Contract Services	81,520	92,100	92,100	61,600	61,600
Contract Services - GVFD	2,791,381	3,012,906	3,012,906	3,005,268	2,929,008
Equipment	39,420	20,329	20,329	234,635	234,635
Debt Payments	-	-	-	151,481	151,481
<b>Total Fire Services</b>	<b>2,912,321</b>	<b>3,279,369</b>	<b>3,279,369</b>	<b>3,485,393</b>	<b>3,409,133</b>

**Garner Volunteer Fire Department (GVFR)  
FY 2018 – 2019 Funding Summary**

The chart below summarizes the FY 2018 – 2019 funding request for the Garner Volunteer Fire Department (GVFR). The total FY 2018 -2019 funding request is \$5,993,338. Of this total, \$5,514,745 is for recurring items and \$478,593 is for one-time costs.

<b>FY 2018 - 2019 GVFR Request Summary</b>	
<b>FY 2018 - 2019 Request</b>	<b>Cost</b>
Baseline Requests:	
Personnel (including Merit)	\$4,487,863
Operations	\$651,894
Turnout Gear	\$32,688
RWECO & 800Mhz/CAD	\$61,600
Debt Requirements	\$178,774
Firefighter 1st Class Promotion	\$9,900
Administration Battalion Chief	\$76,259
Part-time Administrative Assistant	\$15,767
<b>Base Request Subtotal</b>	<b>\$5,514,745</b>
One Time Costs:	
SCBA	\$423,730
Ventilation System	\$25,166
Active Shooter Bags	\$2,410
Defibrillators	\$19,047
Thermal Imaging Camera	\$8,240
<b>One Time Request Subtotal</b>	<b>\$478,593</b>
<b>Total Requested Amount</b>	<b>\$5,993,338</b>

The next chart summarizes the FY 2018 – 2019 proposed funding totals for the Town of Garner and Wake County. In total, GVFR would receive funding of \$5,917,079 or 98.7 percent of the requested amount. The difference is due to the Administration Battalion Chief position not being funded.

<b>FY 2018 - 2019 GVFR Proposed Funding Summary</b>			
<b>FY 2018 - 2019 Proposed Funding</b>	<b>Town of Garner</b>	<b>Wake County</b>	<b>Total Funding</b>
Baseline Requests:			
Personnel (including Merit) <sup>1</sup>	\$2,562,977	\$1,924,886	\$4,487,863
Operations	\$340,364	\$311,530	\$651,894
Turnout Gear	\$16,985	\$15,703	\$32,688
RWECO & 800Mhz/CAD	\$61,600	\$0	\$61,600
Debt Requirements	\$151,481	\$27,293	\$178,774
Firefighter 1st Class Promotion	\$9,900	\$0	\$9,900
Administration Battalion Chief	\$0	\$0	\$0
Part-time Administrative Assistant	\$15,767	\$0	\$15,767
<b>Base Request Subtotal</b>	<b>\$3,159,074</b>	<b>\$2,279,412</b>	<b>\$5,438,486</b>
One Time Costs:			
SCBA	\$220,040	\$203,690	\$423,730
Ventilation System	\$14,595	\$10,571	\$25,166
Active Shooter Bags	\$1,245	\$1,165	\$2,410
Defibrillators	\$9,897	\$9,150	\$19,047
Thermal Imaging Camera	\$4,282	\$3,958	\$8,240
<b>One Time Request Subtotal</b>	<b>\$250,059</b>	<b>\$228,534</b>	<b>\$478,593</b>
<b>Total Funding Amount</b>	<b>\$3,409,133</b>	<b>\$2,507,946</b>	<b>\$5,917,079</b>

<sup>1</sup> Funding total for the Town of Garner includes nine firefighters that the town assumes 100% of the cost.

## FY 2019 Fire Tax Budget Process Instructions for Using Budget Forms

### Supplemental Materials Requested

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

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

### General Instructions

- If you do not use a line-item (a row), leave it blank--do not delete unused rows.
- If you add a line-item, do so only where indicated "Other--Enter as Necessary"
- Do not use decimals. Always round to the nearest dollar.
- **Do not include expansion items in the base budget request.** The base budget is intended to cover current Salary and Benefit rates. While you are free to move money between line items in the Operating Budget, your TOTAL operating expenses base for FY 2019 should match FY 2018 Adopted (see the Operating Expense tab for further guidance). Amounts beyond this are considered expansions.

### Personnel Costs

- Include only **current employees and positions** on this form. Do not include new position requests--include new positions in the Expansion Request form.
- For part-time positions, include only the part-time hours and costs that have been approved for your department.
- At the bottom of the Personnel Costs form, explain the methodology behind each benefit. For example, "Health insurance: \$5,000 per employee" and "Retirement: 6.35% of salary."
- Please explain any changes in benefit rates. For example, "updated LGERS rate", or "employer premium increased due to..." If applicable, please indicate whether rate changes reflect cost increases to your existing group policy, new coverages, a rebid of your benefits package, etc.
- Do not assume any merit increase amount for FY 2019. That amount will be budgeted centrally by Wake Budget and Management Services

### Summary Form

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

### Color Code



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

### Submitting your Budget

Please complete your budget request using **THIS** file and email it, along with all supplemental materials, to **Michael.James@wakegov.com**. The deadline for submission is **Friday, January 19, 2018 at 5:00PM**

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

**If you have any questions, call Michael James at (919) 856-5487 or email at Michael.James@wakegov.com**

**Wake County Fire Tax District  
FY 2019 Budget Requests - Department Information**

**Contact Information:**

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

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

Street Address: 120 E. Main St.  
Garner, NC 27529

Telephone (1): (919) 772-1550

Telephone (2): \_\_\_\_\_

Fax: (919) 662-0158

Email Address: [admin@garnerfire.com](mailto:admin@garnerfire.com)

Website: [www.garnerfire.com](http://www.garnerfire.com)

