



Town of Garner,  
North Carolina  
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# Adopted Annual Operating Budget

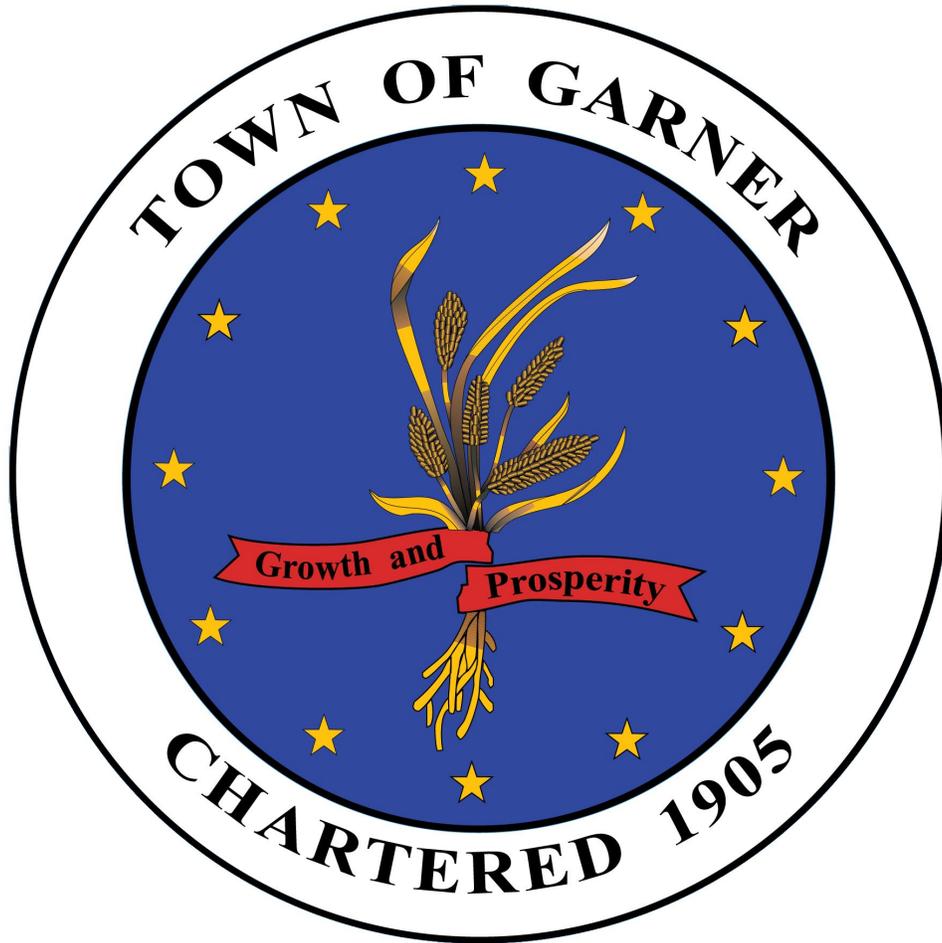
Fiscal Year 2018-19



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**TOWN OF GARNER  
NORTH CAROLINA**



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

Submitted To:  
The Honorable Mayor and Town Council

Prepared By:  
The Office of the Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Garner  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2017**

Executive Director

The Government Finance Officers Association (GFOA) presented a Distinguished Budget Presentation Award to the Town of Garner, North Carolina for the annual budget for the fiscal year beginning July 1, 2017.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guides, as a financial plan, and as a communication device.

This award is only valid for a period of one year. The FY 2018 – 2019 budget will be submitted to GFOA for award consideration.



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## COMMUNITY PROFILE



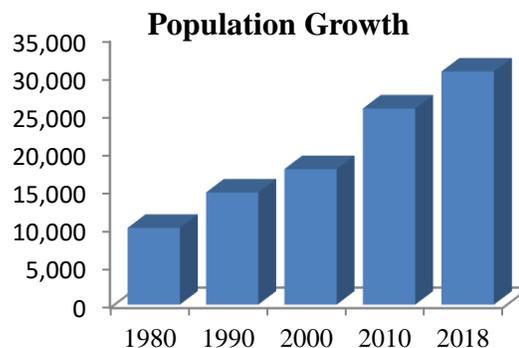
<b>Population:</b>	<b>31,640</b>
<b>Land Area:</b>	<b>15.9 sq. miles</b>
<b>Total Employment:</b>	<b>16,262</b>
<b>Civilian Labor Force:</b>	<b>16,872</b>
<b>Unemployment Rate:</b>	<b>3.6%</b>

### 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.



### ALL-AMERICA CITY

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

## TOWN HISTORY

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



Landowners who sold property to the NC Railroad Company included: Lewis Dupree 1853, Joseph Broughton 1853, Hardy Britt, Aisley Bagwell and heirs 1854, and Absalom Smith and Joseph M. Smith.

Before the railroad tracks traversed the area that would soon become Garner, cotton and tobacco dominated the landscape; both crops were vital to the growth of Garner through the 20th century. The lack of buildings on right-of-way maps from the 1850s illustrates how sparsely populated this area was. Sometime before 1870, the railroad acquired a “wood and water” stop,

roughly located in what is now downtown Garner. Although it wasn't a depot, the railroad must have contributed to the growth of the settlement area, evidenced by the need for a post office by 1878.

In the closing days of the Civil War, skirmishes occurred in the Garner area, as witnessed by the carefully preserved bullet holes in Bethel Church (now New Bethel Baptist Church) and the still-standing “Samuel Dupree” house, which the Union Army used as a makeshift hospital for their wounded; Union soldiers also camped on the Dupree farm.

## BUSINESS, SERVICES GROW

In 1874 Henry Fort (1815-1876, married Martha Jane “Jenny” Dunston ca 1876), an African American farmer, cabinetmaker, and carpenter, purchased 52 acres of land from Eli Dupree on the north side of the railroad near Hayes Chapel Church. Moses N. Amis wrote in his book *Historical Raleigh* in 1913 that Fort was “a fine carpenter who made bureaus, wardrobes, and almost any piece of furniture the people wished.” He sold off portions of his land to other African American families, including Partha Taylor, Candice Taylor, a midwife, and Thomas Haywood. In 1877 Eli Dupree sold a lot on current Main Street in downtown Garner to Allen Haywood, an African American school teacher.

It is believed that Henry Fort and Thomas A. Bingham had the first businesses in Garner. Bingham, a wagon maker and owner of a general store, made application for a post office, requesting that it be named Garner's Station. He was the first postmaster for Garner's Station from 1878 to June 1882. In 1883 Garner's Station was incorporated and Bingham was the Mayor in 1883 and 1884. Commissioners were Eli Dupree, T. W. Bennett and J. M. Spence. The Constable was E. Rogers.

Businesses operating in Garner's Station in 1886 were: J. R. Bagwell – furniture & groceries; T. W. Bennett, C. H. Dupree, and A. C. Carroll – owners of grocery stores; W. H. Britt, J. T. Broughton, and Crocker & Crocker – owners of cotton gins; T. Hall – blacksmith shop; Richard Hinton, African-American – barber shop; J. D. Johnson – meat market; G. B. Montague – drugs; and J. A. Spence & Bro. – general store. Some of the land owners were: Henry Fort, Thomas A. Bingham, T. W. Bennett, J. T. Broughton, Eli Dupree and his siblings, W. D. Johnson, J. A. Spence, and G. R. Bagwell.

Garner's Station was a prospering town with several general stores, yet for unknown reasons, its charter was repealed in 1891.

Once the town acquired a railroad depot it was reincorporated in 1905, this time as the Town of Garner. Garner is

situated in the St. Mary's Township, which got its name from a Church of England parish. Built in 1902, the depot, a four-room building with a tin roof, quickly became essential to the community for delivering mail, carrying passengers once a day to Raleigh, and establishing Garner as a local market and shipping point for cotton.

The first Town officials in 1905 were Mayor J. B. Richardson, and commissioners H. D. Rand, J. J. Bagwell, Henry Bryan, M.C. Penny, and Dr. J. S. Buffaloe. These gentlemen were appointed to serve one year or until their successors were duly elected and qualified.

Farming was the chief source of income for the early settlers of Garner and nearby areas, with cotton the principal crop. Landowners were: J.T. Broughton, Eli Dupree and his siblings, W.D. Johnson, William D. Buffaloe, Martha Dupree Gattis, S.G. Holleman, J.A. Spence, M.C. Penny, Willis L. Moring, and G.R. Bagwell. In 1910 the first bank was established in Garner, population 280; H.D. Rand was president and J.A. Weathers was the cashier. Mayor was J. D. Johnson, Police Chief was W.E. Smith and Railroad Agent and Telegraph Manager for Western Union was G. W. Riddle.

## HISTORIC HIGHWAY

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

The road became jointly known as Number 10 and U.S. 70 on the popular maps of the day. U.S. 70 was the first paved road to be built in the state and was financed by the first bonds sold by the state to build highways. The Central Highway from the mountains to the sea was started in 1911. The portion of the highway between Garner and Raleigh was paved around 1916 or 1917. During this period, farmers living outside of town purchased a lot on the north side of the railroad on Garner Road and built their city home. Sam Mitchiner recalls going to WWI by way of the muddy dirt road and returning to find it paved. And throughout the decades, countless families have passed through town on their way to the N.C. coast. This section of the highway today is known as Garner Road.



## NO CARD PLAYING ON SUNDAY

Early ordinances for the Town of Garner provide a nostalgic glimpse of a simpler place and time. They addressed “disorderly houses, indecent dress, disorderly conduct and public drunkenness.” Further, “no hog, sow, or pig is permitted to run at large in the town; no wagon, cart, carriage, buggy, or other vehicle is permitted to stand in any street at night; no person is to be allowed to play at any game of marbles, cards, ball, or any other game or games on Sunday.”

Another ordinance declared that “any person who shall open any shop or store on Sunday for the purpose of buying or selling, except in cases of necessity, shall be fined One Dollar.” And if found guilty, offenders could incur a fine of up to \$10 for each offense of “loud or boisterous cursing and swearing in any street or elsewhere in the town limits.” Merchants of this same era were: H.D. Rand, Henry Bryan, Sam Watts, Sam Dupree, W.E. Smith, Troy Jones, W.T. Moring, C.H. Dupree, and J.J. Bagwell. Druggist was G.B. Montague, and Dr. J.S. Buffaloe was

the physician. Garner United Methodist (formerly Beulah Church), Garner Baptist, and Hayes Chapel Christian were the local churches.

In 1912, telephone service came to Garner. In a short while, there were as many as 10 subscribers. The first switchboard was operated in the home of Vera Jones. The telephone service closed after two years and then returned in 1924. Electricity came to Garner in 1921. Developments and subdivisions began to appear in Garner in 1923. Garner High School was constructed on Garner Road in 1922, replacing the Garner School that was located on Main Street. Garner Consolidated School was built about 1935 at the present site of East Garner Middle School.

As the Town and the region continued to prosper and grow, U.S. 70 was widened and re-routed to bypass the downtown commercial district in the early 1950s. The “new Highway 70” a four-lane road, cut through many family farms. Commercial development shifted away from the downtown area as shopping centers (Forest Hills Shopping Center and Garner Plaza) and new subdivisions sprang up around and north of the bypass.

### **TOWN OFFICES EVOLVE AS GROWTH CONTINUES**

Town offices were downtown at the Municipal Recorder’s Court from 1953 until 1968. In those days, the town made more revenue from court than taxes, according to “The History of Garner,” by Kelly Pattison and Sam Behringer.

Garner Town Hall was located on Main Street from 1958 to April 1966, when the Trustees of the First Presbyterian Church of Garner sold their church on Rand Mill Road to the Town of Garner. Town Hall was at this location until April 18, 1974 when a fire destroyed the building and most of the town records. After the fire employees occupied temporary locations until the new Town Hall was completed on 7<sup>th</sup> Avenue near Forest Hills Shopping Center. Dedication of that building and Southeast Regional Library was held on October 26, 1975. Town Hall was at this location for 42 years. It was torn down to make way for the present modern facility, which was dedicated on Sept. 19, 2017.



*\*This history was prepared by Kaye Buffaloe Whaley.*

# Garner Accomplishments and Accolades

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One of five best cities or towns in the U.S. for millennial homebuyers  
—Bankrate.com



AAA bond rating from Standard & Poor's and Aa1 rating from Moody's

Named Playful City USA four years straight



Over 3,000 residential units—including more than 1,800 single-family homes—have been approved, under construction or completed since 2015 in Garner.

Garner had second-highest number of commercial construction permits in Wake County in 2017—trailing only the City of Raleigh.

Partnership involving Downtown Garner Association, Town of Garner and N.C. Main Street & Rural Planning Center landed \$75,000 Main Street Solutions Fund grant for Full Bloom Coffee & Craft in 2017—the first project getting that grant to be completed in Wake County.



Downtown Garner Association won two Awards of Merit in the 2018 N.C. Main Street and Small Town Main Street Awards: one for best image-building campaign (branding refresh) and one for best historic rehabilitation (Full Bloom).



The Town's departments and Communications Division earned nine 2018 Excellence in Communications Awards from N.C. City and County Communicators—more than any other jurisdiction in the state.

# ELECTED & APPOINTED OFFICIALS

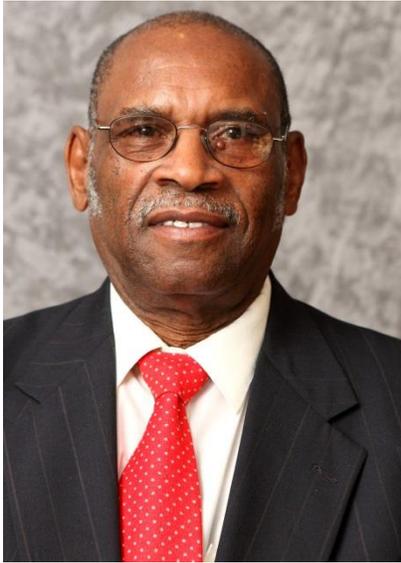
## TOWN COUNCIL

**Mayor**

Ronnie S. Williams



Jackie Johns Sr.  
Council Member



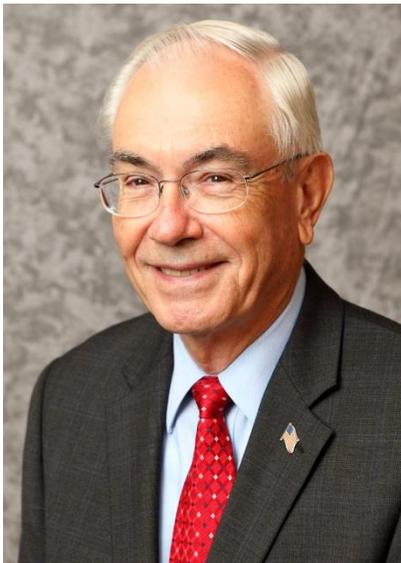
Kathy Behringer  
Council Member



Ken Marshburn  
Mayor Pro Tempore



Arthur "Buck" Kennedy  
Council Member



Gra Singleton  
Council Member



## **BOARDS & COMMISSIONS**

Board of Adjustment  
*Joseph Keller, Chair*

Planning Commission  
*J. Dean Fox, Chair*

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

Senior Citizen Advisory Committee  
*Troy Ellis, Chair*

Downtown Garner Association  
*Jason Waters, Chair*

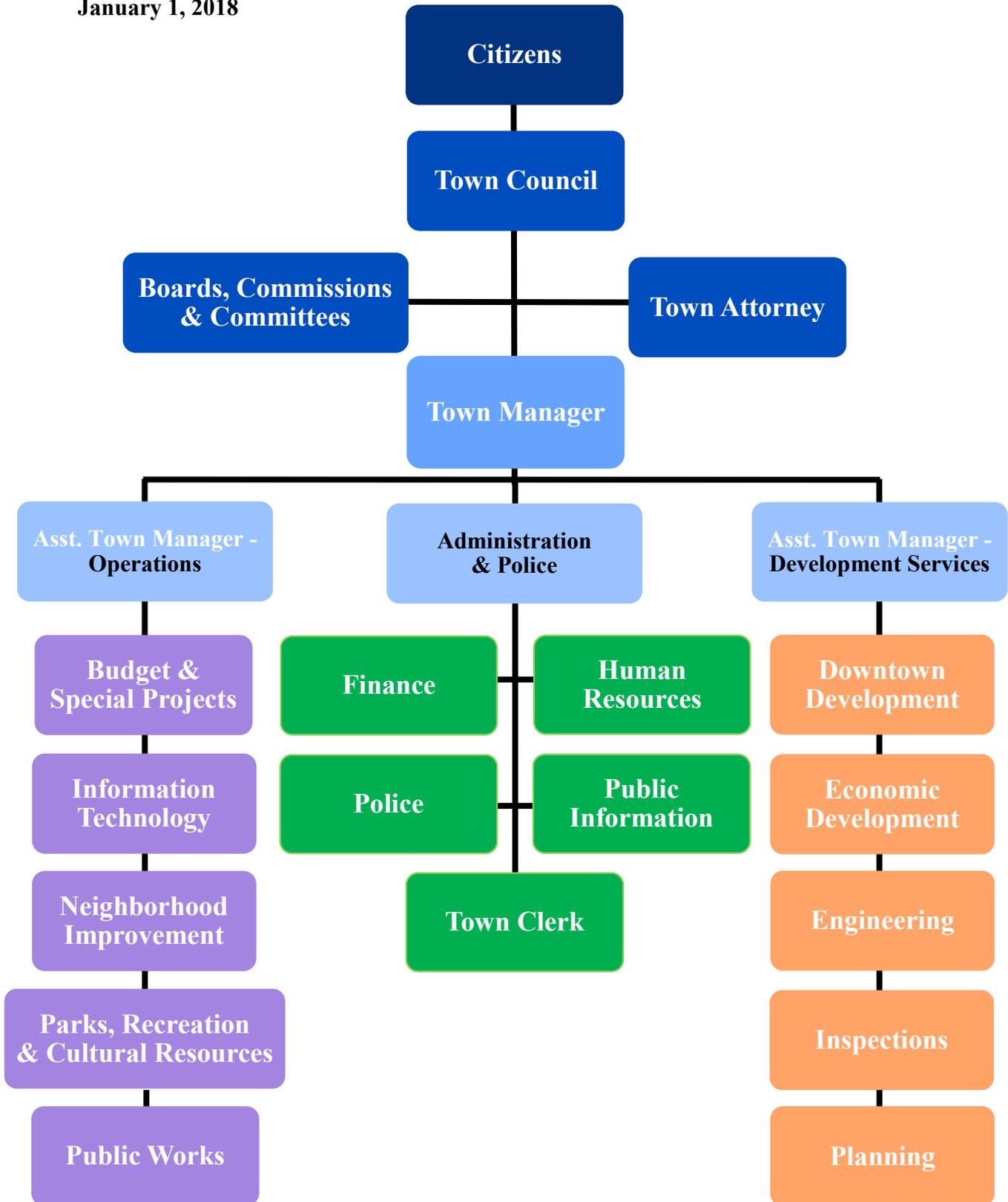
Garner Veterans' Advisory Committee  
*Jeffery Hicks, Chair*

## **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**



## **BASIS OF BUDGETING AND ACCOUNTING**

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

The Town develops its budget as required by the North Carolina Local Government Budget & Fiscal Control Act. The Town's budget is prepared and adopted using the modified accrual basis, whereby revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for outstanding principal and interest on general long-term debt, which is recognized when due. During the year, the Town's accounting system is maintained on the same basis as the adopted budget, as are the Town's annually audited financial statements. For a more expansive discussion of the Town's system of budgeting and accounting, see the Council Adopted Fiscal & Budgetary Policy Guidelines on starting on page 26.

The Town maintains a standard fund structure:

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

Each year the budget ordinance adopts revenue and expenditure figures for Town operations known as the General Fund. Project ordinances are adopted at any time throughout the fiscal year as needed to support the activities of Capital Project funds.

The annual budget ordinance establishes spending limits at the departmental level, although the budget document is presented on the more detailed, program level. Line

item transfers of any size within a department may be approved by the Town Manager, while transfers between departments continue to require Council approval. In addition, any transfer into or out of the salary line items requires Council notification.

## **BUDGET DEVELOPMENT**

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

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

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

Once all budget requests have been reviewed, the Budget Team prepares a balanced budget for review by the Town Council. A balanced budget has expenditures equal to revenues, including any proposed use of fund balance. The Town Manager formally presents the budget at a Town Council Meeting for approval, and then again for adoption of the appropriation ordinance.

The Fiscal Year 2018 - 2019 Budget Calendar is located on page 13.

### **BUDGET AMENDMENTS**

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

## BUDGET CALENDAR

### January

- FY 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

## A CITIZEN'S BUDGET GUIDE

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

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

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

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***Understanding how a budget is created and adopted and recognizing the key components of the budget document can assist the citizen in becoming “budget literate.”***

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### MUNICIPAL BUDGETS IN NORTH CAROLINA

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

This act establishes responsibilities in the adoption of the budget and most importantly, requires that the budget be *balanced* (i.e., the estimated revenues must equal the proposed spending). North Carolina municipalities operate under a July through June fiscal year

and therefore a balanced budget must be adopted by June 30 of each year. a *budget ordinance*. This action authorizes the spending, assures the budget is balanced and levies the property tax for that year. Under North Carolina law, local property tax rates may not be changed mid-year.

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

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### CITIZEN INPUT

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

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

### YOUR MUNICIPAL BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

THE BUDGET FORMAT

For several years, the Town has used what is called a "*program*" budget. This type of budget contains not only the dollar amount of funding but also information about the *activities, goals, and objectives*

established for each department during the year that particular budget is in effect.

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

For easy reference, each department budget includes a summary of significant changes in the level of funding or major items affecting the funding of the department.

The budget narrative for each department also includes information regarding the department's *funding history*, how many employees currently work in the department, and a listing of *performance measures*.

The *funding history* section summarizes spending that occurred in the most recent finalized fiscal year, the previous year adopted and revised budgets and the manager recommended and council approved budget for the upcoming year.

## THE ADOPTION PROCESS

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

In an effort to focus attention on major changes which may be proposed, department heads are instructed to submit a *base or continuation*

*budget request* (i.e., funding necessary to continue services at the current year's level with only inflationary increases factored in). All changes in service must be indicated in what is called a "*decision package*." During review of the budget, these decision packages are considered and decided upon individually.

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

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

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

After Town Council and public input, the Town Council adopts the budget. Coinciding with the development of the program and operating budget, the Town updates its Capital Improvements Program. This document plans for new construction, infrastructure improvements, and the purchase or

replacement of vehicles and equipment. This five-year plan helps the Town budget and prepares for funding these projects, whether included within the General Fund budget or through adoption of capital project funds.



# 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

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

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Garner, NC 27529

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# FISCAL & BUDGETARY POLICY GUIDELINES

Town of Garner, North Carolina

Adopted: December 6, 2010

Amended: January 7, 2013

June 17, 2014

June 16, 2015

July 24, 2015

## OBJECTIVES

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

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

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

## CAPITAL IMPROVEMENT PROGRAM POLICIES

1. The Town of Garner will plan for capital improvements over a multi-year period of time. The Town will prioritize all capital improvements in accordance with an adopted Capital Improvement Program (CIP), which will relate directly to the long-range plans and policies of the Town of Garner.
2. The Town will develop a five-year plan for capital improvements and review and update the plan annually. This program shall include all improvements and projects necessary to continue to provide existing levels of service or expand programs as directed or approved by the Town Council, within reasonable amounts and attainable time frames. Additional projects can be

added to the CIP at any time, but funding for projects added in this manner are subject to normal operating budget constraints.

3. The Town will coordinate development of the capital improvement program with development of the operating budget.
4. The Town will maintain all its assets at levels adequate to provide the services required by law, ordinance or policy, protect the Town's capital investment, and to minimize future maintenance and replacement costs. A current inventory of all Town physical assets and their condition shall be maintained.

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

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

### **DEBT POLICIES**

#### **General**

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

7. The Town shall manage the issuance of debt obligation such that the net debt of the Town shall not exceed 8% of the assessed value of taxable property, as required by North Carolina General Statutes.

### **Tax Supported Debt**

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

### **FUND BALANCE POLICIES**

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

4. The Town will establish and maintain within the General Fund designations and or commitments by Council for special revenue funds that will be used to account for the proceeds of specific revenue sources to finance or fund specified activities and projects that are required by statute, ordinance, resolution or executive order.

#### **REVENUE SAVINGS PROGRAM**

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

#### **REVENUE SAVINGS PROGRAM (cont.)**

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

11. Savings Rate Schedule: The savings plan shall be on a sliding scale. The more revenues increase in any given year, the higher the percentage of savings. As revenue growth surpasses 4%, the savings rate declines as provided in the following table.

**Increases in Revenues    % Dedicated to Savings**

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

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

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

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

**BUDGET DEVELOPMENT POLICIES**

**General**

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

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

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

### **Revenues**

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

### **Expenditures**

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

## **CASH MANAGEMENT & INVESTMENT POLICIES**

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

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

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

9. Reporting: The Town Council will receive an investment report at the end of each month showing current investment holdings. The Town's investments shall be reviewed annually by the Town's external auditor. Any irregularities shall be reported directly to the Town Council through the audit reporting processes.

## **ACCOUNTING**

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

## **ACCOUNTING (cont.)**

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

## **PURCHASING**

1. Commitment of Town funds for purchasing without issuance of a purchase order signed by an authorized Finance Department employee is prohibited by North Carolina General Statutes. Any purchase agreement entered into without the issuance of a properly executed purchase order is invalid and unenforceable against the Town.

2. Service Contracts: Professional services of consultants, engineers, architects, attorneys, etc., are exempt from central purchasing. The details of such purchases may be arranged directly by department heads. However, department heads should follow guidelines established by the Town Manager and must obtain a purchase order from the purchasing office certifying the availability of funds to pay for such services.
3. Town purchasing personnel are responsible for the administration of contracts used for procurement of supplies or materials, service, maintenance and rental of equipment. These contracts are established and approved by the Finance Director.
4. Competitive Bidding: In accordance with North Carolina General Statutes, the Town requires that formal bids be accepted on all requests for supplies, materials, or equipment with an estimated cost of \$90,000 or more and construction or repair work requiring an estimated cost of \$500,000. The Purchasing Manager is responsible for administering all formal bids.
5. It is the policy of the Town to have all informal bids with estimated costs of \$5,000 or more in writing. Amounts for purchases under \$5,000 may be obtained verbally or via telephone from the supplier. The purchasing office shall obtain competitive prices regardless of amount whenever economically possible to ensure all Town purchases are at the best price.
6. It is the policy of the Town of Garner that all purchases with an estimated cost of \$1,000 or more be processed on a requisition and submitted to the Town's purchasing office. Purchases under \$1,000 may be made from a check request. Purchases under \$100 may be made using petty cash.
7. It is policy of the Town of Garner that all purchases for equipment not included in the budget be submitted to the Town Manager for approval.
8. Recycled Materials Procurement: The Town will seek to buy and use products needed that are made with recycled materials if the recycled items are reasonably cost competitive with non-recycled products and meet or exceed specifications and user quality levels set forth by the Town. The Town of Garner may, at its option and on a case-by-case basis, consider purchasing recycled products not exceeding 10% more in cost than the comparable non-recycled product.
9. Minority Business Enterprise: The Town shall actively engage businesses that are at least 51% owned by one or more minority persons or socially and economically disadvantaged individuals in the formal and informal bid process.

## **FIXED ASSETS**

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

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

#### **RISK MANAGEMENT**

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

#### **ECONOMIC DEVELOPMENT**

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

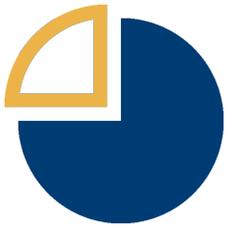
## **CURRENT INITIATIVES**

### **ENHANCE CAPITAL PLANNING PROCESS**

As part of the FY 2019 budget development process, initial efforts were made to enhance the Capital Improvement Planning (CIP) process. In FY 2020, these efforts will continue as the Town will implement a comprehensive CIP planning process. This process will ensure that all CIP requirements have been considered and that appropriate staff have been actively engaged. In addition, this will result in a more detailed CIP document as staff will weigh in regarding the details of projects allowing for more robust descriptions to be prepared.

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

The Town will also embark on an initial effort to prepare a five-year budget for planning purposes. Department Heads will be tasked with preparing a summary of their upcoming needs for a five-year period and staff will review several critical revenue categories to determine their long-term growth pattern. These efforts will allow for Town staff and Council to discuss initiatives and available resources in future budget years. In addition, this document will enhance the CIP process as it will allow for the operating impact of decisions to be presented in a clear manner.



## \$35.2 million adopted budget

\$2 million (6.1%) above adopted FY17-18 budget



## Property tax rate unchanged

53.25 cents/  
\$100 valuation

## TOWN MAKES INVESTMENTS TO FACILITATE GROWTH IN ADOPTED FY 2018-19 OPERATING BUDGET

### *Adjustments Improve Residents' Access to Recreational Opportunities*

THE GARNER TOWN COUNCIL adopted a \$35,232,082 annual operating budget for fiscal year 2018-19. The FY 2018-19 budget increased by \$2,030,604, or 6.1 percent, over the FY 2017-18 budget. This growth allowed for strategic investments to be made that will ensure that the Town of Garner is positioned to prosper in the future. Growth occurred in several revenue categories and was not the result of an increase to property taxes as the rate remains at 53.25 cents per \$100 of assessed valuation.

The Town of Garner is at a critical stage of development as the significant growth experienced in recent years is beginning to positively impact revenue streams. As construction projects are finalized, the Town's primary revenue source, property taxes, is positively impacted. This growth offers the Town a tremendous opportunity to enhance the services available to residents and to invest in the infrastructure required to facilitate growth.

The FY 2018-19 budget includes various adjustments designed to improve residents' access to recreational opportunities. For example, funding is included to provide staff coverage and recreational programming at the Garner Recreation Center. This investment will allow residents to 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, Town Council approved an increase to the annual motor vehicle fee which will allow for additional resources to be dedicated to maintaining the Town's roadways. During FY 2018-19, this funding will increase the Town's capacity to resurface and maintain roadways. In addition, it will allow staff to hire a consultant to perform an analysis to develop a long-term strategy for repairing and maintaining the Town's roadway system. This investment, which will allow for a major infrastructure system to be properly maintained, will help to ensure that the Town is positioned to meet future growth.

This budget does an excellent job of making necessary investments to meet current demand and to address future requirements. The entire budget document, and additional information, can be accessed via the Town's website at [garnerc.gov/departments/finance](http://garnerc.gov/departments/finance). In addition, the back page provides additional information on special initiatives and investments in the budget.

# TOWN OF GARNER BUDGET IN BRIEF – FY 2018-19

## FY 2018-19 GENERAL FUND OVERVIEW

### REVENUES

PROPERTY TAX	\$18,569,806	52.7%
OTHER TAXES & LICENSES	\$2,233,480	6.3%
INTERGOVERNMENTAL	\$6,863,875	19.4%
PERMITS AND FEES	\$3,334,967	9.5%
SALES AND SERVICE FEES	\$573,573	1.6%
INVESTMENT REVENUE	\$410,000	1.2%
OTHER REVENUE	\$163,250	0.5%
OTHER FINANCING SOURCES	\$3,083,131	8.8%
<b>TOTAL</b>	<b>\$35,232,082</b>	<b>100%</b>

### EXPENDITURES

PUBLIC SAFETY	\$13,044,176	37.0%
GENERAL GOVERNMENT	\$7,750,228	22.0%
DEBT SERVICE	\$3,717,729	10.6%
TRANSPORTATION	\$3,773,720	10.7%
CULTURAL AND RECREATIONAL	\$3,405,327	9.7%
SOLID WASTE AND RECYCLING	\$1,952,169	5.5%
TRANSFERS	\$1,588,733	4.5%
<b>TOTAL</b>	<b>\$35,232,082</b>	<b>100%</b>

## SPECIAL INITIATIVES AND INVESTMENTS IN FY 2018-19

### ADDITIONAL STAFFING

The FY 2018-19 budget includes funding for six new full-time positions. Two of the positions were included in Parks, Recreation and Cultural Resources for administrative oversight and to grow programs and leagues at the new Recreation Center. Two positions were approved in Public Works to allow managers to spend a greater portion of their time in the field managing, and overseeing, work-related tasks. Finally, the Police Department will receive a School Resource Officer based on the opening of South Garner High School and a Training Officer to address challenges with recruiting and hiring qualified applicants and training requirements.

### REVENUE SAVINGS PLAN

The plan, which dedicates a portion of new revenue growth to a capital reserve to meet future debt requirements, is entering its fifth year. Based on the initial analysis of the plan (comparing the FY 2017-18 budget to FY 2018-19), 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.

### MULTI-YEAR FUNDING APPROACH

The Town has established several mechanisms to enhance multi-year planning efforts. New multi-



The Town will add personnel to staff the new Garner Recreation Center, set to open in FY 2018-19.

year funds have been established for vehicles and IT equipment which will allow staff to review future year requirements and to make necessary investments. In addition, a multi-year operating project fund has been established to facilitate the process of reviewing complex issues over multiple years.

### CAPITAL INFRASTRUCTURE PLAN

As part of the FY 2018-19 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 2018-19 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.



**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

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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.