**Board Roster & Contact Information:**

Board President	<p>Name: <u>Steve Woodall</u> <span style="float: right;">Term Expires: <u>11/19/2018</u></span></p> <p>Mailing Address: <u>504 Longview St.</u> <u>Garner, NC 27529</u></p> <p>Contact Email <u><a href="mailto:swoodall8@nc.rr.com">swoodall8@nc.rr.com</a></u></p> <p>Contact Phone # <u>(919) 772-6665</u></p> <p>Other Information: _____</p>
Member Secretary	<p>Name: <u>Kenny Walker</u> <span style="float: right;">Term Expires: <u>11/19/2018</u></span></p> <p>Mailing Address: <u>3021 Benson Rd.</u> <u>Garner, NC 27529</u></p> <p>Contact Email <u><a href="mailto:walker6558@bellsouth.net">walker6558@bellsouth.net</a></u></p> <p>Contact Phone # <u>(919) 524-7613</u></p> <p>Other Information: _____</p>
Treasurer	<p>Name: <u>Kenny Walker</u> <span style="float: right;">Term Expires: <u>11/19/2018</u></span></p> <p>Mailing Address: <u>3021 Benson Rd.</u> <u>Garner, NC 27529</u></p> <p>Contact Email <u><a href="mailto:walker6558@bellsouth.net">walker6558@bellsouth.net</a></u></p> <p>Contact Phone # <u>(919) 524-7613</u></p> <p>Other Information: _____</p>
Member	<p>Name: <u>Joe Sample</u> <span style="float: right;">Term Expires: <u>11/19/2018</u></span></p> <p>Mailing Address: <u>P.O. Box 338</u> <u>Garner, NC 27529</u></p> <p>Contact Email <u><a href="mailto:josamprop@aol.com">josamprop@aol.com</a></u></p> <p>Contact Phone # <u>(919) 772-5631</u></p> <p>Other Information: <u>Vice - President</u></p>
Member	<p>Name: <u>Carl Williams</u> <span style="float: right;">Term Expires: <u>11/19/2018</u></span></p> <p>Mailing Address: <u>9601 Neils Branch</u> <u>Raleigh, NC 27603</u></p> <p>Contact Email <u><a href="mailto:cwilliams@pike.com">cwilliams@pike.com</a></u></p> <p>Contact Phone # <u>(919) 772-2391</u></p> <p>Other Information: _____</p>
Member	<p>Name: <u>Jeanette Stevens</u> <span style="float: right;">Term Expires: <u>11/19/2018</u></span></p> <p>Mailing Address: <u>901 Vandora Avenue</u> <u>Garner, NC 27529</u></p> <p>Contact Email <u><a href="mailto:dhagwood@earthlink.net">dhagwood@earthlink.net</a></u></p> <p>Contact Phone # <u>(919) 612-6130</u></p> <p>Other Information: _____</p>
Member (if applicable)	<p>Name: <u>Mark Wilson</u> <span style="float: right;">Term Expires: <u>11/17/2019</u></span></p> <p>Mailing Address: <u>8316 Crowder Road</u> <u>Raleigh, NC 27603</u></p> <p>Contact Email <u><a href="mailto:mawilson06@yahoo.com">mawilson06@yahoo.com</a></u></p> <p>Contact Phone # <u>(919) 612-0972</u></p> <p>Other Information: _____</p>
Member (if applicable)	<p>Name: <u>Nancy Anderson</u> <span style="float: right;">Term Expires: <u>11/17/2019</u></span></p> <p>Mailing Address: <u>263 Shady Hollow Lane</u> <u>Garner, NC 27529</u></p> <p>Contact Email <u><a href="mailto:nsa8234@gmail.com">nsa8234@gmail.com</a></u></p> <p>Contact Phone # <u>(518) 727-8234</u></p> <p>Other Information: _____</p>
<b>FIRE CHIEF</b>	<p>Name: <u>Matthew Poole</u></p> <p>Mailing Address: <u>105 Saylor Ridge Lane</u> <u>Willow Springs, NC 27592</u></p> <p>Contact Phone # <u>(919) 427-9877</u></p> <p>Other Information: _____</p> <p>Other Information: _____</p>

**Wake County Fire Tax District  
FY 2019 Budget Requests - Base Budget Personnel Costs**

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

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

Position Title (Select Compensation Guideline Equivalent Below)	Name	Years and Months in Position in This Organization (As of July 1, 2018) Format "Year.Months"	Total Annual Scheduled Hours	Regular Hourly Rate	Annual Salary Before Structural (Scheduled) Overtime	Annual Overtime Hours Worked	Overtime Pay Rate (1.5*Hourly Rate)	Structural Overtime Pay	Annual Salary (w/ Overtime)	FICA	Retirement	401(k)	Longevity	State Fireman's Pension	Life Insurance	Health Insurance	Dental	Unemployment Insurance	Workers' Comp	Total Cost/Employee
Example: Captain	John Doe	2.4	2,920	10.99	22,850	840	16.48	13,842	36,692	2,807	3,000	1,500	2,000	120	152	3,300	200	-	-	49,771

Subtotal - Full-Time Employees	208,720	1,788,259	1,290	1,313,777	3,102,036	237,306	242,269	155,102	58,371	7,680	14,336	281,459	30,366	4,486	80,000	4,217,879
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**POOLED OVERTIME: MUST INCLUDE METHOD OF CALCULATION BELOW**

Position Title (Select Compensation Guideline Equivalent Below)	Total Pooled Overtime Hours	Regular Hourly Rate	Annual Pooled Overtime								Total Cost							
				FICA	Retirement	401K												
																	7,497	
																		7,842
																		11,214
																		6,694
																		1,776
<b>Subtotal - Pooled Overtime</b>	<b>1,496</b>	<b>75</b>	<b>29,134</b>		<b>2,229</b>	<b>2,203</b>	<b>1,457</b>											<b>35,022</b>

**Describe Methodology for Certain Calculations**

- Pooled Overtime Calculation Average ranking totals.
- Retirement Calculation Calculated at 7.56% of salary.
- 401(k) Calculation Contributes 5% of salary.
- Longevity All full-time employees are entitled to longevity pay computed as a percentage of their salary based on years of service beginning after the 7th year.
- State Firemen's Pension Fund Calculated at \$10 per month.
- Life Insurance Calculation Provides \$20,000 life insurance per employee.
- Health Insurance Health - \$4,468 per year.
- Dental Insurance Dental/Vision - \$474 per year.
- Unemployment Insurance SUTA - .060% of first \$23,500 and FUTA .8% of first \$7,000.

<b>Total Full-Time Personnel Costs</b>	<b>4,252,901</b>
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**PART TIME/TEMPORARY EMPLOYEES**

Select Position Title	Annual Scheduled Hours	Hourly Rate	Annual Salary	FICA	State Firemen's Pension Fund	Unemployment Insurance	Workers ' Comp	Total Cost
<i>Example: Fire</i>	1,040	11	11,430	874	120	-	-	12,424
Firefighter 1	150	17.64	2,646	202	120	23	81	3,072
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Subtotal -</b>	<b>150</b>	<b>17.64</b>	<b>2,646</b>	<b>202</b>	<b>120</b>	<b>23</b>	<b>81</b>	<b>3,072</b>

**Describe Methodology for Certain Calculations**  
 Unemployment: SUTA - .060% of first \$23,500 and FUTA .8% of first \$7,000.





**Wake County Fire Tax District  
FY 2019 Budget Requests  
Debt Service**

<b>List of Buildings, Equipment</b>	<b>Creditor</b>	<b>Anticipated Unpaid Balance as of 7/1/2018</b>	<b>FY 2018 Budgeted Debt Service</b>	<b>FY19 Minimum Annual Payments</b>			<b>Number of Months Left as of 7/1/2018</b>
				<b>Interest</b>	<b>Principal</b>	<b>Payment</b>	
2012 Pierce Tanker	First Citizens Bank	87,878	22,678	2,724	19,954	22,678	70
Support Truck	First Citizens Bank	38,706	39,126	420	38,706	39,126	10
2011 Pierce Tanker	First Citizens Bank	71,374	22,737	2,201	20,536	22,737	40
2016 Pierce Impel	First Citizens Bank	240,196	33,470	6,237	27,233	33,470	96
2018 Rosenbauer (Pending)	LGFCU	266,695	33,470	6,971	27,233	33,470	120
<b>TOTAL DEBT SERVICE</b>			151,481	18,553	133,662	151,481	

**OPERATING EXPENSES**

**Please Note:** Use this form to list non-personnel operating expenses. For all line-items, list the amount requested. It is acceptable and may be desirable to realign budget capacity between line items to better match actual spending. Your total, net request for FY19 should match the FY18 Adopted Budget total. If you are asking for an amount that exceeds your FY18 Adopted Budget, you will need to submit an expansion form for the additional funds. The only exception to this is if you are experiencing rate increases that are out of your control (ex: utility rate increase). In that case, you may submit an FY19 operating request that exceeds the FY18 Budget if the sole driver of the increase is a rate increase out of your control. Just be sure to provide an explanation in column F and submit documentation from your service provider showing the rate increase.