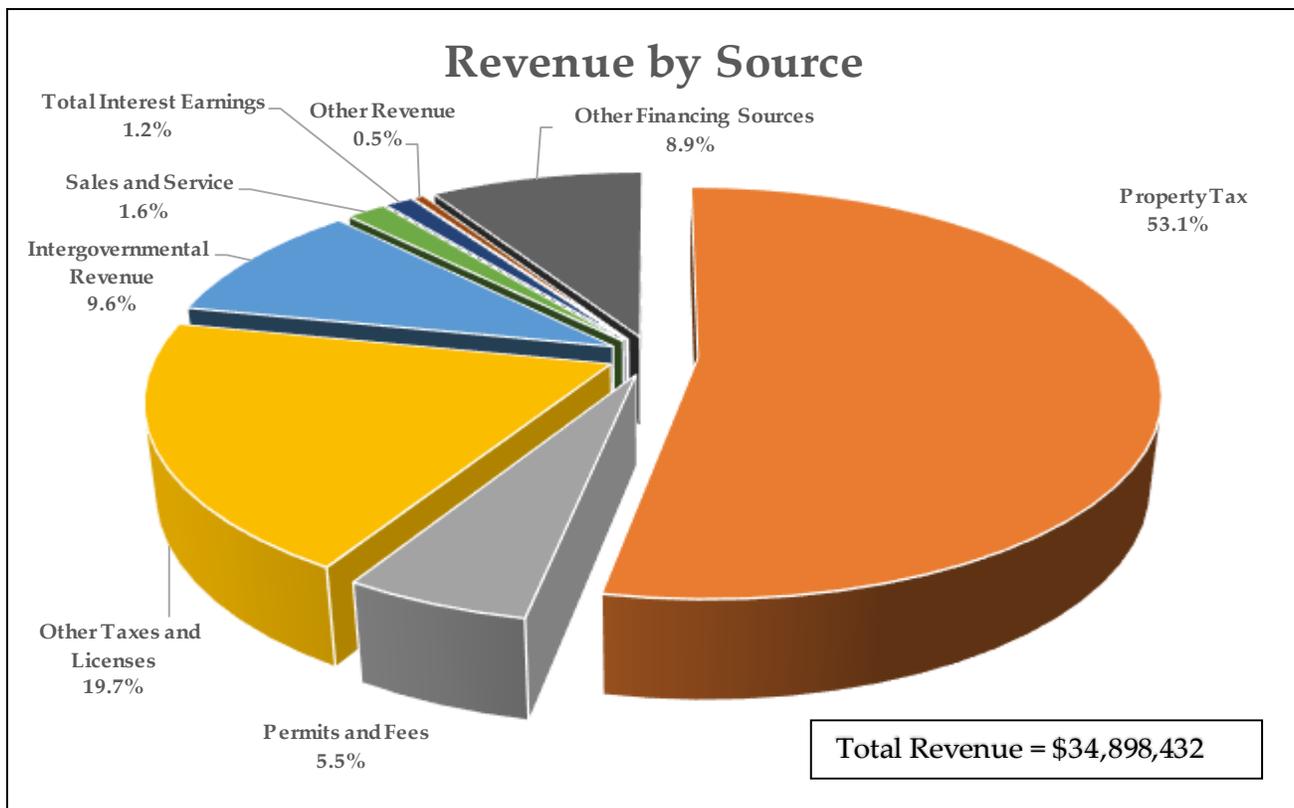
Rodney Dickerson  
Town Manager

## 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	<u>\$159,286</u>
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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	<p>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:</p> <ul style="list-style-type: none"> <li>Ultimate tactical deployment kit</li> <li>Shields</li> <li>Batons</li> <li>Safety Cuff Cutter</li> </ul>
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>
Police	Unmarked Charger	\$32,178	No
Police	Marked Charger	\$41,587	No
Police	Marked Charger	\$41,587	No
Police	Unmarked Charger	\$32,178	No
Police	Unmarked Charger	\$32,178	No
Police	Marked Charger	\$41,587	No
Police	Marked Charger	\$41,587	No
Police <sup>1</sup>	Unmarked Charger (New Position)	\$22,000	No
Police	Marked Charger (New Position)	\$47,000	No
Public Works	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.

ORDINANCE NO. (2018) 3916

AN ORDINANCE TO APPROPRIATE FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Garner, North Carolina, in accordance with NC General Statutes 159-13, that the following anticipated fund revenues and departmental expenditures are hereby appropriated and approved for the operation of the Town government and its activities for the Fiscal Year beginning July 1, 2018 and ending June 30, 2019.

Section I. GENERAL FUND

A. ANTICIPATED REVENUES

AD VALOREM TAXES

Ad Valorem Taxes-Current Year	\$	18,442,006
Ad Valorem Taxes-Prior Year		60,500
Ad Valorem Tax Rental Vehicles		22,500
Payment in Lieu of Taxes		800
Tax Penalty and Interest		44,000

OTHER TAXES

ABC Net Revenue		135,000
Local Government Sales Tax 1%		3,075,037
Local Government Sale Tax 1/2%		3,616,838
Solid Waste Disposal Tax		20,000
Business Registration Fee		17,000

INTERGOVERNMENTAL REVENUES

Beer and Wine Tax		135,000
Utility Franchise Tax		1,866,000
Video Programming Fees		249,000
Cablevision PEG Reimbursement		63,166
Powell Bill Distribution		745,000
USDOJ-BVP Program		3,575
USDOJ-Body Camera Grant		83,320
Build America Bond Interest Reimbursement		73,770
School Resource Officer		106,136
General Purpose Grant Senior Center		10,000

## PERMITS AND FEES

Sidewalk Fee	40,000
Engineering Inspection Fee	35,000
Motor Vehicle Fee - General Fund	123,333
Motor Vehicle Fee - Roads	516,667
Dog Tags	500
Subdivision Fees	15,000
Board of Adjustment Fees	1,200
Site Plan / Permit Fees	25,000
Rezoning Fees	6,000
Sign Permit Fees	7,100
Annexation and Street Closing	1,200
Special Event Permit	700
Building Permit Fees	1,140,000
Re-inspection Fees	15,000
Inspection Fees - After Hours	1,480
Fire Inspection Fee	30,000
Police Outside Employment	225,000
Inspection Plan Review Fee	40,000
False Alarm Charges	10,300

## SALES AND SERVICES

Recreation Fees	233,348
Auditorium Concessions	3,500
Parks & Rec Facility Rental	260,000
Special Refuse Collection Fees	3,775
Refuse Cart Fees	25,000
NCDOT Mowing Agreement	23,000
Wake County - Collection Fees	950
City of Raleigh - Collection Fees	4,000
City of Raleigh - Street Repairs	20,000

## INVESTMENT REVENUES

Interest Earned	410,000
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OTHER REVENUES

Co Landfill Reimbursement	95,000
Grounds Fee - School Commons	9,000
Miscellaneous Revenue	15,000
Sewer Assessments	4,000
Interest on Assessments	1,000
Code Enforcement Fines	20,000
Miscellaneous Land Use Charges	5,250
Officer Fees	10,000
Parking Violations	2,000
Scrap Metal Sales	2,000
Sale of Fixed Assets	45,000

OTHER FUNDING SOURCES

Transfer From – Stormwater Infrastructure Reserve	45,000
Transfer From – Water/Sewer Debt Reserve	428,893
Appropriated Fund Balance - Powell Bill	518,740
Appropriated Fund Balance - Bond Debt Capital Reserve	1,148,257
Appropriated Fund Balance - Unassigned	897,241

\$ 35,232,082

B. ANTICIPATED EXPENDITURES

GOVERNING BODY \$337,286

ADMINISTRATION \$1,568,382

FINANCE

Finance Administration \$852,265

ECONOMIC DEVELOPMENT

Economic Development \$249,875

Economic Development Partners \$52,539

PLANNING		
Administration		\$759,690
INSPECTIONS		
Building Inspections		\$1,097,915
ENGINEERING		
Community Engineering		\$610,780
INFORMATION TECHNOLOGY		
Information Technology		\$545,135
POLICE		
Police Administration		\$7,898,857
FIRE AND RESCUE		
Garner Volunteer Fire-Rescue, Inc.		\$3,408,021
PUBLIC WORKS		\$8,159,790
PARKS, RECREATION, AND CULTURAL RESOURCES		\$2,253,710
DEBT SERVICE		\$3,717,729
SPECIAL APPROPRIATIONS		\$1,358,208
TRANSFERS		<u>\$2,361,900</u>
TOTAL		<u>\$35,232,082</u>

Section II. LEVY OF TAXES

There is hereby levied, for Fiscal 2018-2019 Ad Valorem Tax Rate of \$0.5325 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2018, for the purpose of raising funds for the General services under Current Year's Tax, as set forth in the forgoing estimates of revenues in order to finance the foregoing applicable appropriations. This rate of tax is based on an estimated assessed valuation of \$3,491,569,164 and an estimated rate of collection of 99.19 percent. Under authority of NC General Statute 20-97, an annual license tax of \$30.00 is levied on each vehicle in the Town of Garner.

Section III. AUTHORIZATIONS & RESTRICTIONS OF THE BUDGET OFFICER

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

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

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

Section IV. PURCHASE ORDERS.

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

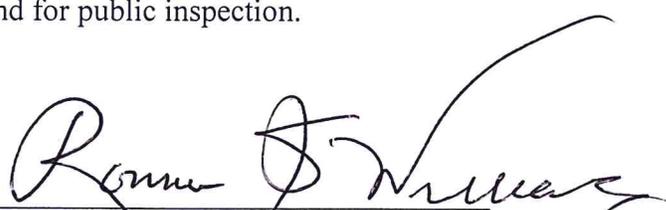
Section V. PAY AND CLASSIFICATION PLAN

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

Section VI. UTILIZATION OF BUDGET ORDINANCE

This ordinance shall be the basis of the financial plan for the Town of Garner during the Fiscal Year 2018-2019. The Budget Officer shall administer the budget and shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Finance Department shall establish and maintain all records which are in consonance with this ordinance, and the appropriate statutes of the State of North Carolina. Copies of this ordinance shall be furnished to the Finance Director and the Town Clerk for their direction in the disbursement of the Town's funds and for public inspection.

Duly adopted the 19<sup>th</sup> day of June, 2018.

  
Ronnie S. Williams, Mayor

ATTEST:

  
Stella L. Gibson, Town Clerk

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

Revenue Type	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
Ad Valorem Taxes	\$ 17,493,181	\$ 17,714,800	\$ 17,714,800	\$ 18,526,156	\$ 18,569,806
Other Taxes & Licenses	6,232,908	6,383,000	6,383,000	6,863,875	6,863,875
Intergovernmental	3,242,926	3,301,068	3,365,718	3,334,967	3,334,967
Permits and Fees	3,054,835	2,336,573	2,383,573	1,923,480	2,233,480
Sales and Services	546,431	543,898	543,898	573,573	573,573
Investment Earnings	151,936	160,000	220,000	410,000	410,000
Other Revenues	370,678	163,582	165,932	163,250	163,250
<b>Total Revenue</b>	<b>31,092,895</b>	<b>30,602,921</b>	<b>30,776,921</b>	<b>31,795,301</b>	<b>32,148,951</b>
Transfers from Other Funds	-	79,400	79,400	45,000	45,000
Sale of Capital Assets	101,066	45,000	45,000	45,000	45,000
Proceeds from Debt Issuance	6,229,000	672,000	672,000	4,050,000	4,050,000
Fund Balance Appropriated	-	1,802,157	2,984,470	3,013,131	2,993,131
<b>Total Resources</b>	<b>\$ 37,422,961</b>	<b>\$ 33,201,478</b>	<b>\$ 34,557,791</b>	<b>\$ 38,948,432</b>	<b>\$ 39,282,082</b>
Category	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
General Fund					
General Government	\$ 6,212,951	\$ 7,058,039	\$ 7,468,693	\$ 7,757,670	\$ 7,750,228
Public Safety	11,605,337	12,797,860	13,148,422	13,045,288	13,044,176
Transportation	2,656,663	3,210,162	3,593,752	3,423,720	3,773,720
Solid Waste and Recycling	1,888,478	1,922,038	1,925,038	1,952,169	1,952,169
Cultural and Recreational	6,045,834	3,156,391	3,133,273	3,413,123	3,405,327
Capital Projects	10,313,209	-	9,810,514	4,050,000	4,050,000
Debt Service	3,435,669	3,924,469	3,924,469	3,717,729	3,717,729
<b>Total Expenditure</b>	<b>42,158,141</b>	<b>32,068,959</b>	<b>43,004,161</b>	<b>37,359,699</b>	<b>37,693,349</b>
Transfers to Other Funds	-	1,132,519	1,364,144	1,588,733	1,588,733
<b>Total Expenditures and Other</b>	<b>42,158,141</b>	<b>33,201,478</b>	<b>44,368,305</b>	<b>38,948,432</b>	<b>39,282,082</b>

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

<b>REVENUES AND SOURCES</b>	<b>TOTAL</b>	<b>GENERAL FUND</b>	<b>CAPITAL PROJECTS FUND</b>
<i>Ad Valorem Taxes</i>			
-- Current Year	\$ 18,465,306	\$ 18,465,306	\$ -
-- Prior Years	60,500	60,500	-
-- Penalties and Interest	44,000	44,000	-
<b>Subtotal: Property Taxes</b>	<b>18,569,806</b>	<b>18,569,806</b>	<b>-</b>
<i>Other Taxes</i>			
-- ABC Mixed Beverage	135,000	135,000	-
-- Local Option Sales Tax	6,691,875	6,691,875	-
-- Business Registration Fee	17,000	17,000	-
-- Solid Waste Disposal Tax	20,000	20,000	-
<b>Subtotal: Other Taxes</b>	<b>6,863,875</b>	<b>6,863,875</b>	<b>-</b>
Intergovernmental Revenues	3,334,967	3,334,967	-
Permits and Fees	2,233,480	2,233,480	-
Sales and Services	573,573	573,573	-
Investment Revenues	410,000	410,000	-
Other Revenue	163,250	163,250	-
<b>Total Revenues</b>	<b>32,148,951</b>	<b>32,148,951</b>	<b>-</b>
Transfers from Other Funds	45,000	45,000	-
Sale of Assets	45,000	45,000	-
Proceeds of Debt Issuance	4,050,000	-	4,050,000
Fund Balance Appropriated	2,993,131	2,993,131	-
<b>TOTAL NET RESOURCES</b>	<b>\$ 39,282,082</b>	<b>\$ 35,232,082</b>	<b>\$ 4,050,000</b>

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

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

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

<b>GENERAL FUND</b>	<b>BUDGET YEAR ENDING <u>JUNE 30, 2017</u></b>	<b>BUDGET YEAR ENDING <u>JUNE 30, 2018</u></b>
Total Fund Balance Available Beginning of Year	\$ 26,660,852	\$ 29,947,179
Revenues & Other Financing Sources	35,131,259	32,106,993
Expenditures	31,844,932	31,567,493
Transfers In	-	-
Transfers Out	<u>-</u>	<u>231,625</u>
Total Fund Balance Available End of Year	\$ 29,947,179	\$ 30,255,054
<hr/>		
Composition of Fund Balance:		
Nonspendable Fund Balance:		
Inventories	\$ 21,637	\$ 28,396
Prepays	<u>21,705</u>	<u>17,356</u>
Subtotal: Nonspendable Fund Balance	43,342	45,752
Restricted Fund Balance:		
State statute	3,491,408	3,741,631
Law enforcement	37,002	37,002
Powell Bill	<u>836,096</u>	<u>1,032,705</u>
Subtotal: Restricted Fund Balance	4,364,506	4,811,338
Committed Fund Balance:		
Veterans Memorial	58,816	65,024
Insurance Proceeds	25,900	26,182
Stormwater infrastructure	302,176	267,441
Public safety	82,571	41,756
Water/sewer capacity debt	2,799,601	2,405,673
Revenue Savings Plan	479,356	1,033,384
Development Services	200,000	328,317
Acreage Fees	465,042	484,861
Parks and recreation projects	<u>1,353,593</u>	<u>1,972,989</u>
Subtotal: Committed Fund Balance	5,767,055	6,625,627
Assigned Fund Balance:		
Subsequent Year Expenditure	<u>1,707,136</u>	<u>1,209,189</u>
Subtotal: Assigned Fund Balance	1,707,136	1,209,189
Undesignated Fund Balance	<u>18,065,140</u>	<u>17,563,148</u>
Total Estimated Fund Balance at June 30	<u>\$ 29,947,179</u>	<u>\$ 30,255,054</u>

## TOWN OF GARNER DEBT MANAGEMENT

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

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

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

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

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

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

**Bonds payable at June 30, 2018 are comprised of the following issues (in addition to the above-mentioned issue):**

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

**Other long-term debt includes:**

- \$5,519,000 Refunding agreement loan for various projects with semi-annual installments through September 2026. Interest rate of 1.84%.
- \$3,620,759 refunding agreement with semi-annual installments through September 2021. Interest rate of 1.94%.
- \$534,200 installment loan for vehicles with annual installments through January 2018. Interest rate of 1.034%
- \$630,000 installment loan for vehicles with annual installments through September 2018. Interest rate of 1.36%.
- \$660,000 installment loan for vehicles with annual installments through March 2022. Interest rate of 1.41%.

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

**Calculation of Debt Limit**

Assessed Value of Taxable Property		\$ 3,496,264,000
Multiplied by State Limitation of 8%		<u>x .08</u>
DEBT LIMIT		279,701,120

**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
LEGAL DEBT MARGIN		<u><u>\$ 244,636,902</u></u>

## FY 2018 -2019 DEBT SERVICE SCHEDULE

Below is a summary of the debt service payments due for FY 2018 - 2019.