Category	Item	FY 2018 Adopted	FY 2019 Request	Change	Explanation/Calculation of Costs
Administrative	Office Supplies	4,590	4,590	-	
	Food Supplies (for daily use, not banquets)	3,470	3,470	-	
	Janitorial Supplies (Housekeeping)	10,000	10,000	-	
	Service Awards and Reception	3,000	3,000	-	
	Postage	4,287	4,287	-	
	Advertising	1,000	1,000	-	
	Printing - Outside Vendors			-	
	Cable/Satellite Services	4,000	4,000	-	
	Maintenance Agreements - Office Equip	14,790	14,790	-	
	Membership Dues & Subscriptions	12,995	12,995	-	
	Computer Equipment	3,000	3,000	-	
	Software Purchase/Licensing/Maintenance			-	
	Photocopying and Duplicating Equipment	2,500	2,500	-	
	Auditing Fees	13,000	13,000	-	
	Legal Fees/Litigation Services	1,000	1,000	-	
PPE & Uniforms	Other Office Supplies/Materials			-	
	Other Professional Services Fees	21,600	21,600	-	
	PPE/NON TURNOUT GEAR ONLY	4,000	4,000	-	
	Uniform Purchases or Clothing Allowance	29,056	35,056	6,000	Increase due to number of employees and need to purchase winter coats
Safety & Health	Employee Safety Program Expenses	3,358	3,358	-	
Equipment	Tools			-	
	Boat Supplies	500	500	-	
	Communications Equipment (NON-radio)			-	
	Beeper/Pager Service			-	
	Cellular Communications	11,580	11,580	-	
	Radio/Pagers Repairs	2,550	2,550	-	
	Maintenance & Repair - General Equipment	15,300	15,300	-	
Training	Other Fire Related Supplies/Equipment	25,577	25,577	-	
	Educational/Training Supplies			-	
	Employee Training, General Costs	16,310	22,500	6,190	Increase due to CPSE Accreditation, and additional admin staff training exp.
	Training-related Travel (including meals, lodging)	16,310	22,500	6,190	Increase due to CPSE Accreditation, and additional admin staff training exp.
Medical Supplies	Mileage Reimbursement			-	
	Prof. Training/Certification/Licensing			-	
	Medical Supplies	3,358	3,358	-	
Vehicle Fuel	Medical Equipment			-	
	Vehicle Fuels	90,667	90,667	-	
Vehicle M/R	Vehicle Maintenance & Repair Services	101,000	139,000	38,000	See actuals based on last three years maintenance records
Utilities	Telephone (land line)	9,950	9,950	-	
	Electricity	28,956	28,956	-	
	Natural Gas	3,610	3,610	-	
	Propane - Outside Agencies	3,500	3,500	-	
	Water/Sewer	5,500	5,500	-	
	Dumpster/Garbage Pickup	200	200	-	
Facilities	Other Utilities	250	250	-	
	Maintenance & Repairs - Building	24,800	24,800	-	
Insurance	Building Modifications/Renovations			-	
	Purchased Insurance & Bonding	49,500	49,500	-	
Other	Property Insurance Premium			-	
	Fire Prevention Supplies/Equip <\$5,000	8,000	10,000	2,000	National Fire Safety Council decrease of assistance for fire prevention materials
	Special Event Supplies/Materials	3,000	3,000	-	
	Rent of Land			-	
	Other Real Rentals (including facilities, equipment)			-	
	Engineering Services			-	
	Contract Services	46,267	61,600	15,333	FY2018 CAD 61,600 - Paid by TOG (Talked to M. James & he will unlock)
	Vehicle License	1,300	1,300	-	
	Accident Insurance	22,236	22,236	-	
	Other Equipment	6,500	6,500	-	
Bank Charges	1,000	1,000	-		
WC CAD	3,000	3,000	-		
	Furniture Replacement	2,500		(2,500)	Wake County Removed 3,649 One-Time Furniture Expansion
	<b>Subtotal--Operating Costs</b>	<b>638,867</b>	<b>710,080</b>	<b>71,213</b>	
	<b>Overall Increase/(Decrease) to Base*</b>			<b>71,213</b>	

## Prior Year Actuals

### Prior Year Actuals

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

Category	Item	FY 2017 Actual
<b>REVENUES</b>		
<b>Taxes</b>	Government Support-Fire Tax Allocation	1,872,709
	Governmental Support-Non-County Allocation (If applicable)	2,784,875
<b>Reimb ur- sables</b>	Sales Tax Reimbursement	
	Fuel Tax Reimbursement	
<b>Contract s</b>	Contracts, general	
	Contract Addendum	
	NC State Contract	428
	WC-7 Contract	
<b>Other</b>	Rent/Lease Revenue	
	Special Events	
	Interest Income	1,138
	Appropriated Fund Balance	
	State Fire Service	
	Donations/Contributions	1,000
	Sale of Equipment	53,000
	Miscellaneous Income	219
	City & County Reimbursements	164,375
	Johnston County Taxation	41,970
Other Revenues		
Other Revenues		
		<b>4,919,714</b>
<b>PERSONNEL EXPENSES</b>		
<b>Salaries and Benefits Tied to Merit Increases</b>	Regular Salaries and Wages - FT	2,807,126
	Overtime	160,785
	Regular Salaries and Wages - PT/Temp	5,468
	Longevity	51,083
	FICA	225,751
	Retirement	215,363
	401K	147,392
	FY 2017 Merit Allocation (Include in salary line)	
<b>Bene- fits</b>	Life Insurance	17,070
	Health Insurance	238,993
	Dental Insurance	27,479
<b>Other Ins.</b>	Worker's Compensation	
	Unemployment Compensation	6,191
<b>Vol. Comp</b>	Volunteer Compensation	18,630
	Board Compensation	
<b>Other</b>	State Firemen's Pension Fund	60
	Other (Enter as necessary)	
	Other (Enter as necessary)	
	Other (Enter as necessary)	