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	\$ 479,875	\$ 25,017	\$ 504,892
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	85,946	653,946
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	158,615	2,157	160,772
Vehicles/Equipment FY 16-17 <sup>7</sup>	700,000	175,000	7,583	182,583
Vehicles/Equipment FY 17-18 <sup>8</sup>	660,000	162,000	8,298	170,298
<b>Total General Purpose Debt Service</b>			<b>\$</b>	<b>3,709,901</b>

Notes:

1. 2006 Projects included improvements to Centennial Park, East Main Street facility, Garner Performing Arts Center, Garner Senior Center, and purchase of water and sewer capacity. This debt was refunded in FY 2013-14 to reduce the interest rate.
2. 2010 Improvements included roadway improvements to Timber Drive and Vandora Springs Road and White Deer Park.
3. 2011 Projects included purchase of water and sewer capacity and improvements to the Public Works facility. This debt was refunded in FY 2016-17 to reduce the interest rate and purchase the Meadowbrook property.
4. 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.
5. 2015 Projects include Town Hall, Indoor Recreation Center, park enhancements, streets, and sidewalks.
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**  
**SUMMARY OF LONG-TERM DEBT REQUIREMENTS**

**GENERAL FUND DEBT**

FISCAL YEAR	GENERAL OBLIGATION BONDS		PROMISSORY NOTES		TOTAL DEBT DUE		TOTAL
	Principal	Interest	Principal	Interest	Principal	Interest	
2018-19	1,005,000	1,032,410	1,543,490	129,001	2,548,490	1,161,411	3,709,901
2019-20	1,015,000	995,110	1,376,113	103,406	2,391,113	1,098,516	3,489,629
2020-21	1,025,000	954,097	1,366,517	79,157	2,391,517	1,033,254	3,424,771
2021-22	1,485,000	912,136	723,000	57,302	2,208,000	969,438	3,177,438
2022-23	1,485,000	852,863	551,000	44,758	2,036,000	897,621	2,933,621
2023-24	1,485,000	790,551	546,000	34,666	2,031,000	825,217	2,856,217
2024-25	1,485,000	728,237	542,000	24,656	2,027,000	752,893	2,779,893
2025-26	1,485,000	665,862	537,000	14,729	2,022,000	680,591	2,702,591
2026-27	1,485,000	602,162	532,000	4,894	2,017,000	607,056	2,624,056
2027-28	1,710,000	541,238	-	-	1,710,000	541,238	2,251,238
2028-29	1,710,000	475,913	-	-	1,710,000	475,913	2,185,913
2029-30	1,710,000	412,513	-	-	1,710,000	412,513	2,122,513
2030-31	1,710,000	346,662	-	-	1,710,000	346,662	2,056,662
2031-32	1,710,000	277,987	-	-	1,710,000	277,987	1,987,987
2032-33	1,710,000	216,687	-	-	1,710,000	216,687	1,926,687
2033-34	1,710,000	155,388	-	-	1,710,000	155,388	1,865,388
2034-35	1,710,000	79,088	-	-	1,710,000	79,088	1,789,088
2035-36	1,710,000	26,719	-	-	1,710,000	26,719	1,736,719
<b>Total</b>	<b>\$ 27,345,000</b>	<b>\$ 10,065,623</b>	<b>\$ 7,717,120</b>	<b>\$ 492,569</b>	<b>\$ 35,062,120</b>	<b>\$ 10,558,192</b>	<b>\$ 45,620,312</b>

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

## 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  
ADOPTED 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  
ADOPTED 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: 7/1/18**

<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: 7/1/18**

<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: 7/1/18**

<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: 7/1/18**

<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: 7/1/18 (Revised 7/20/18)**

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

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/18 (Revised 7/20/18)**

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
18	16.66	25.85	34,653 - 53,768	Accounts Payable Specialist Building Maintenance Technician Fleet Mechanic Public Works Specialist Street Sweeper Operator	N N N N N
19	17.51	27.17	36,421 - 56,514	Lead Equipment Operator Senior Development Services Specialist	N N
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	Communications Specialist Deputy Town Clerk Payroll Specialist Planning Technician Senior Administrative Support Specialist	N N N N N
20** (Police)	18.38	28.52	40,859 - 63,400 **based on 2,223 hrs/yr	Police Officer - First Class	N
21	19.30	29.94	40,144 - 62,275	Code Compliance Officer Events Coordinator Marketing Coordinator Senior Building Maintenance Technician Senior Fleet Mechanic	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	Building Codes Inspector I Police Accreditation Specialist Police Crime Analyst Police Records Manager	N N N N
23	21.28	33.01	44,262 - 68,661	Athletics Program Supervisor Facilities Supervisor Fleet Supervisor Parks and Grounds Supervisor Planner I Recreation & Programs Assistant Manager Right of Way Supervisor Streets Supervisor Theater and Marketing Supervisor	N N N N N N N N N

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/18 (Revised 7/20/18)**

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
24	22.36	34.68	46,509 - 72,134	Building Codes Inspector II	N
				Construction Inspector	N
				Engineering Technician	N
				Human Resources Analyst	N
25	23.46	36.40	48,797 - 75,712	Chief Code Compliance Officer	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	Building Codes Inspector III	N
				Cultural Arts and Events Manager	E
				Fire Codes Administrator	N
				Neighborhood Improvement Manager	N
				Outdoor Education and Parks Manager	E
				Purchasing Officer	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
				Public Works Streets Superintendent	N
				Recreation Superintendent	E
				Senior Planner	E
28	27.17	42.13	56,514 - 87,630	Accounting Services Manager	E
				Budget and Special Projects Officer	E
				Building Codes Inspections Supervisor	N
				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
				Communications Manager	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		E
33	34.68	53.77	72,134 - 111,842	Economic Development Director	E

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/18 (Revised 7/20/18)**

<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>
34	36.38	56.75	75,670 - 118,040	Human Resources Director Inspections Director	E E
35	38.20	59.58	79,456 - 123,926	Finance Director Parks, Recreation, and Cultural Resources Director	E E
36	40.10	62.57	83,408 - 130,146	Information Technology Director Planning Director 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

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

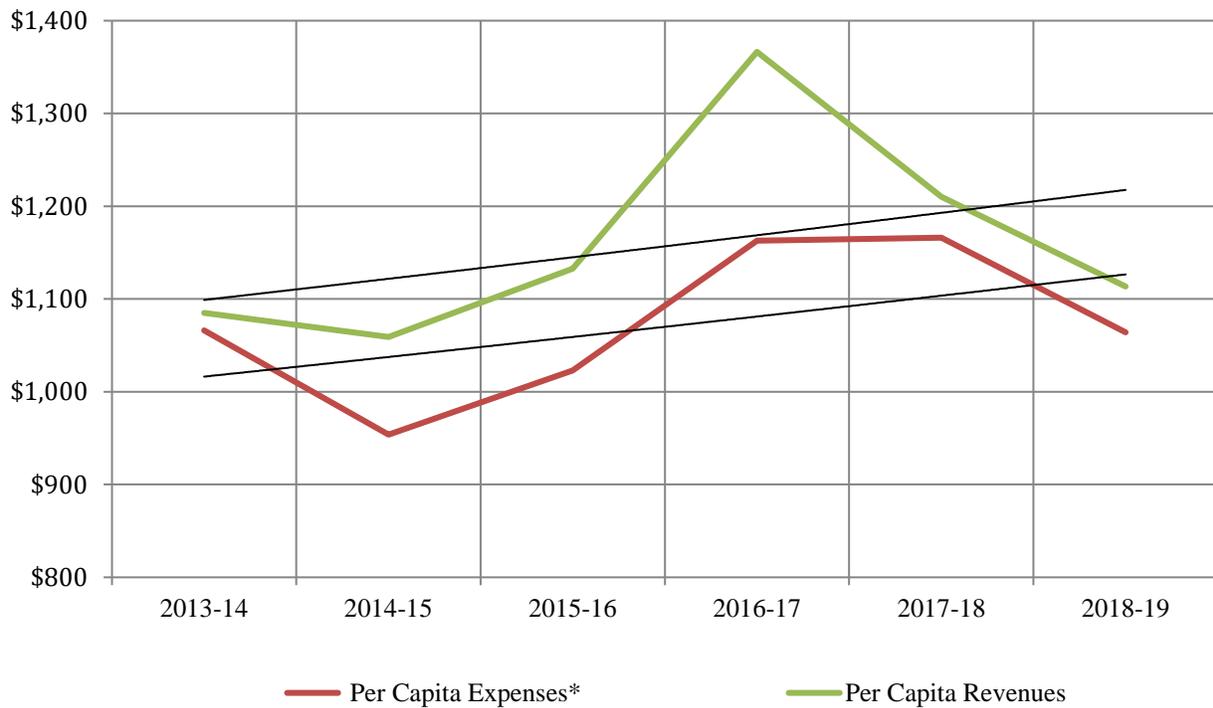
**\*\*\* ANY INCREASES AWARDED ABOVE MAXIMUM OF THE PAY RANGE WILL BE PAID AS A LUMP SUM AWARD.**

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

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

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

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



<b>Fiscal Year</b>	<b>Per Capita Revenues*</b>	<b>Per Capita Expenses*</b>
2013-14	1,085.02	1,066.28
2014-15	1,059.06	953.79
2015-16	1,132.55	1,022.98
2016-17	1,366.40	1,162.73
2017-18 (Estimated)	1,210.09	1,166.09
2018-2019 (Budgeted)	1,113.53	1,064.04

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

**Revenues**

Revenue Type	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
Ad Valorem Taxes	\$ 17,493,181	\$ 17,714,800	\$ 17,714,800	\$ 18,526,156	\$ 18,569,806
Permits and Fees	3,054,835	2,336,573	2,383,573	1,923,480	2,233,480
Other Taxes & Licenses	6,232,908	6,383,000	6,383,000	6,863,875	6,863,875
Intergovernmental	3,242,926	3,301,068	3,365,718	3,334,967	3,334,967
Sales and Services	546,431	543,898	543,898	573,573	573,573
Investment Revenues	151,936	160,000	220,000	410,000	410,000
Other Revenue	370,678	163,582	165,932	163,250	163,250
Other Financing Sources	6,330,066	2,598,557	3,780,870	3,103,131	3,083,131
<b>Total</b>	<b>\$ 37,422,961</b>	<b>\$ 33,201,478</b>	<b>\$ 34,557,791</b>	<b>\$ 34,898,432</b>	<b>\$ 35,232,082</b>

**Expenditures**

Category	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
General Government	\$ 6,212,951	\$ 7,058,039	\$ 7,468,693	\$ 7,757,670	\$ 7,750,228
Public Safety	11,605,337	12,797,860	13,148,422	13,045,288	13,044,176
Transportation	2,656,663	3,210,162	3,593,752	3,423,720	3,773,720
Solid Waste and Recycling	1,888,478	1,922,038	1,925,038	1,952,169	1,952,169
Cultural and Recreational	6,045,834	3,156,391	3,133,273	3,413,123	3,405,327
Debt Service	3,435,669	3,924,469	3,924,469	3,717,729	3,717,729
Transfers	-	1,132,519	1,364,144	1,588,733	1,588,733
<b>Total</b>	<b>\$ 31,844,932</b>	<b>\$ 33,201,478</b>	<b>\$ 34,557,791</b>	<b>\$ 34,898,432</b>	<b>\$ 35,232,082</b>

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

Revenue Type	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	Percent Change from FY 17-18
	Actual	Adopted	Revised	Manager Recommended	Council Approved	
Ad Valorem Taxes	\$ 17,493,182	\$ 17,714,800	\$ 17,714,800	\$ 18,526,156	\$ 18,569,806	4.8%
Permits and Fees	3,054,835	2,336,573	2,383,573	1,923,480	2,233,480	-4.4%
Other Taxes & Licenses	6,232,908	6,383,000	6,383,000	6,863,875	6,863,875	7.5%
Intergovernmental	3,242,926	3,301,068	3,365,718	3,334,967	3,334,967	1.0%
Sales and Services	546,431	543,898	543,898	573,573	573,573	5.5%
Investment Revenues	151,936	160,000	220,000	410,000	410,000	156.3%
Other Revenue	370,677	163,582	165,932	163,250	163,250	-0.2%
Other Financing Sources	6,330,066	2,598,557	3,780,870	3,103,131	3,083,131	18.6%
<b>Total</b>	<b>\$ 37,422,961</b>	<b>\$ 33,201,478</b>	<b>\$ 34,557,791</b>	<b>\$ 34,898,432</b>	<b>\$ 35,232,082</b>	<b>6.1%</b>

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

Revenue Type	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Property Taxes</b>					
Ad Valorem Taxes-Current Year	\$ 17,367,037	\$ 17,587,000	\$ 17,587,000	\$ 18,398,356	\$ 18,442,006
Ad Valorem Taxes-Prior Year	59,899	60,500	60,500	60,500	60,500
Ad Valorem Tax Rental Vehicles	22,773	22,500	22,500	22,500	22,500
Pay in Lieu of Taxes	2,181	800	800	800	800
Tax Penalty and Interest	41,291	44,000	44,000	44,000	44,000
<b>Total Property Taxes</b>	<b>17,493,181</b>	<b>17,714,800</b>	<b>17,714,800</b>	<b>18,526,156</b>	<b>18,569,806</b>
<b>Permits and Fees</b>					
Fee in Lieu of Parkland	536,893	-	-	-	-
Sidewalk Fees	15,280	15,000	15,000	40,000	40,000
Engineering Inspection Fees	24,122	25,000	25,000	35,000	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	123,333
Motor Vehicle Fees - Roads	245,413	246,667	246,667	246,667	516,667
Dog Licenses	835	500	500	500	500
Subdivision Fees	10,931	13,000	13,000	15,000	15,000
Board of Adjustment Fees	500	1,200	1,200	1,200	1,200
Site Plan / Permit Fees	9,425	25,000	25,000	25,000	25,000
Rezoning Fees	5,755	9,300	9,300	6,000	6,000
Sign Permit Fees	5,500	7,100	7,100	7,100	7,100
Annexation and Street Closing	2,100	600	600	1,200	1,200
Special Event Permit	825	700	700	700	700
Building Permit Fees	901,156	850,000	897,000	1,100,000	1,140,000
Inspection Plan Review Fee	20,142	15,000	15,000	40,000	40,000
Fire Inspection Fees	10,840	30,000	30,000	30,000	30,000
Reinspection Fees	5,120	10,000	10,000	15,000	15,000
Inspection Fee - After Hours	720	1,480	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	225,000
Taxi Cab Inspection Fee	30	-	-	-	-
False Alarm Charges	10,300	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>2,383,573</b>	<b>1,923,480</b>	<b>2,233,480</b>

(continued)

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

Revenue Type	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Other Taxes and License</b>					
ABC Revenue	125,693	121,000	121,000	135,000	135,000
Local Government Sales Tax 1%	2,781,614	2,860,500	2,860,500	3,075,037	3,075,037
Local Government Sale Tax 1/2%	3,282,604	3,364,500	3,364,500	3,616,838	3,616,838
Solid Waste Disposal Tax	19,479	20,000	20,000	20,000	20,000
Business Registration Fee	23,518	17,000	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>	<b>\$ 6,863,875</b>
<b>Intergovernmental Revenue</b>					
Beer and Wine Tax	\$ 129,258	\$ 132,400	\$ 132,400	\$ 135,000	\$ 135,000
Utility Franchise Tax	1,864,391	1,889,000	1,889,000	1,866,000	1,866,000
Video Programming Fees	245,296	249,000	249,000	249,000	249,000
Build America Bond Reimbursement	77,327	75,500	75,500	73,770	73,770
PEG Channel Reimbursement	55,172	63,166	90,377	63,166	63,166
Powell Bill Distribution	736,809	736,809	736,809	745,000	745,000
Norfolk Southern Foundation	-	-	2,000	-	-
Gen Purpose Grant Senior Center	10,878	-	10,939	10,000	10,000
Federal Asset Forfeiture	16,375	-	-	-	-
USDOJ Vest Grant	1,430	3,575	3,575	3,575	3,575
USDOJ Body Camera Grant	-	83,320	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	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>3,334,967</b>
<b>Sales and Service</b>					
Recreation Fees	215,193	250,873	250,873	233,348	233,348
PRCR Sponsorships	-	10,000	10,000	-	-
Auditorium Concessions	3,691	2,000	2,000	3,500	3,500
Facility Rental Fees	243,609	197,500	197,500	260,000	260,000
Special Refuse Collection Fees	2,889	3,775	3,775	3,775	3,775
Refuse Cart Fees	17,790	22,500	22,500	25,000	25,000
City of Raleigh - Collection Fees	3,245	4,000	4,000	4,000	4,000
Wake County - Collection Fees	892	950	950	950	950
GVFR - Fuel Sales	-	10,000	10,000	-	-
NCDOT Mowing Agreement	21,331	22,300	22,300	23,000	23,000
City of Raleigh - Gasoline Sales	-	-	-	-	-
City of Raleigh - Street Repairs	37,791	20,000	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>	<b>\$ 573,573</b>

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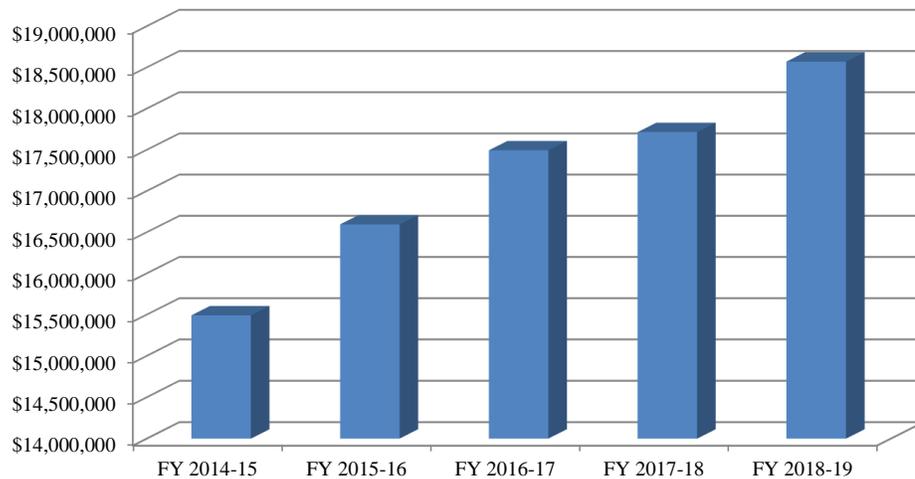
**TOWN OF GARNER**  
**GENERAL FUND FY 2018 - 2019 ADOPTED BUDGET REVENUE**

Revenue Type	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Investment Earnings</b>					
Interest Earned	\$ 151,936	\$ 160,000	\$ 220,000	\$ 410,000	\$ 410,000
<b>Total Investment Earnings</b>	<b>151,936</b>	<b>160,000</b>	<b>220,000</b>	<b>410,000</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	95,000
Grounds Fee - School Commons	9,000	9,000	9,000	9,000	9,000
Miscellaneous Revenue	16,984	9,157	9,157	15,000	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	20,000
Insurance Proceeds	35,842	-	-	-	-
Scrap Material Sales	1,639	2,000	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	4,000
Interest on Assessments	1,174	2,400	2,400	1,000	1,000
Miscellaneous Land Use Charges	4,095	5,250	5,250	5,250	5,250
Officer Fees	9,767	7,400	7,400	10,000	10,000
Animal Control Violation	150	-	-	-	-
Parking Violations	1,160	2,000	2,000	2,000	2,000
Parks Contributions & Grants	134,000	-	-	-	-
Contributions	1,100	-	-	-	-
<b>Total Other Revenue</b>	<b>370,678</b>	<b>163,582</b>	<b>165,932</b>	<b>163,250</b>	<b>163,250</b>
<b>Total General Fund Revenues</b>	<b>31,092,895</b>	<b>30,602,921</b>	<b>30,776,921</b>	<b>31,795,301</b>	<b>32,148,951</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	45,000
Transfer From Hwy 70/ White Oak Project	-	-	-	-	-
Transfer From Street Improve Cap Reserve	-	-	-	-	-
Transfer From Water/Sewer Debt Reserve	-	-	-	428,893	428,893
Transfer from Future Capital Reserve	-	-	-	-	-
Sale of Fixed Assets	101,066	45,000	45,000	45,000	45,000
Appropriated Fund Balance-Powell Bill	-	13,723	13,723	438,740	518,740
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	1,148,257
Appropriated Fund Balance	-	549,505	1,593,568	997,241	897,241
<b>Total Other Financing Sources</b>	<b>6,330,066</b>	<b>2,598,557</b>	<b>3,780,870</b>	<b>3,103,131</b>	<b>3,083,131</b>
<b>Total Revenues &amp; Financing Sources</b>	<b>\$ 37,422,961</b>	<b>\$ 33,201,478</b>	<b>\$ 34,557,791</b>	<b>\$ 34,898,432</b>	<b>\$ 35,232,082</b>

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

Descriptions of major revenue sources and their related trends follow. Graphs showing four years of actual data and the budgeted revenues for FY 2018 - 2019 appear for each revenue category.