Other (Enter as necessary)	
<b>Subtotal--Personnel Costs</b>	<b>3,921,391</b>

<b>OPERATING EXPENSES</b>		
<b>Administrative</b>	Office Supplies	6,057
	Food Supplies (for daily use, not banquets)	3,110
	Janitorial Supplies (Housekeeping)	6,474
	Service Awards and Reception	2,054
	Postage	5,036
	Advertising	754
	Printing - Outside Vendors	
	Cable/Satellite Services	2,391
	Maintenance Agreements - Office Equip	8,427
	Membership Dues & Subscriptions	14,721
	Computer Equipment	3,160
	Software Purchase/Licensing/Maintenance	
	Photocopying and Duplicating Equipment	
	Auditing Fees	12,876
	Legal Fees/Litigation Services	
	Other Office Supplies/Materials	
Other Professional Services Fees	21,600	
<b>PPE and Uniforms</b>	PPE/NON TURNOUT GEAR ONLY	
	Uniform Purchases or Clothing Allowance	24,773
<b>Safety and Health</b>	Employee Safety Program Expenses	37,307
<b>Equipment</b>	Tools	
	Boat Supplies	
	Communications Equipment (NON-radio)	
	Beeper/Pager Service	
	Cellular Communications	13,292
	Radio/Pagers Repairs	1,274
	Maintenance & Repair - General Equipment	19,625
Other Fire Related Supplies/Equipment	90,485	
<b>Training</b>	Educational/Training Supplies	
	Employee Training, General Costs	12,469
	Training-related Travel (including meals, lodging)	9,491
	Mileage Reimbursement	
	Prof. Training/Certification/Licensing	
<b>Medical Supplies</b>	Medical Supplies	
	Medical Equipment	
<b>Vehicle Fuel</b>	Vehicle Fuels	43,406
<b>Vehicle M/R</b>	Vehicle Maintenance & Repair Services	183,623
<b>Utilities</b>	Telephone (land line)	12,404
	Electricity	25,480
	Natural Gas	4,549
	Propane - Outside Agencies	1,371
	Water/Sewer	6,320
	Dumpster/Garbage Pickup	185
	Other Utilities	146
<b>Facilities</b>	Maintenance & Repairs - Building	62,096
	Building Modifications/Renovations	
<b>Insurance</b>	Purchased Insurance & Bonding	
	Property Insurance Premium	59,968
	Fire Prevention Supplies/Equip <\$5,000	4,387
	Special Event Supplies/Materials	619
	Rent of Land	

<b>Other</b>	Other Real Rentals (including facilities, equipment)	
	Engineering Services	
	Contract Services	46,267
	Vehicle License	1,175
	Accident Insurance	25,278
	Other Equipment	6,004
	Bank Charges	50
	WC CAD	2,651
	Furniture Replacement	2,500
<b>Subtotal--Operating Costs</b>		<b>783,855</b>
<b>Totals</b>		<b>4,705,246</b>

**Wake County Fire Tax District  
FY 18 Budget and Projections**

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

Category	Item	Budget	Actuals		Projection	Projected Actuals	(Under)/Over Budget
		Adopted Budget	YTD Through 12/31/17	1/1/2018 - 6/30/2018	YTD Actuals + Projection	Budget Less Projected Actuals	
<b>REVENUES</b>							
Taxes	Government Support-Fire Tax Allocation		1015428	1015428		2,030,856	2,030,856
	Governmental Support-Non-County Allocation (If applicable)		1506453	1506453		3,012,906	3,012,906
Reimburseables	Sales Tax Reimbursement					-	-
	Fuel Tax Reimbursement					-	-
Contracts	Contracts Related to Fire Protection					-	-
	NC State Contract					-	-
	WC-7 Contract					-	-
Other	Rent/Lease Revenue					-	-
	Special Events					-	-
	Interest Income		12			12	12
	Appropriated Fund Balance					-	-
	State Fire Service					-	-
	Donations/Contributions					-	-
	Sale of Equipment					-	-
	Miscellaneous		1800			1,800	1,800
	City & County Reimbursements		64682			64,682	64,682
	Johnston County Taxation		22740			22,740	22,740
Other Revenues					-	-	
Other Revenues					-	-	
		-	2,611,115	2,521,881		5,132,996	5,132,996
<b>PERSONNEL EXPENSES</b>							
		Budget	Actuals		Projection	Projected FY 18 Actuals	(Over)/Under Budget
		Adopted Budget	YTD Through 12/31/17	1/1/2018 - 6/30/2018	YTD Actuals + Projection	Budget Less Projected Actuals	
Full-Time Personnel Costs	Regular Salaries and Wages - FT	1,784,494	785887	1002372		1,788,259	(3,765)
	Structural Overtime	1,313,777	714105	599672		1,313,777	-
	Longevity	51,083	58371			58,371	(7,288)
	FICA - Full-Time + Structural OT Wages	237,018	116005	115768		231,773	5,245
	Retirement 401(K)	233,300	112689	121825		234,514	(1,214)
	Merit Allocation	154,914	75000	80102		155,102	(188)
	Life Insurance (Full-Time Only)	14,784	8335	6001		14,336	448
	Health Insurance (Full-Time Only)	270,976	128217	153242		281,459	(10,483)
	Dental Insurance (Full-Time Only)	30,528	14892	15949		30,841	(313)
	State Fireman's Pension Fund - Full-Time	7,680	4570	3110		7,680	-
	Worker's Compensation	80,000	37898	42102		80,000	-
	Unemployment Insurance	5,952	342	4144		4,486	1,466
	Pooled Overtime	69,214	14710	14424		29,134	40,080
	Pooled Overtime - FICA	5,295	1125	1104		2,229	3,066
	Pooled Overtime - Retirement	5,212	1112	1091		2,203	3,009
Pooled Overtime - 401K	3,461	736	721		1,457	2,004	
	<b>Full-Time Personnel Costs Subtotal</b>	<b>4,267,686</b>	<b>2,073,994</b>	<b>2,161,627</b>		<b>4,235,621</b>	<b>32,065</b>
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time	5,852		5852		5,852	-
	FICA - Part-Time	448		448		448	-
	State Fireman's Pension Fund - Part-Time	720		720		720	-
	Unemployment Insurance - Part-Time	79		79		79	-
	Worker's Compensation - Part-Time	488		488		488	-
		<b>Part-Time Salaries Subtotal</b>	<b>7,587</b>	<b>-</b>	<b>7,587</b>		<b>7,587</b>
Volunteer Compensation	Volunteer Stipends	14,630	9050	5580		14,630	-
	FICA - Volunteer Stipends	1,119	310	809		1,119	-
	State Firemen's Pension Fund - Volunteers	2,280	2160	120		2,280	-
	Unemployment Insurance - Volunteers	1,767	35	1732		1,767	-
	Worker's Compensation - Volunteers	1,544	1458	86		1,544	-
		<b>Volunteer Compensation Subtotal</b>	<b>21,340</b>	<b>13,013</b>	<b>8,327</b>		<b>21,340</b>
Other	Other Systemwide Personnel Costs	101,266	59097	42169		101,266	-
	Other (Enter as necessary)					-	-
	Other (Enter as necessary)					-	-
	<b>Other Subtotal</b>	<b>101,266</b>	<b>59,097</b>	<b>42,169</b>		<b>101,266</b>	<b>-</b>
	<b>PERSONNEL COSTS SUBTOTAL</b>	<b>4,397,879</b>	<b>2,146,104</b>	<b>2,219,710</b>		<b>4,365,814</b>	<b>32,065</b>