**Ad Valorem Taxes (Property Taxes)**  
**Budget = \$18,569,806**



**Property Taxes Revenue Detail:**

⊙ Ad Valorem Taxes - Current Year = \$18,442,006

The property tax is the Town's major revenue source, representing nearly 58 percent of the General Fund revenue budget. Property taxes are assessed and collected by Wake County and remitted to the Town throughout the year. The property tax rate for Fiscal Year 2019 is \$.5325 per \$100 of assessed value.

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

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

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

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

⊙ Payment in Lieu of Taxes = \$800

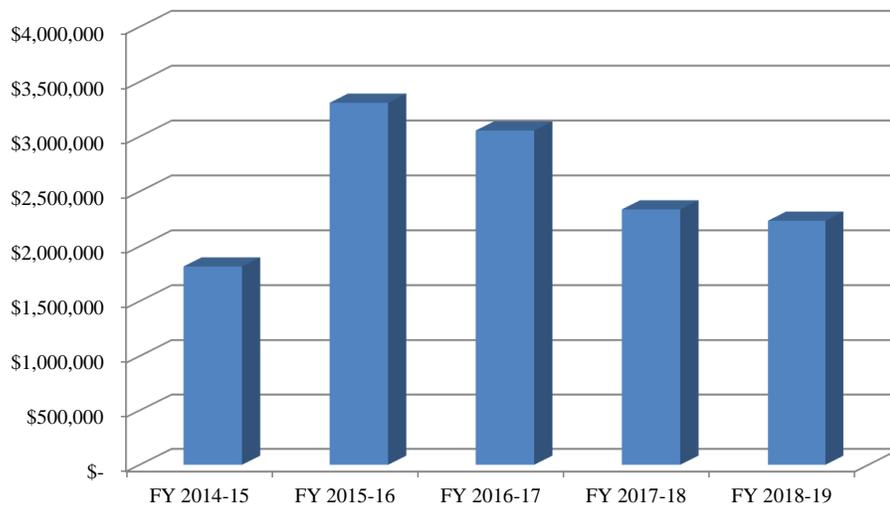
Housing authorities are exempt from paying property taxes, but must provide a payment in lieu of property taxes to the municipality in which they are located. The Fiscal Year 2019 budget is based on prior year payments from the Wake County Housing Authority.

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

© Tax Penalty and Interest = \$44,000

This revenue represents fines and interest applied to overdue property taxes. Fiscal Year 2017-18 is budgeted based on the historical trend that penalties and interest equate to approximately .4% of current year tax revenue.

**Permits and Fees**  
**Budget = \$2,333,480**



**Permits and Fees Revenue Detail:**

©Motor Vehicle Fees = \$640,000

The Town collects an annual fee of \$30 for each motor vehicle registered within the Town as allowed by North Carolina General Statutes. Currently, the first \$5 dollars raised on each fee levied is used as General Purpose revenues and the remaining \$25 per vehicle is utilized to support the Town's road infrastructure. In future years, the entire \$30 fee will be used to support the Town's road

©Dog Licenses = \$500

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

©Special Event Permit Fees = \$700

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

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

①Police Outside Employment = \$225,000

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

②False Alarm Charges = \$10,300

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

③Building Permit Fees = \$1,140,000

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

④Fire Inspection Fees = \$30,000

FY 2019 will be the fifth year of implementing the fire inspection fee.

⑤Special Inspection Fees = \$16,480

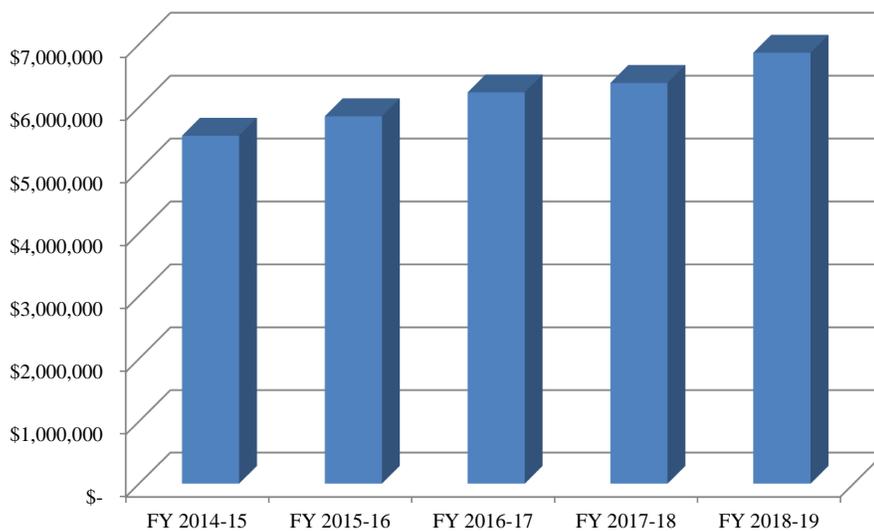
These fees represent charges for reinspection services and conducting inspections after regular business hours.

⑥Other Planning and Development Fees = \$170,500

These fees include site plan permits, subdivision review fees, Board of Adjustment applicant fees, Inspection Plan Review fees, Sidewalk Fees, Engineering Inspection fees and rezoning application fees.

### Other Taxes and Licenses

Budget = \$6,863,875



**Other Taxes and Licenses Revenue Detail:**

⊙ ABC Revenue = \$135,000

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

⊙ Local Option Sales Taxes = \$6,691,875

All 100 counties in North Carolina levy two half-cent sales taxes and one full-cent sales tax on sales. These taxes are collected by the state monthly and remitted to counties on a per capita basis. Wake County then distributes these taxes to municipalities based on their portion of the total county assessed valuation. Each municipality also receives a share of their county's sales tax in lieu of the loss of a half-cent sales tax that was in effect from 2001-2007. Fiscal Year 2018-19 is estimated with a 7.5 percent increase based on projected growth in the general economy and especially the Triangle region of the state.

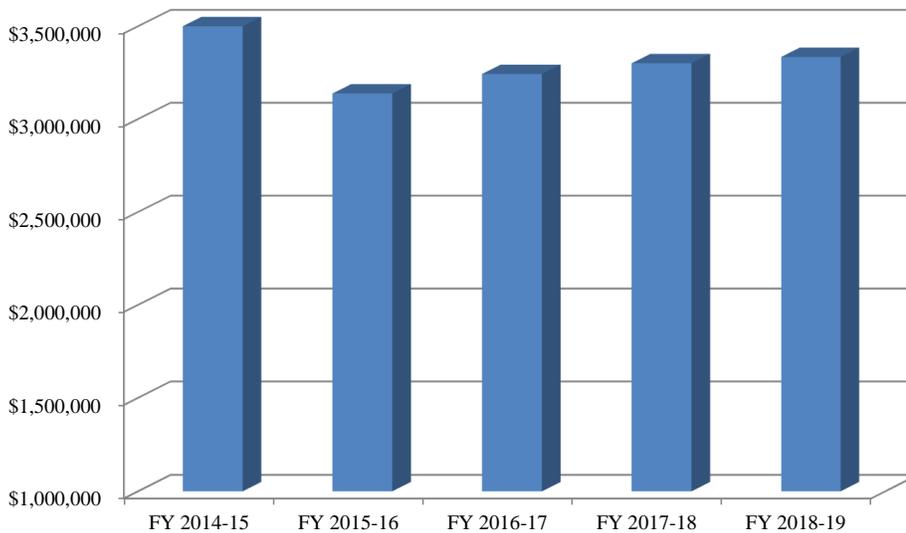
⊙ Business Registration Fee = \$17,000

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

⊙ Solid Waste Disposal Tax = \$20,000

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

**Intergovernmental Revenues**  
**Budget = \$3,334,967**



## Intergovernmental Revenue Detail:

◎ Beer and Wine Tax = \$135,000

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

◎ Utility Franchise Tax = \$1,866,000

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

◎ Video Programming Fees = \$249,000

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

◎ Build America Bonds = \$73,770

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

◎ PEG Channel Reimbursement = \$63,166

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

◎ Powell Bill Distribution = \$745,000

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

◎ USDOJ Vest Program = \$3,575

This source of revenue represents a reimbursement to the Town by the US Department of Justice for the purchase of bullet-proof vests for the Police Department.

◎ School Resource Officer = \$106,136

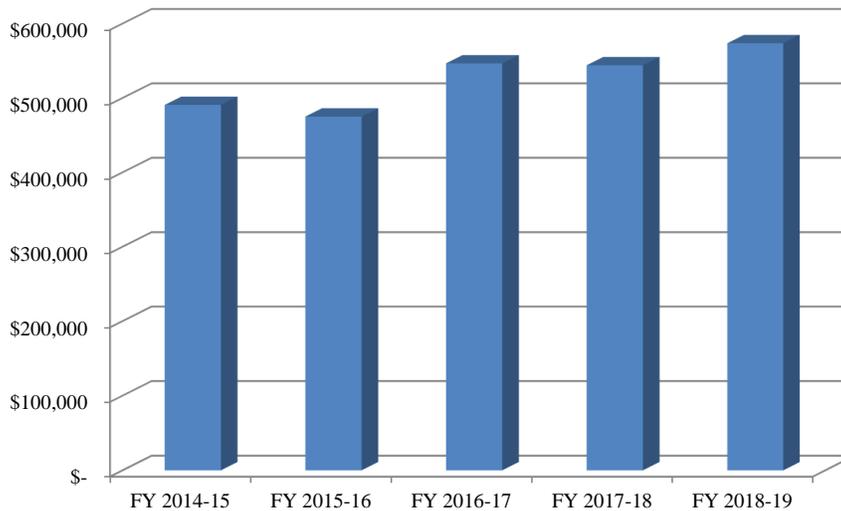
The NC General Assembly allocates funds to county school systems for ensuring a safe environment for students. Wake County Public School System helps agencies offset the cost of local school resource officers, which are placed at the two local high schools and middle schools.

◎ GHSP Body Camera Grant = \$83,320

This funding is part of new program within the Governor's Highway Safety Program which distributes federal funds to municipalities to be used toward the acquisition of body camera units. The Town will be expanding its current body camera program through this two-year grant with matching required funding.

## Sales and Services

Budget = \$573,573



### Sales and Services Revenue Detail:

•Recreation Fees = \$233,348

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

•Facility Rental Fees = \$260,000

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

•Auditorium Concessions = \$3,500

The GPAC facility offers concessions to patrons of various performances.

•Special Refuse Collection Fees = \$3,775

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

•Refuse Cart Fees = \$25,000

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

•Contracted Collection Fees = \$4,950

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

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

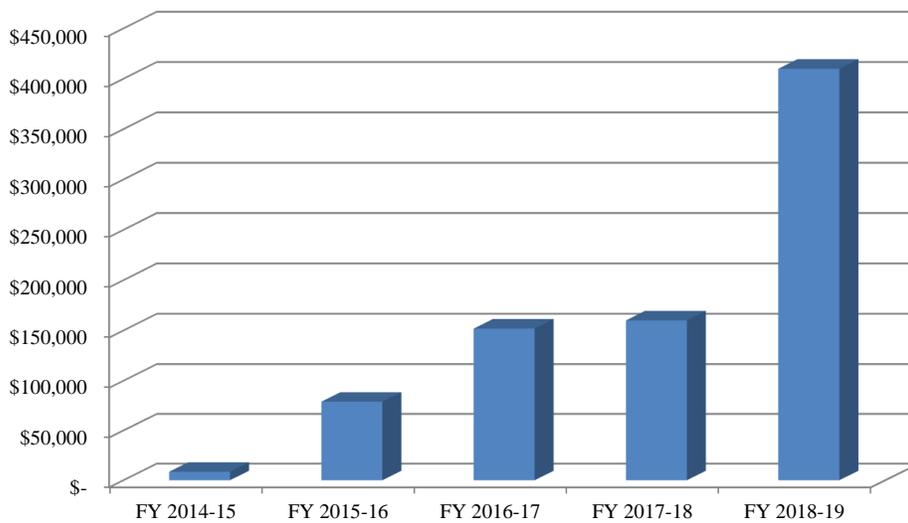
①NC DOT Mowing Agreement = \$23,000

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

②City of Raleigh Street Repairs = \$20,000

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

**Investment Revenues**  
**Budget = \$410,000**



**Investment Revenue Detail:**

①Investment Revenues = \$410,000

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

**Other Revenues**  
**Budget = \$163,250**

**Other Revenue Detail:**

◉Wake County Landfill Reimbursement = \$95,000

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

◉Assessments = \$5,000

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

◉Code Enforcement Fines = \$20,000

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

◉Officer Fees and Parking Violations = \$10,000

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

◉Miscellaneous Revenues = \$33,250

**Other Financing Sources**  
**Budget = \$3,083,131**

**Other Financing Sources Detail:**

◉Transfers from Reserves = \$473,893

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

◉Sale of Fixed Assets = \$45,000

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

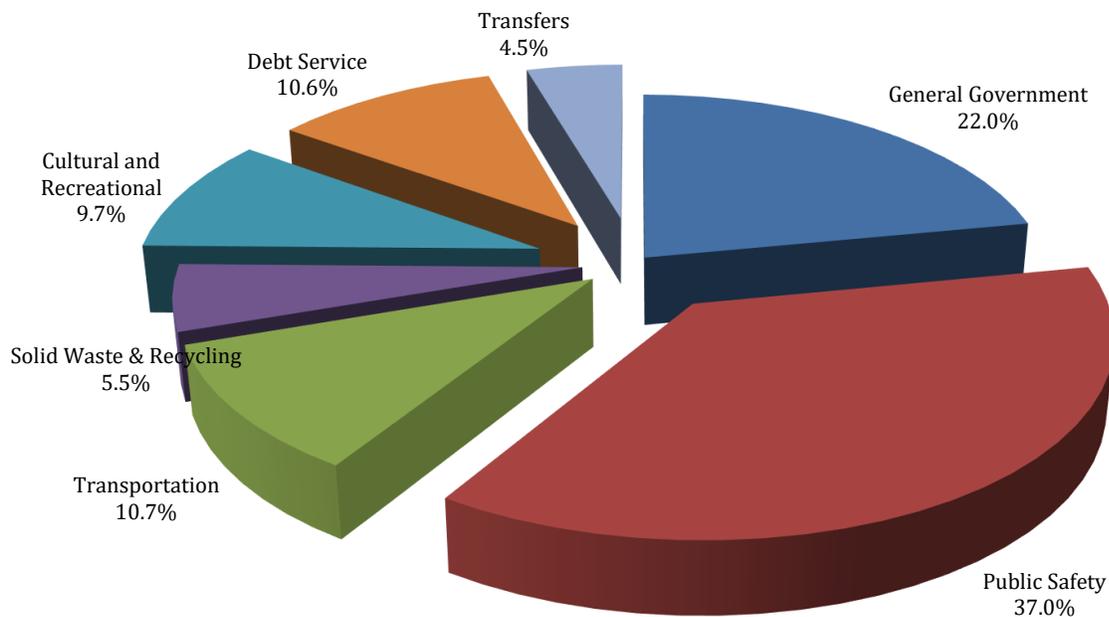
◉Appropriated Fund Balance = \$2,564,238

In addition to the Town's unassigned general fund balance (\$897,241), this budget also includes appropriations from the Powell Bill's established fund balance (\$518,740) and Bond Debt Capital Reserve (\$1,148,257).