OPERATING EXPENSES		Budget	Actuals	Projection	Projected FY 18 Actuals	(Over)/Under Budget
		Adopted Budget	YTD Through 12/31/17	1/1/2018 - 6/30/2018	YTD Actuals + Projection	Budget Less Projected Actuals
Administrative	Office Supplies	4,590	2216	2374	4,590	-
	Food Supplies (for daily use, not banquets)	3,470	862	2608	3,470	-
	Janitorial Supplies (Housekeeping)	10,000	5872	4128	10,000	-
	Service Awards and Reception	3,000	966	2034	3,000	-
	Postage	4,287	2156	2131	4,287	-
	Advertising	1,000	500	500	1,000	-
	Printing - Outside Vendors	-	-	-	-	-
	Cable/Satellite Services	4,000	1213	2787	4,000	-
	Maintenance Agreements - Office Equip	14,790	6573	8217	14,790	-
	Membership Dues & Subscriptions	12,995	810	12185	12,995	-
	Computer Equipment	3,000	2517	483	3,000	-
	Software Purchase/Licensing/Maintenance	-	-	-	-	-
	Photocopying and Duplicating Equipment	2,500	-	2500	2,500	-
	Auditing Fees	13,000	10813	2187	13,000	-
	Legal Fees/Litigation Services	1,000	-	1000	1,000	-
	Other Office Supplies/Materials	-	-	-	-	-
	Other Professional Services Fees	21,600	9000	12600	21,600	-
PPE and Uniforms	PPE/NON TURNOUT GEAR ONLY	4,000	9075	-	9,075	(5,075)
	Uniform Purchases or Clothing Allowance	29,056	22981	6075	29,056	-
Safety and Health	Employee Safety Program Expenses	3,358	5171	-	5,171	(1,813)
	Tools	-	-	-	-	-
Equipment	Boat Supplies	500	-	500	500	-
	Communications Equipment (NON-radio)	-	-	-	-	-
	Beeper/Pager Service	-	-	-	-	-
	Cellular Communications	11,580	10159	1421	11,580	-
	Radio/Pagers Repairs	2,550	2259	291	2,550	-
	Maintenance & Repair - General Equipment	15,300	4310	10990	15,300	-
	Other Fire Related Supplies/Equipment	25,577	6856	18721	25,577	-
Training	Educational/Training Supplies	-	-	-	-	-
	Employee Training, General Costs	16,310	8292	8018	16,310	-
	Training-related Travel (including meals, lodging)	16,310	4589	11721	16,310	-
	Mileage Reimbursement	-	-	-	-	-
	Prof. Training/Certification/Licensing	-	-	-	-	-
Medical Supplies	Medical Supplies	3,358	-	3358	3,358	-
	Medical Equipment	-	-	-	-	-
Vehicle Fuel	Vehicle Fuels	90,667	22762	67905	90,667	-
Vehicle M/R	Vehicle Maintenance & Repair Services	101,000	50644	50356	101,000	-
Utilities	Telephone (land line)	9,950	6503	3447	9,950	-
	Electricity	28,956	13300	15656	28,956	-
	Natural Gas	3,610	1528	2082	3,610	-
	Propane - Outside Agencies	3,500	817	2683	3,500	-
	Water/Sewer	5,500	3763	1737	5,500	-
	Dumpster/Garbage Pickup	200	95	105	200	-
	Other Utilities	250	-	250	250	-
Facilities	Maintenance & Repairs - Building	24,800	12409	12391	24,800	-
	Building Modifications/Renovations	-	-	-	-	-
Insurance	Purchased Insurance & Bonding	49,500	29894	29894	59,788	(10,288)
	Property Insurance Premium	-	-	-	-	-
Other	Fire Prevention Supplies/Equip <\$5,000	8,000	4827	3173	8,000	-
	Special Event Supplies/Materials	3,000	1351	1649	3,000	-
	Rent of Land	-	-	-	-	-
	Other Real Rentals (including facilities, equipment)	-	-	-	-	-
	Engineering Services	-	-	-	-	-
	Contract Services	46,267	61600	-	61,600	(15,333)
	Vehicle License	2,939	1053	1886	2,939	-
	Accident Insurance	22,236	11118	11118	22,236	-
	Other Equipment	6,500	-	6500	6,500	-
	Bank Charges	1,000	-	1000	1,000	-
	WC CAD	3,000	1326	1674	3,000	-
Furniture Replacement	6,149	3055	3094	6,149	-	
<b>OPERATING EXPENSES SUBTOTAL</b>		<b>644,155</b>	<b>343,235</b>	<b>333,429</b>	<b>676,664</b>	<b>(32,509)</b>
<b>TOTAL EXPENDITURE BUDGET</b>		<b>5,042,034</b>	<b>2,489,339</b>	<b>2,553,139</b>	<b>5,042,478</b>	<b>(444)</b>

**Wake County Fire Tax District**  
**FY 2019 Budget Requests - SUMMARY OF BASE BUDGET REQUEST**

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

Category	Item	FY 2019 Budget	
<b>REVENUES</b>			
Taxes	Government Support-Fire Tax Allocation		
	Governmental Support-Non-County Allocation (If applicable)		
Reimbursables	Sales Tax Reimbursement		To be deducted from your appropriation
	Fuel Tax Reimbursement		
Contracts	Contracts Related to Fire Protection		
	NC State Contract		
	WC-7 Contract		
Other	Rent/Lease Revenue		
	Special Events		
	Interest Income		
	Appropriated Fund Balance		
	State Fire Service		
	Donations/Contributions		
	Sale of Equipment		
	Other Revenues		
	Other Revenues		
	Other Revenues		
		-	
<b>PERSONNEL EXPENSES</b>			
Full-Time Personnel Costs	Regular Salaries and Wages - FT	1,788,259	
	Structural Overtime	1,313,777	
	Longevity	58,371	
	FICA - Full-Time + Structural OT Wages	237,306	
	Retirement	242,269	
	401(K)	155,102	
	Merit Allocation (County Staff Will Budget FY18 Amount Later)	County to Add	
	Life Insurance (Full-Time Only)	14,336	
	Health Insurance (Full-Time Only)	281,459	
	Dental Insurance (Full-Time Only)	30,366	
	State Fireman's Pension Fund - Full-Time	7,680	
	Worker's Compensation	80,000	
	Unemployment Insurance	4,486	
	Pooled Overtime	29,134	
	Pooled Overtime - FICA	2,229	
	Pooled Overtime - Retirement	2,203	
Pooled Overtime - 401K	1,457		
	<b>Full-Time Personnel Costs Subtotal</b>	<b>4,248,434</b>	
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time	2,646	
	FICA - Part-Time	202	
	State Fireman's Pension Fund - Part-Time	120	
	Unemployment Insurance - Part-Time	23	
	Worker's Compensation - Part-Time	81	
		<b>Part-Time Salaries Subtotal</b>	<b>3,072</b>
Volunteer Compensation	Volunteer Stipends	13,940	
	FICA - Volunteer Stipends	1,066	
	State Firemen's Pension Fund - Volunteers	2,160	
	Unemployment Insurance - Volunteers	35	
	Worker's Compensation - Volunteers	1,458	
	<b>Volunteer Compensation Subtotal</b>	<b>18,659</b>	
Other	Other Systemwide Personnel Costs	125,182	
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	<b>Other Subtotal</b>	<b>125,182</b>	
	<b>PERSONNEL COSTS SUBTOTAL</b>	<b>4,395,347</b>	