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

Category	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	% Change from FY 17-18
	Actual	Adopted	Revised	Manager Recommended	Council Approved	
General Government	\$ 6,212,951	\$ 7,058,039	\$ 7,468,693	\$ 7,757,670	\$ 7,750,228	9.8%
Public Safety	11,605,337	12,797,860	13,148,422	13,045,288	13,044,176	1.9%
Transportation	2,656,663	3,210,162	3,593,752	3,423,720	3,773,720	17.6%
Solid Waste & Recycling	1,888,478	1,922,038	1,925,038	1,952,169	1,952,169	1.6%
Cultural and Recreational	6,045,834	3,156,391	3,133,273	3,413,123	3,405,327	7.9%
Debt Service	3,435,669	3,924,469	3,924,469	3,717,729	3,717,729	-5.3%
Transfers	-	1,132,519	1,364,144	1,588,733	1,588,733	40.3%
<b>Total General Fund</b>	<b>\$ 31,844,932</b>	<b>\$ 33,201,478</b>	<b>\$ 34,557,791</b>	<b>\$ 34,898,432</b>	<b>\$ 35,232,082</b>	<b>6.1%</b>

**Fiscal Year 2018-19 General Fund Expenditures and Transfers**



**TOWN OF GARNER**  
**GENERAL FUND FY 2018 - 2019 APPROVED 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	Manager Recommended	Council Approved
<i>Governing Body</i>					
Town Council	\$ 219,107	\$ 288,528	\$ 288,528	\$ 252,111	\$ 243,669
Legal Services	90,157	92,617	142,617	92,617	93,617
Total Governing Body	309,264	381,145	431,145	344,728	337,286
<i>Administration</i>					
Town Manager	485,712	592,618	612,194	654,552	654,552
Town Clerk	146,259	160,200	160,200	165,310	165,310
Human Resources	263,530	301,239	309,139	318,065	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	1,568,382	1,568,382
<i>Finance</i>	692,373	790,427	850,427	852,265	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	755,694	759,690	759,690
<i>Building Inspections</i>	907,559	1,022,307	1,034,847	1,097,915	1,097,915
<i>Engineering</i>	588,223	624,908	624,908	610,780	610,780
<i>Information Technology</i>	553,416	590,305	593,850	545,135	545,135
<i>Police</i>	7,468,492	8,158,638	8,490,160	7,898,857	7,898,857
<i>Fire and Rescue</i>	2,912,321	3,279,369	3,285,869	3,409,133	3,408,021
<i>Public Works</i>					
Administration	416,694	438,300	450,300	409,421	409,421
Streets	1,733,947	1,799,232	1,739,611	1,828,652	2,098,652
Powell Bill	459,174	956,612	1,345,435	779,030	1,255,329
Public Grounds Management	977,741	1,088,499	1,088,499	1,043,532	1,043,532
Snow Removal	46,848	16,018	58,406	10,318	10,318
Solid Waste	1,888,478	1,922,038	1,925,038	1,952,169	1,952,169
Public Facilities Management	701,361	837,225	911,475	1,025,862	1,025,862
Fleet Management	323,177	354,165	345,519	364,507	364,507
Total Public Works	6,547,420	7,412,089	7,864,283	7,413,491	8,159,790

(continued)

**TOWN OF GARNER**  
**GENERAL FUND EXPENDITURE ADOPTED BUDGET FY 2018-19**

Expenditures by Program/Department	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
<i>Parks, Recreation and Cultural Resources</i>					
Administration	\$ 3,504,281	\$ 351,419	\$ 314,419	\$ 323,542	\$ 323,542
Cultural Arts & Events	407,328	567,653	569,016	557,405	557,405
Marketing and Special Events	-	-	-	38,935	38,935
Youth & Athletic	446,368	509,043	509,043	711,394	703,598
Adult & Senior	313,263	323,261	330,120	303,986	303,986
Outdoor Adventure	233,075	138,887	144,547	149,104	149,104
Program Partners	163,779	177,629	177,629	177,140	177,140
<b>Total PRCR</b>	<b>5,068,094</b>	<b>2,067,892</b>	<b>2,044,774</b>	<b>2,261,506</b>	<b>2,253,710</b>
<i>Debt Service</i>					
Principal	2,150,627	2,683,250	2,683,250	2,555,492	2,555,492
Interest	1,285,042	1,241,219	1,241,219	1,162,237	1,162,237
<b>Total Debt Service</b>	<b>3,435,669</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	68,004	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>1,358,208</b>	<b>1,358,208</b>
<i>Other Funds</i>					
Multi-year Operating Fund	-	-	87,000	100,000	100,000
Vehicle and Equipment Replacement	-	-	20,625	883,000	486,701
IT Equipment Replacement	-	-	-	209,200	209,200
<b>Total Other Funds</b>	<b>-</b>	<b>-</b>	<b>107,625</b>	<b>1,192,200</b>	<b>795,901</b>
<i>Transfers</i>					
Transfer to Grant Fund	-	-	10,000	-	-
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>1,256,519</b>	<b>1,565,999</b>	<b>1,565,999</b>
<b>Total General Fund Expenditures</b>	<b>\$ 31,844,932</b>	<b>\$ 33,201,478</b>	<b>\$ 34,557,791</b>	<b>\$ 34,898,432</b>	<b>\$ 35,232,082</b>

**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	ADOPTED
Police	Vehicle Replacement (7) and New Vehicles (5)	\$ 497,882	\$ 331,882
Public Works - Powell Bill/Streets	Annual Street Resurfacing Program	475,000	750,000
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>\$ 1,522,266</b>

**Operating Capital**

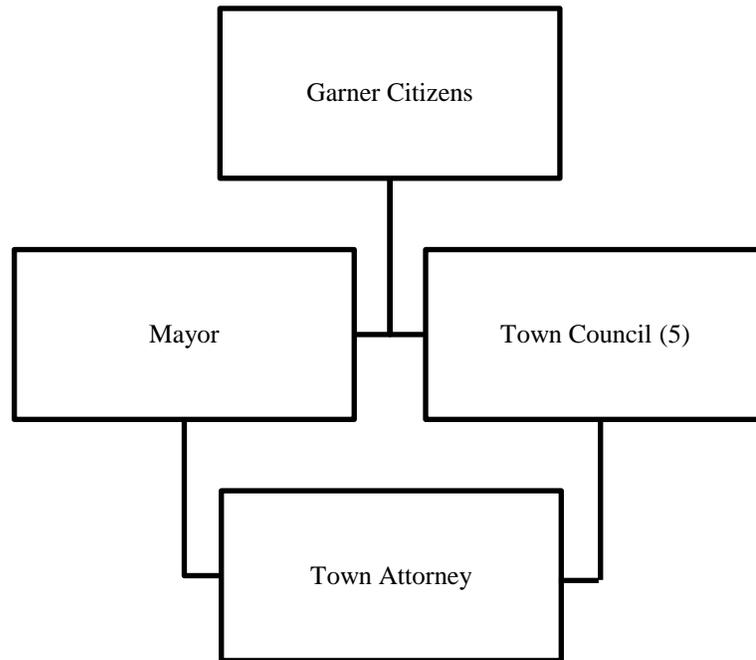
*Operating Capital* is defined by the Town of Garner as a capital outlay for all other assets that are unable to be defined as a *capital asset* due to their individual cost, useful life, or recurring nature. Items included in this list are non-recurring in nature and considered to be of a "significant 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	ADOPTED
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>

## **DEPARTMENTAL BUDGET DETAIL**

## Governing Body

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### Mission

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

### Summary

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

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

## Governing Body

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Town Council	\$219,107	\$288,528	\$288,528	\$252,111	\$243,669
Legal Services	90,157	92,617	142,617	92,617	93,617
<b>Total Expenditures</b>	<b>\$309,264</b>	<b>\$381,145</b>	<b>\$431,145</b>	<b>\$344,728</b>	<b>\$337,286</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 AAA by S&P and Aa1 by Moody's Investors Services.
- Continued partnership with the City of Raleigh Utility Bill Assistance Program which aids low income residents who struggle to pay their utility bill
- Continued partnership with Rebuilding Together of the Triangle to fund home repairs for lower-income homeowners 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.

## Governing Body

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### *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.

## Governing Body

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
Town Council	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
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	39,247
<b>Town Council Total</b>	<b>219,107</b>	<b>288,528</b>	<b>288,528</b>	<b>252,111</b>	<b>243,669</b>

### FY 2019 Major Funding Changes

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

- A decrease of \$44,859 is primarily based on the elimination of one-time costs associated with providing Election Day services and the Town Hall Grand Opening.

## Governing Body

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### **LEGAL SERVICES**

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

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

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

## Governing Body

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</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	2,845
Filing Fees	-	1,200	1,200	1,200	1,200
Departmental Supplies	-	480	480	480	480
Contract Services	3,830	5,000	55,000	5,000	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>92,617</b>	<b>93,617</b>

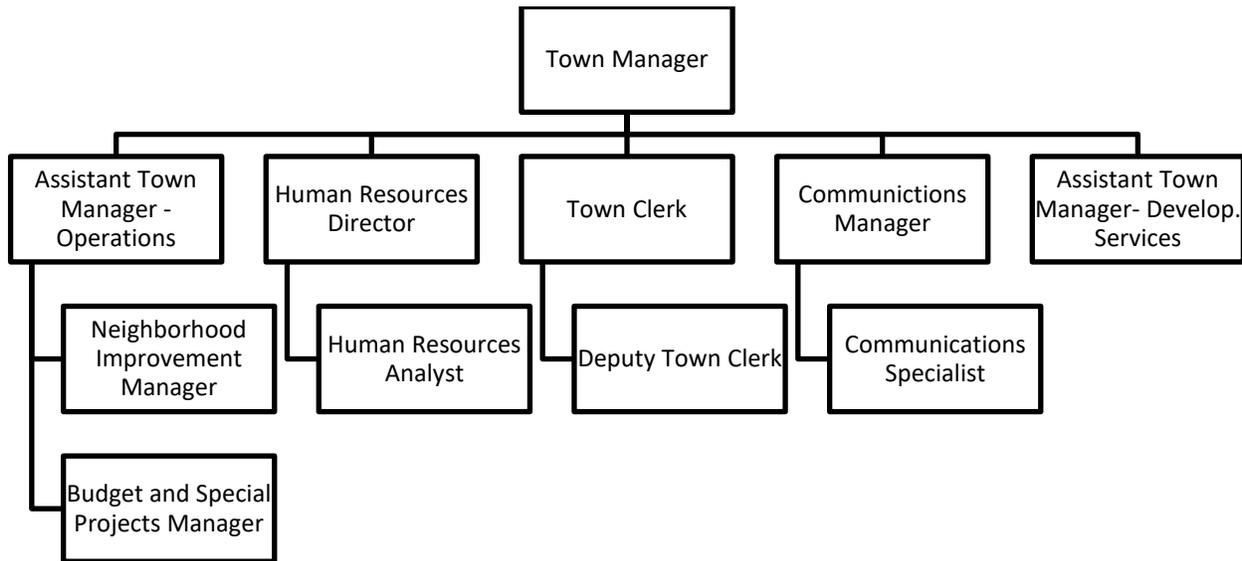
### FY 2019 Major Funding Changes

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

- An increase of \$1,000 is based on additional Travel and Training requirements.

## Administration Department

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



### Expenditure Summary

Funding Categories	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Town Manager	\$485,712	\$592,618	\$612,194	\$654,552	<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	318,065	<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>10,924</b>
Total	\$1,180,594	\$1,395,700	\$1,453,078	\$1,568,382	<b>\$1,568,382</b>

## Administration Department

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### **TOWN MANAGER**

#### **Mission**

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

#### **Summary**

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

#### ***Fiscal Year 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 AAA from S&P and 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)

## Administration Department

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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.

### Position Summary

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>

## Administration Department

### Budget Summary

Town Manager	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
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	-	-	-	-
Telephone	3,076	2,544	2,544	2,544	2,544
Printing	108	-	-	-	-
Travel and Training	19,607	25,550	25,550	22,507	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>654,552</b>	<b>654,552</b>

### FY 2019 Major Funding Changes

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

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

# Administration Department

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## TOWN CLERK

### Mission

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

### Summary

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

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

### *Fiscal Year 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)

## Administration Department

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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.

## Administration Department

### Position Summary

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

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Town Clerk</b>	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
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>

### FY 2019 Major Funding Changes

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

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

## Administration Department

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### Key Performance Measures

Measure	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
Council Meeting Agendas Available on Town Website 48 hours Prior to Meeting	100%	100%	100%
Public Notices for Official Meetings Issued 48 hours Prior to Meeting	100%	100%	100%
Respond to Public Records Requests With Two Business Days	100%	100%	100%
Preparation of Meeting Minutes Within 45 Days	100%	100%	100%
Scan and Index Records Created Prior to 2002	15%	25%	30%
Administer Records Management Program	N/A	15%	20%

# Administration Department

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## Human Resources

### Mission

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

### Summary

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

### *Fiscal Year 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)

## Administration Department

### 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.

### Position Summary

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

### Budget Summary

Human Resources	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018 - 2019 Manager Recommended	FY 2018 - 2019 Council Approved
Salaries	143,388	150,751	150,751	155,697	155,697
Longevity	1,000	1,000	1,000	1,000	1,000
FICA	11,517	11,609	11,609	11,974	11,974
Group Insurance	17,717	20,654	20,654	23,701	23,701
Retirement	18,539	19,031	19,031	19,912	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 & 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
Pers Supp	280	800	-	-	-
Contract Services	23,160	35,804	43,704	32,660	32,660
Dues and Subscriptions	1,364	1,798	1,798	1,798	1,798

## Administration Department

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>318,065</b>	<b>318,065</b>

### FY 2019 Major Funding Changes

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

- An increase of \$16,826 is primarily associated with personnel related adjustments.

### Key Performance Measures

Measure	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
% of Employees Completing the Probationary Period Successfully	94%	100%	100%
Full-time Employee Turnover Rate	6%	5%	5%
% of Full-time Employees with Longevity (10 Years or Greater)	40%	41%	N/A
% of Positions Requiring Grade Change	30%	32%	0%

## Administration Department

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### COMMUNICATIONS

#### Mission

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

#### Summary

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

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

#### *Fiscal Year 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.

## Administration Department

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- 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.

## Administration Department

### Position Summary

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

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Communications</b>	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
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>

### FY 2019 Major Funding Changes

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

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

## Administration Department

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### Key Performance Measures

Measure	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
average monthly sessions on garnernc.gov	16,650	16,566	17,000
% annual increase in Facebook followers	37%	16%	20%

### **NEIGHBORHOOD IMPROVEMENT**

#### **Mission**

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

#### **Summary**

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

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

#### ***Fiscal Year 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)

## Administration Department

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### *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.

## Administration Department

### Position Summary

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

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Neighborhood Improvement</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Manager Recommended</b>	<b>Council Approved</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>

### FY 2019 Major Funding Changes

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

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

## Administration Department

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### Key Performance Measures

Measure	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
Number of Calls for Service Answered	100	105	100
Number of HOA Meetings Held	5	6	6

## Administration Department

### **SAFETY AND COMPLIANCE**

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

### **Budget Summary**

	FY 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>Manager Recommended</b>	<b>Council Approved</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>

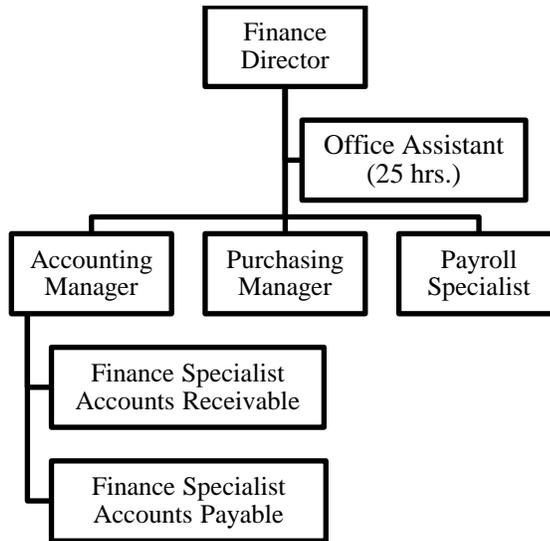
### **FY 2019 Major Funding Changes**

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

- No changes have been made as part of the FY 2019 budget development process.

# Finance Department

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## Mission

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

## Summary

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

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

## Finance Department

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Department also provides collections for the City of Raleigh Utilities and Wake County Revenue.

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

### *Fiscal Year 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)

## Finance Department

### 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.

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Finance Administration	\$692,373	\$790,427	\$850,427	\$852,265	<b>\$852,265</b>
<b>Total Expenditures</b>	<b>\$692,373</b>	<b>\$790,427</b>	<b>\$850,427</b>	<b>\$852,265</b>	<b>\$852,265</b>

### Position Summary

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

## Finance Department

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</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	57,914	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	2,915	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	7,850	7,850
Contact Services	52,457	84,553	144,553	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>850,427</b>	<b>852,265</b>	<b>852,265</b>

### FY 2019 Major Funding Changes

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

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

## Finance Department

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### Key Performance Measures

Measure	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
Audit Submitted on Time	Yes	Yes	Yes
CAFR Award Received	Yes	Yes	Yes
PAFR Award Received	N/A	Yes	Yes

# Economic Development

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### Mission

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

### Summary

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

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

## Economic Development

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### *Fiscal Year 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.

## Economic Development

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.

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
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	<b>52,539</b>
<b>Total Expenditures</b>	<b>\$258,406</b>	<b>\$293,056</b>	<b>\$494,106</b>	<b>\$302,414</b>	<b>\$302,414</b>

### Position Summary

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>

## Economic Development

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</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>

### FY 2019 Major Funding Changes

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

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

## Economic Development

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### Key Performance Measures

<b>Measure</b>	<b>Actual FY 2016-17</b>	<b>Actual FY 2017-18</b>	<b>Target FY 2018-19</b>
% of Total Business Requests that Garner Submitted Proposals For	80%	74%	70%
% of Submitted Proposals that Resulted in a Site Visit	7%	15%	16%
# of Local Businesses Visited	30	20	20
National Main Street Accreditation Achieved	Yes	Yes	Yes

## Economic Development

### **ECONOMIC DEVELOPMENT PARTNERS**

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

#### *Garner Chamber of Commerce*

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

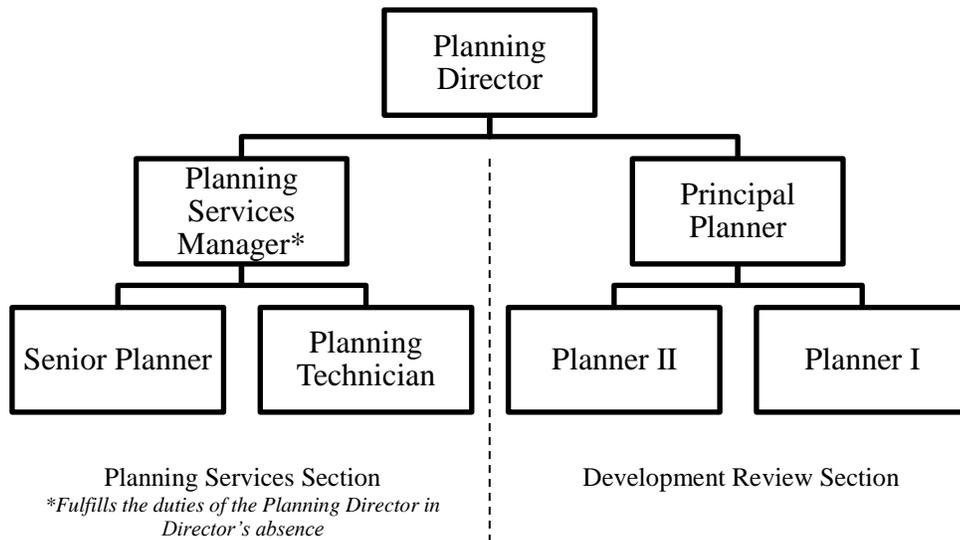
The mission of the **Downtown Garner Association (DGA)** is to foster and support the development of the Downtown/North Garner area as a vibrant business, residential, entertainment, and cultural center through appropriate revitalization, redevelopment, and preservation activities in partnership with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

### **Expenditure Summary**

<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	<b>\$19,539</b>
Garner Chamber of Commerce	\$32,965	\$33,000	\$33,000	\$33,000	<b>\$33,000</b>
Downtown Grant Program	\$0	\$0	\$75,000	\$0	<b>\$0</b>
Railroad Protective Liability	\$2,000	\$0	\$0	\$0	<b>\$0</b>
Total	\$49,504	\$50,039	\$125,039	\$52,539	<b>\$52,539</b>

# Planning Department

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## Mission

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

## Summary

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

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

Senior staff manage consultant contracts for the Department as assigned; and manage the annexation, subdivision review and text amendment processes. They also review land-use development applications for compliance with the Comprehensive Growth Plan, Unified

## Planning Department

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

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

### *Fiscal Year 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.

## Planning Department

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### Goals

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

### 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

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Planning	\$761,313	\$786,217	\$755,694	\$759,690	\$759,690
Total	\$761,313	\$786,217	\$755,694	\$759,690	\$759,690

## Planning Department

### Position Summary

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
Total	7	-	7

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</b>
Salaries	406,869	462,124	427,665	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	29,842	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>755,694</b>	<b>759,690</b>	<b>759,690</b>

## Planning Department

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### FY 2019 Major Funding Changes

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

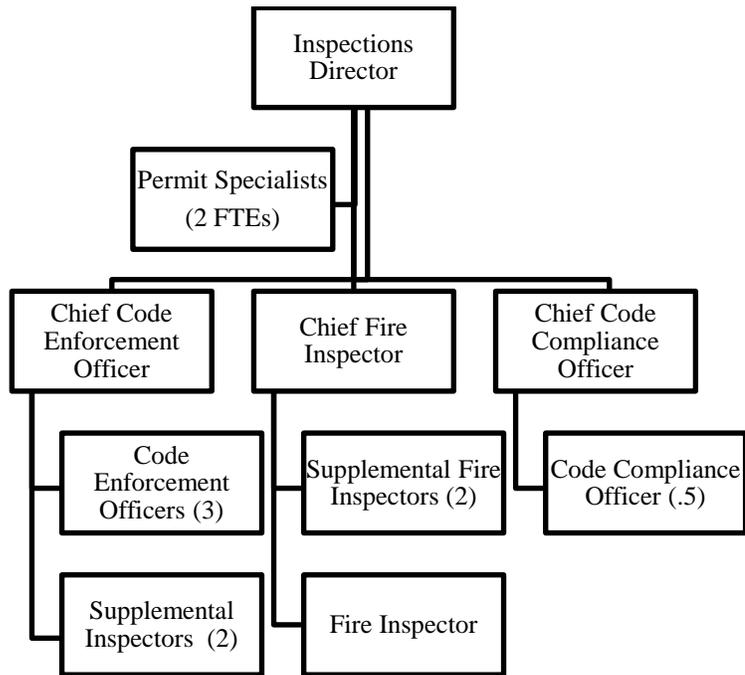
- A decrease of \$26,527 is primarily based on funding for the Unified Development Ordinance being included in a Multi-year Operating Fund. This initiative received funding of \$50,000 in the FY 2017 – 2018 Adopted Budget.

### Key Performance Measures

Measures	Actual FY 2017	Actual FY 2018	Target FY 2019
Hours of Professional/Technical Training Attended	N/A	105.25	56
Avg. # of Business Days for First Site/Subdivision Complete Set Plan Review	N/A	30.74	16
Improve the Street Connectivity Index (Town and ETJ)	N/A	1.28	1.29
Increase % of Town Housing Units within .5 miles of Fresh Produce Purchase	N/A	48.4%	50%
Increase % of Town Housing Units within .5 miles of Public-Accessible Park/Recreation Facility (includes Uninterrupted Sidewalks of at Least .5 miles in Length)	N/A	86.3%	87%

# Inspections Department

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## Mission

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

## Summary

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

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

## Inspections Department

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

### ***Fiscal Year 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.

## Inspections Department

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

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Inspections	\$907,559	\$1,022,307	\$1,034,847	\$1,097,915	<b>\$1,097,915</b>
Total	\$907,559	\$1,022,307	\$1,034,847	\$1,097,915	<b>\$1,097,915</b>

### Position Summary

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

## Inspections Department

### Budget Summary

Inspections	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
Salaries	515,100	601,350	566,890	616,406	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	55,051	55,051
Group Insurance	92,412	121,218	121,218	129,747	129,747
Retirement	68,369	77,367	77,367	80,212	80,212
Postage	1,216	1,045	1,045	1,045	1,045
Telephone	4,487	5,508	5,508	5,235	5,235
Printing	165	750	750	750	750
Travel and Training	11,203	21,595	21,595	22,000	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	3,150	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	-	47,000	-	-
<b>Inspections Total</b>	<b>907,559</b>	<b>1,022,307</b>	<b>1,034,847</b>	<b>1,097,915</b>	<b>1,097,915</b>

### FY 2019 Major Funding Changes

#### *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.

## Inspections Department

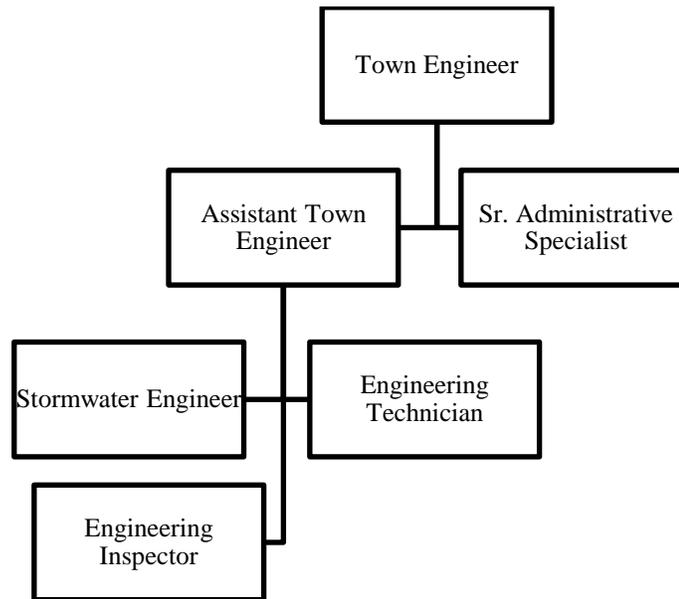
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### Key Performance Measures

<b>Indicators</b>	<b>Actual FY 2016-17</b>	<b>Actual FY 2017-18</b>	<b>Projected FY 2018-19</b>
# of Inspections Performed	5,244	9,802	10,500
# of Housing/Nuisance Cases Reviewed	293	450	500

# Engineering Department

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## Mission

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

## Summary

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

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

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

## *Fiscal Year 2017-2018 Accomplishments*

- Thompson Road sidewalk project completed
- Annual street resurfacing project completed
- Design of New Rand Road improvements started

## Engineering Department

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- 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

### Expenditure Summary

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

## Engineering Department

### Position Summary

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

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</b>
Salaries	404,610	427,290	427,290	413,634	413,634
Salaries - Overtime	211	-	-	-	-
Longevity	9,544	9,391	9,391	7,892	7,892
FICA	31,893	32,635	32,635	31,854	31,854
Group Insurance	59,260	69,155	69,155	73,347	73,347
Retirement	53,960	54,760	54,760	53,091	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	1,786	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	4,260	4,260
Dues and Subscriptions	550	1,558	1,558	1,558	1,558
Equipment	-	-	-	-	-
<b>Engineering Total</b>	<b>588,223</b>	<b>624,908</b>	<b>624,908</b>	<b>610,780</b>	<b>610,780</b>

# Engineering Department

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## FY 2019 Major Funding Changes

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

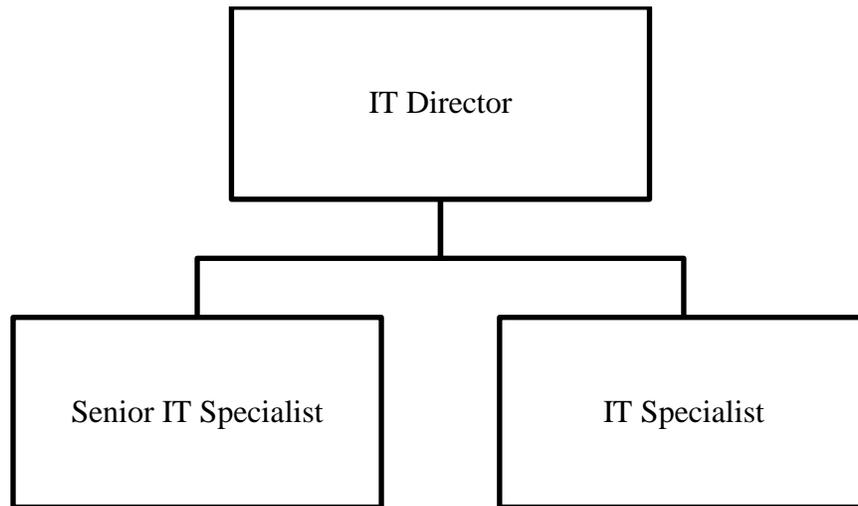
- A decrease of \$14,128 is primarily based on personnel related adjustments.

## Key Performance Measures

Measures	Actual FY 2016-17	Estimated FY 2017-18	Target FY 2018-19
# of Projects Bid	7	6	6
Value of Public Properties Constructed	\$8.4 million	\$ 9 million	\$4.1 million
# of Development Plans Reviewed	30	40	35
# of Lots Inspected	125	150	150

## Information Technology Department

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### Mission

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

### Summary

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

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

### *Fiscal Year 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

## Information Technology Department

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- 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.

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Information Technology	\$553,416	\$590,305	\$593,850	\$545,135	\$545,135
Total	\$553,416	\$590,305	\$593,850	\$545,135	\$545,135

### Position Summary

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

## Information Technology Department

### Budget Summary

Information Technologies	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018 - 2019 Manager Recommended	FY 2018 - 2019 Council Approved
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	79,908	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	62,733	37,416	37,416
Contract Services	107,339	96,136	96,136	81,342	81,342
Dues and Subscriptions	160	500	500	500	500
Vehicle	-	21,112	24,657	-	-
<b>Information Technologies Total</b>	<b>553,416</b>	<b>590,305</b>	<b>593,850</b>	<b>545,135</b>	<b>545,135</b>

### FY 2019 Major Funding Changes

*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.

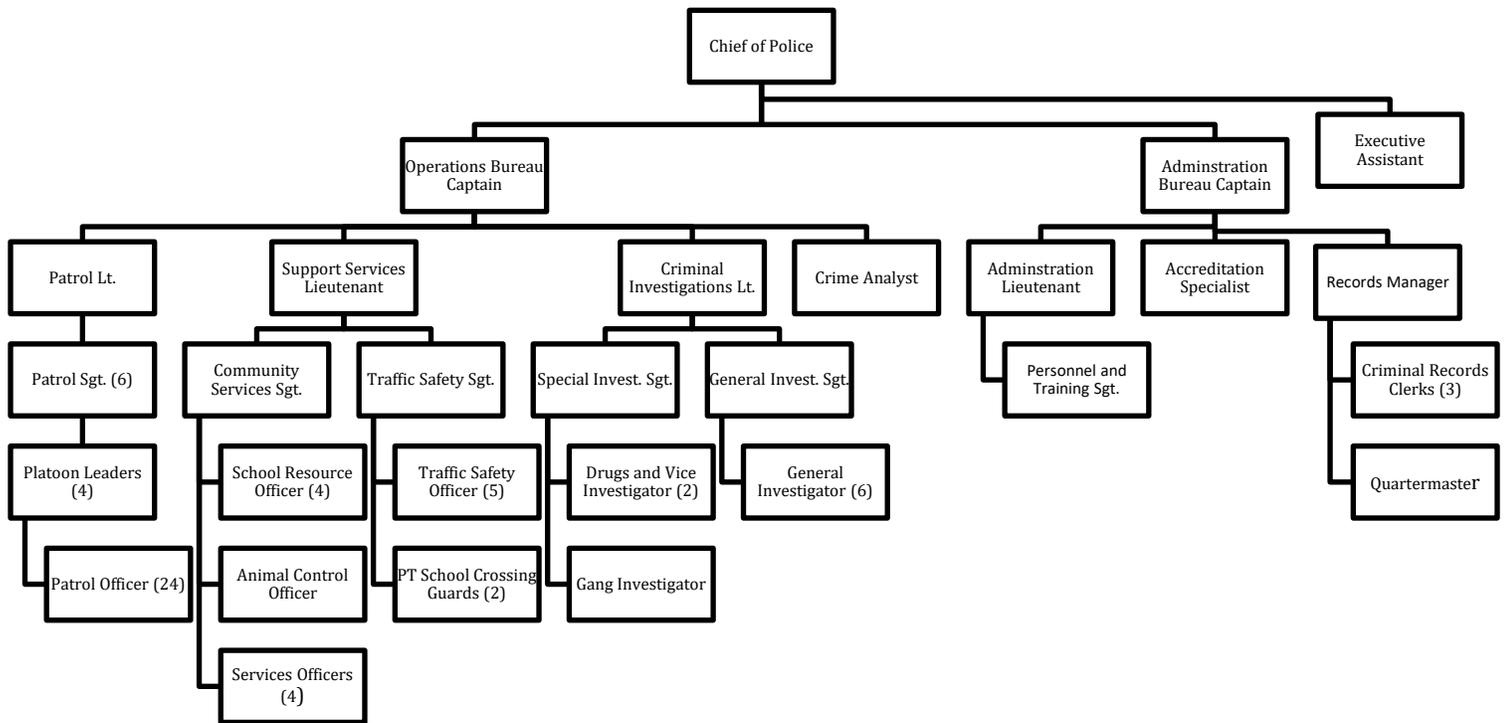
# Information Technology Department

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## Key Performance Measures

<b>Measure</b>	<b>Actual FY 2016-17</b>	<b>Estimated FY 2017-18</b>	<b>Target FY 2018-19</b>
Project/Ticket Completion Avg. In Days	12.10	11.30	10.00
IT Helpdesk Ticket Timeframe Grade	5 out of 5	5 out of 5	5 out of 5
IT Helpdesk Ticket Overall Satisfaction Grade	5 out of 5	5 out of 5	5 out of 5
# of Major Projects that Met Target Date	5 out of 5	3 out of 3	3 out of 3

# Police Department



## Mission

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

## Summary

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

# Police Department

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Our Values include:

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

## *Fiscal Year 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.

## Police Department

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.