**Wake County Fire Tax District**  
**FY 2019 Budget Requests - SUMMARY OF BASE BUDGET REQUEST**

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

Category	Item	FY 2019 Budget		
<b>OPERATING EXPENSES</b>				
Administrative	Office Supplies	4,590		
	Food Supplies (for daily use, not banquets)	3,470		
	Janitorial Supplies (Housekeeping)	10,000		
	Service Awards and Reception	3,000		
	Postage	4,287		
	Advertising	1,000		
	Printing - Outside Vendors	-		
	Cable/Satellite Services	4,000		
	Maintenance Agreements - Office Equip	14,790		
	Membership Dues & Subscriptions	12,995		
	Computer Equipment	3,000		
	Software Purchase/Licensing/Maintenance	-		
	Photocopying and Duplicating Equipment	2,500		
	Auditing Fees	13,000		
	Legal Fees/Litigation Services	1,000		
Other Office Supplies/Materials	-			
Other Professional Services Fees	21,600			
PPE and Uniforms	PPE/NON TURNOUT GEAR ONLY	4,000		
	Uniform Purchases or Clothing Allowance	35,056		
Safety and Health	Employee Safety Program Expenses	3,358		
Equipment	Tools	-		
	Boat Supplies	500		
	Communications Equipment (NON-radio)	-		
	Beeper/Pager Service	-		
	Cellular Communications	11,580		
	Radio/Pagers Repairs	2,550		
	Maintenance & Repair - General Equipment	15,300		
	Other Fire Related Supplies/Equipment	25,577		
Training	Educational/Training Supplies	-		
	Employee Training, General Costs	22,500		
	Training-related Travel (including meals, lodging)	22,500		
	Mileage Reimbursement	-		
	Prof. Training/Certification/Licensing	-		

Wake County Fire Tax District				
FY 2019 Budget Requests - SUMMARY OF BASE BUDGET REQUEST				
<b>Please Note:</b> Gray-colored cells are linked to another spreadsheet and will automatically update--Do not change the cell formula.				
Category	Item	FY 2019 Budget		
Medical Supplies	Medical Supplies	3,358		
	Medical Equipment	-		
Vehicle Fuel	Vehicle Fuels	90,667		
Vehicle M/R	Vehicle Maintenance & Repair Services	139,000		
Utilities	Telephone (land line)	9,950		
	Electricity	28,956		
	Natural Gas	3,610		
	Propane - Outside Agencies	3,500		
	Water/Sewer	5,500		
	Dumpster/Garbage Pickup	200		
	Other Utilities	250		
Facilities	Maintenance & Repairs - Building	24,800		
	Building Modifications/Renovations	-		
Insurance	Purchased Insurance & Bonding	49,500		
	Property Insurance Premium	-		
Other	Fire Prevention Supplies/Equip <\$5,000	10,000		
	Special Event Supplies/Materials	3,000		
	Rent of Land	-		
	Other Real Rentals (including facilities, equipment)	-		
	Engineering Services	-		
	Contract Services	61,600		
	Vehicle License	1,300		
	Accident Insurance	22,236		
	Other Equipment	6,500		
	Bank Charges	1,000		
	WC CAD	3,000		
	DEBT SERVICE PAYMENTS	151,481		
	Other (Enter as necessary)	-		
	<b>OPERATING EXPENSES SUBTOTAL</b>		<b>861,561</b>	
<b>TOTAL EXPENDITURE BUDGET</b>		<b>5,256,908</b>		
<b>LESS APPLICABLE NON-FIRE TAX REVENUE (from Revenue section above)</b>		<b>-</b>		
<b>REQUESTED FIRE TAX FUNDS (net difference)</b>		<b>5,256,908</b>		
<b>FY 2019 Target Base Budget (FY 18 Adopted Plus Annualization of Merit Pay)</b>		<b>4,508,783</b>		
<b>Request Above/(Below) Target</b>		<b>748,126</b>		

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

<b>Project Name:</b>	Garner Fire-Rescue Station One Ventilation System
<b>Project Estimated Project Cost:</b>	\$25,166.00
<b>Estimated Start Date:</b>	1-Jul-18
<b>Estimated Completion Date:</b>	8-Jan-18
<b>Estimated Operating Costs:</b>	\$1,000 annually
<b>Project Description/Scope:</b>	
<p>Station One does not have a vehicle exhaust system to extract the contaminants from the vehicles when they are running. We would like to update the station to have a system in order to provide a safe work environment.</p>	
<b>Project Justification/Business Case</b>	
Provide responses to <u>each</u> of the below questions.	
<b>1. What is the problem the department aims to solve?</b>	
<p>Currently, the vehicles at Station one do not have a vehicle exhaust system while they are at the Station. The vehicle bay holds several apparatus (engine, ladder truck, heavy rescue truck, tanker, and brush truck. The vehicle bay is just large enough to fit the vehicles and have very little room for ventilation. The vehicle bay has doorway to upstairs bedrooms, the office and the kitchen areas. Because of the lay out and the close proximity of the vehicles to the doors, vehicle exhaust is filling up the bay and is getting into the living spaces. Turnout gear is also stored in the bays where the vehicle are positioned and they are getting contaminants blown on them daily.</p>	
<b>2. How does the County currently address this problem/provide service?</b>	
<p>The facilities committee has awarded funding in previous years for similar systems. It is based on the safety factor for firefighter living conditions.</p>	
<b>3. Who will this project serve and how will it improve services?</b>	
<p>The primary group that this project serves is the personnel at the station. Without the ventilation system, the personnel are inhaling and wearing gear that has contaminants in them. This issue can lead to chronic illnesses such as cancer in the personnel that are working in the station.</p>	
<b>4. How is this project related to the projected demand for future services?</b>	
<p>In every firestaion constructed in the last decade, a system similar to this is standard based on the demand for clean air. All fire stations going forward have these systems installed upon construction.</p>	
<b>5. How can outcomes be measured once this project is built/implemented?</b>	
<p>Outcomes will be measured by carbon monoxide levels decreasing in the living spaces and stains on the wall of the station from the exhaust will be eliminated. Long term effects on personnel will be hard to measure but are known through studies that have been done with station ventilation systems.</p>	
<b>6. What alternatives were considered?</b>	
<p>The bays can be opened during mild weather climate to allow natural ventilation to occur. However this applies direct sunlight to the fire trucks which can cause paint fading and dry rotting of certain materials. This also presents a security and access issue for the station.</p>	
<b>7. What are the consequences if the project is delayed or denied?</b>	
<p>The personnel will continue to breath these contaminants which will lead to long term health issues with personnel and volunteers and the living spaces will continue to deveop stain issues that are difficult to remove.</p>	

Cost Category	FY 2018	Comments
CAPITAL COSTS		
Design		
Construction/Implementation		
Equipment		
<b>TOTAL</b>	\$25,166.00	
OPERATING COSTS	1000	
Salary and Fringe Benefits		
Contracts, Other		
<b>TOTAL</b>	\$1,000.00	
FTE Authorization		
Non-County Revenue		

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

Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services	NO	
Life safety issues in the fire station	Yes	The vehicle exhaust has contaminants that are hazardous to the employee and volunteers health. The exhaust contaminants are lingering in the bay, getting into the living spaces and are contaminating the gear.
Areas where delays of a pending repair will increase repair costs	Yes	The bays and living spaces will have to be painted constantly because of the staining, the HVAC system has to be cleaned out or replaced and the quality of air is being affected with may cause us to seek systems that will change the air quality in the living spaces.
Evaluation Criteria	Description	
Affects department's ability to deliver emergency services	Updating building finishes or software maintenance to maintain service delivery levels and the capital asset.	
Life safety issues in the fire station	Not mandated but improves safety up to a level prescribed by county policy or staff recommendation.	
Areas where delays of a pending repair will increase repair costs	Increases operating efficiencies to provide long term savings to the operating budget.	

**Repairs, Maintenance, and Renovations Project Considerations**

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

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

## FY 2019 Expansion Request Form

Enter Expansion Name: Part Time Administrative Assistant

Total Cost (Automatic Caclulation- Do Not Enter) : 15,767

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

**Part Time Administrative Assistant**

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	The department plans to segregate numerous duties from current administrative staff to this new position. It also plans to implement new public programs in FY19 and the planning/organization of these programs will fall under the responsibilities of this position.
How does this request relate to your department's mission and service delivery?	To become the best possible fire service organization through well trained and developed personnel, modern resources and equipment, and institute an active role in our community. We will continue to meet the ever-changing needs of the citizens we serve.
Who will this expansion serve and how will it improve services?	This expansion will serve the entire Garner Fire-Rescue and fall under the supervision of our current Executive Assistant. This position will facilitate monthly distribution of customer service surveys and will also report them electronically once returned. It will become the customer service representative at the administration office that will handle misc. phone calls and in person requests such as fire reports and community information. This position will be responsible for postal duties such as incoming and outgoing mail along with interoffice mailings. This person would facilitate records and retention for our filling system.
How does your department currently address this problem/provide service?	It currently addresses this request by existing staff and also not yet implementing several initiatives.
What is the solution proposed?	See below for estimated reoccurring cost. It is derived by the Wake County entry level Administrative Assistant position on a part-time basis. \$14.25 X 20 hours a week + FICA. We also request \$3,000 for one time capital start up for office furniture and computer.
How is this expansion related to the projected demand for future services?	This expansion will assist with the demand of new projects and programs such as our Citizens Fire Academy and Fire Prevention & Education Safety Program. In beginning the CPSE Accreditation process, this position will also assist in reporting requests. We would assign this person the task of beginning a records and file removal program which would discard any files outside of the seven year requirement period.
How can outcomes be measured if implemented?	Outcomes can be measured by the implementation of new initiatives and the increase of productivity and work produced of current ones.
What alternatives were considered?	Increased workload and work hours for existing employees.
What are the consequences if the expansion is delayed or denied?	Upcoming new programs could be delayed or cancelled. Delegation of duties would be hindered. Current personnel could possibly increase their workload and hours worked.

## FY 2019 Expansion Request Form

Enter Expansion Name: Replacement of Garner Fire-Rescue breathing equipment

Total Cost (Automatic Caclulation- Do Not Enter) : \$423,730.25

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

**Replacement of Garner Fire-Rescue breathing equipment**

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	With our current fleet of SCBAs, we have noticed a decline in reliability and safety. We intend to solve the safety problem by updating our aging fleet to meet current NFPA 1981 editions. O-ring failure has been a major concern over the past eighteen months. The o-ring supports the connection where air is transferred from the cylinder to the harness. Over 12 months, our documentation shows 49 o-ring repairs and 11,889 hours of downtime for these repairs. By replacing our current fleet, we can decrease downtime and repairs while increasing firefighter safety.
How does this request relate to your department's mission and service delivery?	Our vision is to be the best possible fire service organization through well trained and developed personnel, modern resources and equipment, and an active role in our community. We will continue to meet the ever changing needs of the community we serve. In order for our vision to be achieved, our equipment should be continuously updated to meet minimum requirements of our ever-changing fire service. SCBA manufacturers have changed so much. A few options that are now available in 2018 are: telemetry with enhanced accountability allows the firefighter to be linked to a specific air-pak. This will increase firefighter safety exponentially as it allows the incident commander to see how much air the firefighter has remaining and where they are inside of a structure. The latest technology paired with proven reliability will allow GFR to continue providing our community with safe and dependable service.
Who will this expansion serve and how will it improve services?	This replacement will escalate firefighter safety and provide a more effective service for the community. Having the resources and support that we need is paramount when serving the community. We have experienced failures and interruptions during specialized training [NC Breathing Equipment School], which has influenced participation during these valuable training opportunities. During replacement, we aim to increase our total fleet by five SCBAs and five Rapid intervention Team bags (RIT). We currently do not have enough SCBAs to fill each apparatus seat. Only two of our apparatus is equipped with RIT bags which aid in firefighter safety, rescue and survival.
How does your department currently address this problem/provide service?	Each member is responsible for ensuring proper function of their SCBA at the beginning of each shift. If the SCBA does not pass their inspection, it is taken out of service and replaced by an SCBA from another apparatus. In June of 2016, we began to rotate SCBAs from primary apparatus over to secondary apparatus to reduce the frequency of out of service time. By mid-2017, we began to see another increase as the secondary SCBAs were getting used on primary units. Rhinehart Fire Services technicians respond for repairs often, but are not always able to make repairs on site.
What is the solution proposed?	Given the age and regular use of our current fleet, Rhinehart Fire Services and the manufacturer recommend replacing all of Garner Fire-Rescues breathing equipment.
How is this expansion related to the projected demand for future services?	Approximately 90 percent of our current fleet is compliant with NFPA 1981 edition 2002, which puts our fleet two editions behind (editions 2007 & 2013). The new fleet will be eligible for NFPA 1981 edition 2018. The NFPA 1981 edition improvements include: personal accountability safety system changes and improvements, low air alarm, face piece improvements, voice intelligibility requirements, and emergency breathing safety systems.
How can outcomes be measured if implemented?	With a new fleet of SCBA's, outcomes will be measured in: cost of ownership, efficiency in training, more effective fire ground operations, and firefighter safety. With this updated equipment, the personal accountability safety system paired with a firefighter locator and SCBA telemetry, safety can be seen at its highest level.
What alternatives were considered?	After consulting Rhinehart Fire Services and the manufacturer, an alternative solution could not be met due to safety concerns and the age of our equipment.
What are the consequences if the expansion is delayed or denied?	Our current SCBA fleet has become a safety concern for our membership and community. We have several documented failures in IDLH atmospheres already. If the replacement is delayed or denied, we will continue to see a decline in safety, emergency response performance, and an increase in cost of ownership.

## FY 2019 Expansion Request Form

Enter Expansion Name: Active Shooter Bags

\$2,410.09

Total Cost (Automatic Caclulation- Do Not Enter) :

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**Active Shooter Bags**

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	With the growing number of active threat and active shooter situations in the country, the International Association of Fire Fighters along with the International Association of Fire Chiefs have made a movement to encourage fire departments to elevate their preparedness for these events. Currently Garner Fire Rescue has minimal equipment to handle these situations. Active Shooter bags are becoming common for fire departments across the country to have the proper equipment in a convenient spot
How does this request relate to your department's mission and service delivery?	We are dedicated to protecting lives and property through our mission statement. Having these bags on our staffed apparatus allows us to have more equipment focused to treating the medical emergencies we may encounter in an active shooter incident. The bags will have an elevated number of trauma treating materials as well as items focused on mass casualty incidents.
Who will this expansion serve and how will it improve services?	The bags will help Garner Fire Rescue members get the proper care to victims of mass casualty incidents quicker. While our regular EMS bags carry trauma treatment materials, these bags will carry a higher quantity and specialized materials.
How does your department currently address this problem/provide service?	Currently our staffed apparatus are equipped with EMS bags that carry materials needed to handle anything in our scope of practice. This includes trauma treatment. Quantities carried in the bag are minimal.
What is the solution proposed?	We have created a standard operating guideline designed to specifically address our operations at these incidents. In the guideline, active threat bags are proposed to be on all four of our Engines as well as our Ladder truck which are staffed by paid personnel.
How is this expansion related to the projected demand for future services?	These events are referred to as low frequency, high risk events. What this means to Garner Fire Rescue is while these events are few and far between, we need to be at our very best during them because of the high probability of loss of life. These incidents are demanding and highly specialized requiring specialized equipment for all involved.
How can outcomes be measured if implemented?	With these incidents being few and far between, measuring outcomes can be difficult. The overall goals for these incidents is for a patient to be at a hospital within one hour of the incident occurring to get definitive care. However, we could also use these bags during motor vehicle accidents as well as other incidents that may require more than the normal amount of trauma equipment.
What alternatives were considered?	We considered using our current bags as well as having nothing and using what EMS had.
What are the consequences if the expansion is delayed or denied?	While there may be no immediate consequences, if an incident like this occurred, we may find ourselves a little less prepared than optimal.

## FY 2019 Expansion Request Form

Enter Expansion Name: Administrative Battalion Chief

Total Cost (Automatic Calculation- Do Not Enter) : 76,259

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

**Administrative Battalion Chief**

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	As the Garner Fire-Rescue embarks on the CPSE Accreditation system, we need assistance with improving our data collection and record managing process. This new position will help with updating our long range plan, developing a standard of cover, as well as performance indicators. We will reallocate certain other duties as well to this new position such as ISO planning, EMT credentialing, and radio maintenance. This delegation of duties will allow our current Deputy Chief of operations more time to focus on facility and personnel management.
How does this request relate to your department's mission and service delivery?	By improving our data collection and analysis capabilities, we can better prioritize response, predict incidents, and target fire prevention efforts. The organization will establish performance benchmarks for the data we collect and will it help our department become a better organization. Carefully and correctly analyzing and reporting your data is key to successfully operating your fire department.
Who will this expansion serve and how will it improve services?	Predictive modelling can be used to build up a picture of the risk profile of the area where the incident is taking place. Data taken can be used to build models which assesses risk. Data analysis also provides value to our department's safety culture and helps to keep our members safe by letting people know what the data shows. Providing information to those who fund our operation is critical to budgetary justification.
How does your department currently address this problem/provide service?	We currently have moved a line staff captain off line temporarily to assist with these processes. He will resume normal duties next month due to limited operational staffing.
What is the solution proposed?	To create a new admirative position to combat the need for improved data collections as well as still assist with fire service duties. This hybrid position best fits our organizations size and need for the future of accreditation. Adopt a strategic goal of achieving fire department accreditation within a specific time period. Develop department business and action plan for monitoring performance.
How is this expansion related to the projected demand for future services?	This new understanding and managements of our RMS system can improve alarm handling times as well as firefighter turnout times. When using data to present our annual statistics and make requests for funding and projects. Our analysis and suggested conclusions can impact our department's ability to convey our message by showing how the organization is doing and how it's responding to its customers.
How can outcomes be measured if implemented?	We will evaluate the data to look for gaps in our department and then suggest conclusions from the data we have gathered; create a report that everyone can understand and draw similar conclusion from the numbers in our data. This can help define the outcomes of incidents the department has responded to, helping to support decisions made. Comparing year-to-year statistics can show trends.
What alternatives were considered?	Continuing to keep the captain offline to assist with certain areas listed above. This options leaves our operational staff short on one shift which increases overtime rates and moral for call backs.
What are the consequences if the expansion is delayed or denied?	If we don't understand what we can do with data and embrace that – make our departments smarter – we will be disrupted and become obsolete. For the fire service, keeping that gap narrow and fulfilling our duty to protect firefighters, civilians and property means attending to data. It means better understanding the existing data and seeking new data for current and anticipated threats. It will mean applying what the data teaches to tangible, actionable solutions. Not thinking about how to use data to make the fire service more effective and viable is no longer an option. The world will pass us by and leave us playing catch up.

## FY 2019 Expansion Request Form

Enter Expansion Name: Firefighter 1st Class Promotions

Total Cost (Automatic Calculation- Do Not Enter) : \$9,900

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

**Firefighter 1st Class Promotions**

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	Compensate qualified firefighters who fill in roles of a Lieutenant operating emergency apparatus.
How does this request relate to your department's mission and service delivery?	Most departments require a Drive/Operator to obtain certain modules of training. Our firefighters who meet a certain amount of criteria fill in to these positions on an as needed bases and also operate secondary apparatus as well.
Who will this expansion serve and how will it improve services?	It would provide a position for firefighters with three years of service to strive towards and also relieve the department of fill in driver staffing issues. Requirements for the position • 3 years of full-time career fire service at Garner FD • FF 1 & 2 • Has-mat Level 1 • TR - VMR • NIMS 100, 200, 700, 800 • NC - EMT-B • GFR Driver Packet complete for all apparatus NFPA 1002 Certifications • NC EVD • NC Intro to Pumps • NC Basic Pumps • NC Water Supply
How does your department currently address this problem/provide service?	Firefighters currently fill in as needed. However, they are not compensated for the increase of responsibilities.
What is the solution proposed?	The estimated cost for year one would total the salary increases of six firefighters to receive a one time 5% increase in pay. Estimated cost based on six current employees salaries who currently qualify for the position.
How is this expansion related to the projected demand for future services?	Our goal for this position in long range planning would be to offer this position to any and all firefighters who meet the requirements of the position.
How can outcomes be measured if implemented?	The purpose of this position is to provide rapid fire suppression response to protect life and property by controlling and extinguishing fires. Persons in this position fill-in to drive fire apparatus in the absence of a Lieutenant to fires, medical emergencies and after-effects of other hazardous conditions. This position also maintains firefighting equipment as well as provides training to the general public on fire prevention awareness and first aid.
What alternatives were considered?	The Town of Garner has approved three position per year until all stations and shifts have a first class firefighter.
What are the consequences if the expansion is delayed or denied?	Employees have already been educated on the multiyear implementation of this position. Failure to follow through would lead to dissention and morale issues amounts line staff.