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Police	\$7,468,492	\$8,158,638	\$8,490,160	\$7,898,857	\$7,898,857
Total	\$7,468,492	\$8,158,638	\$8,490,160	\$7,898,857	\$7,898,857

### Position Summary

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>
Total	73.5	5.0	<b>75.5</b>

## Police Department

### Budget Summary

Police	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
Salaries	4,167,861	4,364,481	4,421,486	4,410,658	4,410,658
Salaries - Overtime	59,207	47,000	50,000	47,000	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	370,140	369,511	369,511
Group Insurance	694,252	831,017	828,017	937,468	937,468
Retirement	585,076	590,963	598,516	606,368	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	55,867	69,043	69,043
Special Events	6,978	6,850	6,850	7,950	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	130,000	134,205	134,205
Departmental Supplies	48,619	52,329	55,329	56,279	56,279
Departmental Supplies Asset Forfeiture	70,376	-	-	-	-
Equipment Non-Capital	40,215	363,513	670,206	112,275	112,275
Vet Supplies and Support	5,804	8,000	8,500	8,000	8,000
Drug & Information Purchases	-	1,000	-	1,000	1,000
Uniforms	42,762	51,150	57,150	58,250	58,250
Contract Services	396,113	454,985	435,485	547,541	547,541
Dues and Subscriptions	3,074	3,500	3,500	3,500	3,500
Physical Exams	9,010	8,650	11,650	12,650	12,650
Equipment	-	-	-	-	-
Equipment Asset Forfeiture	10,905	-	-	-	-

## Police Department

Vehicle	342,379	308,688	288,598	-	-
<b>Total Police</b>	<b>7,468,492</b>	<b>8,158,638</b>	<b>8,490,160</b>	<b>7,898,857</b>	<b>7,898,857</b>

### FY 2019 Major Funding Changes

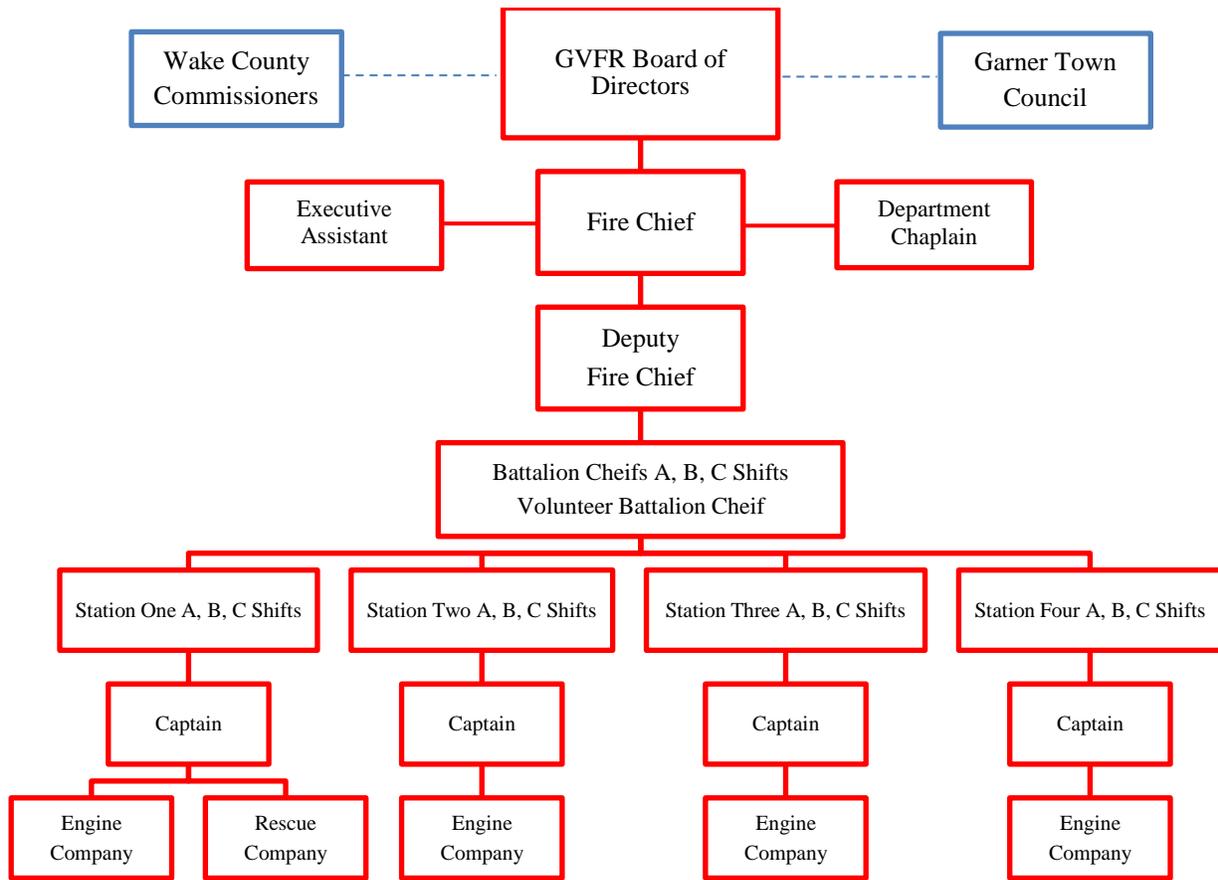
The following summarizes major funding adjustments from the FY 2017 – 2018 Adopted Budget to the FY 2018 – 2019 Recommended Budget:

- 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 expenses associated with replacement radios no longer being included.

### Key Performance Measures

Measure	Actual FY 2016-2017	Actual FY 2017-2018	Target FY 2018-2019
Average response time for priority 0, 1, and 2 calls for service	8.7 Minutes	8.8 Minutes	8.5 Minutes
Clearance Rate for Part I Violent Crimes	67%	69%	70%
Clearance Rate for Part I Property Crimes	31%	48%	45%
% of Officers meeting mandatory fitness standards	100%	98%	100%
Total calls for Service	35,404	36,684	38,142
Officer Initiated Calls for Service	14,238	12,646	10,394
Incident Reports Taken	2,482	2,423	2,447
Crashes Investigated	1,353	1,391	1,285
Alarm Responses	2,108	2,036	2,057
Animal Related Calls	896	963	978
Larceny Reports Taken	834	846	859
Custody Arrests	992	1,170	1,143

# Garner Volunteer Fire-Rescue, Inc.



## Mission

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

## Summary

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

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

## Garner Volunteer Fire-Rescue, Inc.

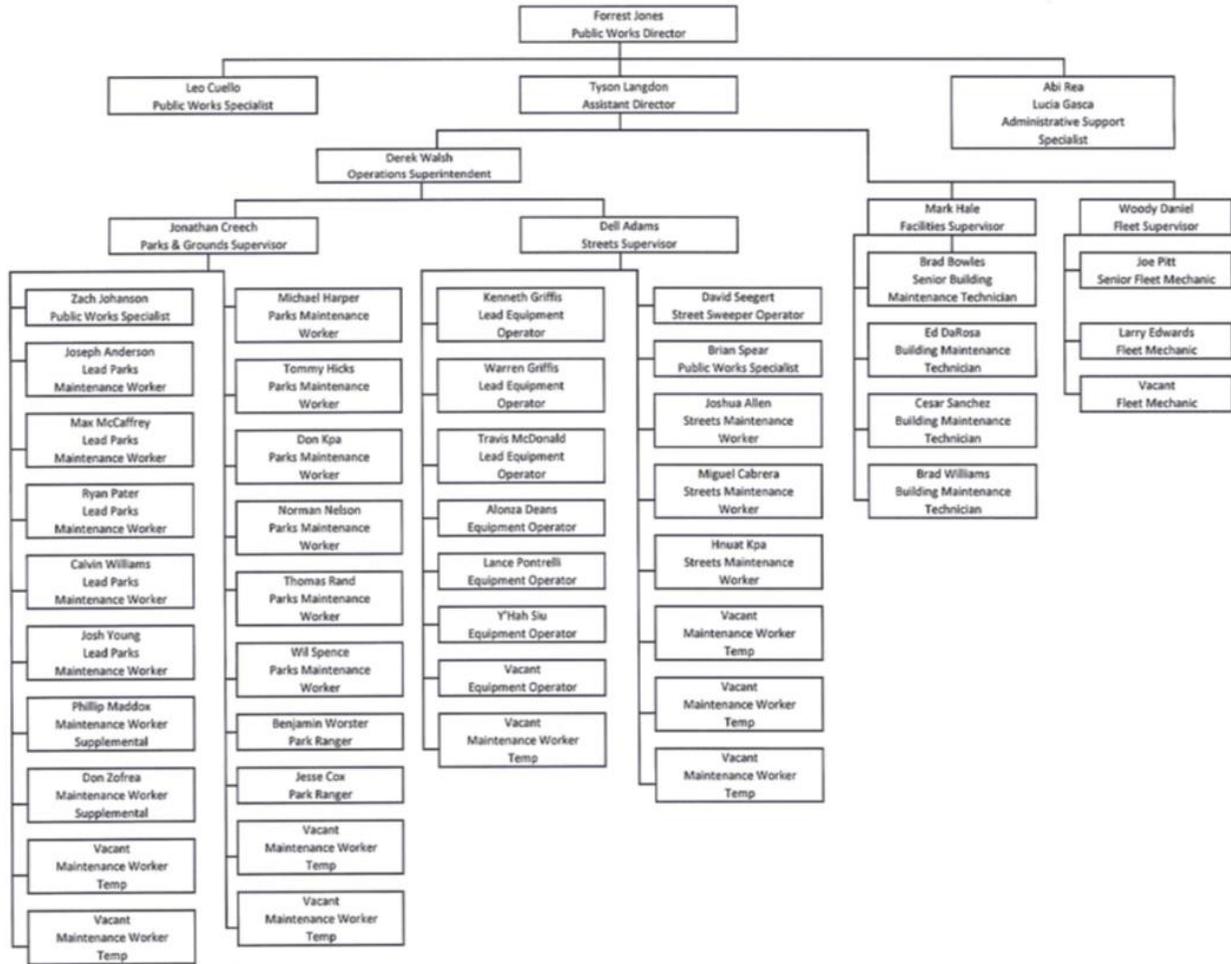
### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Fire Services	\$2,912,321	\$3,279,369	\$3,285,869	\$3,409,133	<b>\$3,408,021</b>
Total	\$2,912,321	\$3,279,369	\$3,285,869	\$3,409,133	<b>\$3,408,021</b>

### Budget Summary

Fire Services	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Equipment Non-Capital	-	137,196	137,196	15,424	15,424
Uniforms	-	16,838	15,946	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	2,929,008	2,929,008
Equipment	39,420	20,329	27,721	234,635	234,635
Debt Payments	-	-	-	151,481	150,369
<b>Total Fire Services</b>	<b>2,912,321</b>	<b>3,279,369</b>	<b>3,285,869</b>	<b>3,409,133</b>	<b>3,408,021</b>

# Public Works



## Mission

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

## Summary

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

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

## Public Works

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environment and strives to exceed standards in service levels in a productive, cost effective, and sustainable manner.

### *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.

## Public Works

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
Administration	\$416,694	\$438,300	\$450,300	\$409,421	\$409,421
Streets	1,733,947	1,799,232	1,739,611	1,828,652	2,098,652
Powell Bill	459,174	956,612	1,345,435	779,030	1,255,329
Public Grounds Management	977,741	1,088,499	1,088,499	1,043,532	1,043,532
Snow Removal	46,848	16,018	58,406	10,318	10,318
Solid Waste	1,888,478	1,922,038	1,925,038	1,952,169	1,952,169
Public Facilities Management	701,361	837,225	911,475	1,025,862	1,025,862
Fleet Management	323,177	354,165	345,519	364,507	364,507
Total	\$6,547,420	\$7,412,089	\$7,864,283	\$7,413,491	\$8,159,790

### 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.

## Public Works

### Position Summary

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

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</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>

## Public Works

### FY 2019 Major Funding Changes

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.

### Key Performance Measures

Measures	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
% of Work Orders Initiated by Other Town Staff	18%	24%	28%
% of Work Orders Initiated by PW Staff	35%	29%	35%

### 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.

## Public Works

### Position Summary

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

### Budget Summary

	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018 - 2019 Manager Recommended	FY 2018 - 2019 Council Approved
<b>Public Works Streets</b>					
Salaries	559,503	590,426	590,426	617,389	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	52,332	52,332
Group Insurance	115,753	133,260	133,260	164,137	164,137
Retirement	74,998	76,548	76,548	80,612	80,612
Telephone	1,295	1,272	1,272	2,544	2,544
Utilities	552,197	594,231	524,362	536,716	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
Equipment – Non Capital	-	-	-	11,140	11,140
Uniforms	9,532	12,175	12,175	13,615	13,615
Contract Services	202,387	233,916	244,164	233,916	283,916
Street Resurfacing	-	-	-	-	220,000
Dues and Subscriptions	260	300	300	700	700
Equipment	38,515	-	-	-	-
Vehicle	32,166	-	-	-	-
<b>Public Works Streets Total</b>	<b>1,733,947</b>	<b>1,799,232</b>	<b>1,739,611</b>	<b>1,828,652</b>	<b>2,098,652</b>

## Public Works

### FY 2019 Major Funding Changes

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

- An increase of \$299,420 is associated with an increase of \$270,000 for street resurfacing related activities and the addition of two new positions.

### Key Performance Measures

Measures	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
% Recommended Retention Pond Maintenance Performed During Inspection Cycle	95%	75%	98%
% of Utility Cuts Repaired Within Ten Working Days	95%	95%	95%
Code Enforcements Completed Within Five Working Days	95%	95%	95%

### **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.

## Public Works

4. Introduce a maintenance program for future sidewalk and curb replacement.

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Powell Bill</b>	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
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	135,000
Street Resurfacing	61,178	475,000	813,823	475,000	530,000
Landfill	17,411	15,500	15,500	20,200	20,200
Equipment	-	98,000	98,000	-	332,299
Vehicle	169,239	112,000	112,000	-	64,000
<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>1,255,329</b>

### FY 2019 Major Funding Changes

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

- An increase of \$298,717 is primarily associated with increases in street resurfacing related activities and equipment costs.

### Key Performance Measures

Measures	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
Sweeper Cycles on Town Streets	10	9	10
% Goal for In-House Asphalt Patching (3.83 Tons/Mile/Annually)	75%	74%	78%

## Public Works

### **PUBLIC FACILITIES MANAGEMENT**

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

#### *Goals*

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

#### *Objectives*

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

### **Position Summary**

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

## Public Works

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Public Facility Management</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Manager Recommended</b>	<b>Council Approved</b>
Salaries	173,622	183,299	218,299	240,244	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	18,661	18,661
Group Insurance	43,187	50,441	58,241	69,028	69,028
Retirement	23,282	23,654	28,654	31,013	31,013
Telephone	636	2,556	2,556	2,556	2,556
Utilities	132,879	205,636	205,636	231,889	231,889
Water and Sewer Charges	50,617	63,875	63,875	81,205	81,205
Travel and Training	2,324	2,675	2,675	3,875	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	2,550	2,550
Equipment Rental	1,500	1,500	1,500	2,010	2,010
Fuel	4,014	6,258	6,258	7,110	7,110
Departmental Supplies	50,709	47,807	47,807	56,807	56,807
Equipment Non-Capital	801	1,950	1,950	1,000	1,000
Uniforms	2,731	2,880	2,880	3,600	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>1,025,862</b>	<b>1,025,862</b>

### FY 2019 Major Funding Changes

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

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

## Public Works

### Key Performance Measures

Measures	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
Electrical Consumption per Square Foot of Heated Building Area	10.00	10.10	12.50
% of Planned Maintenance Tasks on Schedule	58%	26%	45%

### PUBLIC GROUNDS MAINTENANCE

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

#### *Goals*

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

#### *Objectives*

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

### Position Summary

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

## Public Works

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Public Works Public Grounds Management</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Manager Recommended</b>	<b>Council Approved</b>
Salaries	444,782	508,357	508,357	506,514	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	45,324	45,324
Group Insurance	103,296	132,773	132,773	141,211	141,211
Retirement	59,204	66,223	66,223	66,964	66,964
Telephone	927	1,056	1,056	1,056	1,056
Travel and Training	3,952	3,885	3,885	3,885	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	25,866	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	11,700	11,700
Uniforms	11,938	11,640	11,640	11,640	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	350	350
Equipment	12,250	57,000	57,000	-	-
Vehicle	32,166	-	-	-	-
<b>Public Works Public Grounds Management Total</b>	<b>977,741</b>	<b>1,088,499</b>	<b>1,088,499</b>	<b>1,043,532</b>	<b>1,043,532</b>

## Public Works

### FY 2019 Major Funding Changes

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.

### Key Performance Measures

Measures	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
Developed Acreage Maintained by FTE	23.00	36.33	35.79
Mow All Property at Least Once in Two Week Cycles	Yes	Yes	Yes

### 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.

## Public Works

3. Continue developing a plan for improving effective collection of fleet performance data by working with the VERT team.
4. To improve small engine work area for efficiency and safety.
5. To support customers purchasing new vehicles.

### Position Summary

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

### Budget Summary

Public Works Fleet Management	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018 - 2019 Manager Recommended	FY 2018 - 2019 Council Approved
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	-	15,962	-	-
Uniforms	2,164	2,410	2,410	2,410	2,410
Contract Services	7,006	9,147	9,147	9,886	9,886
Dues and Subscriptions	1,240	1,050	1,050	1,050	1,050
Equipment	-	-	22,592	-	-
<b>Public Works Fleet Management Total</b>	<b>323,177</b>	<b>354,165</b>	<b>345,519</b>	<b>364,507</b>	<b>364,507</b>

## Public Works

### FY 2019 Major Funding Changes

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

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

### Key Performance Measures

Measures	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
% Planned Maintenance	32%	39%	43%
Fleet Fuel Efficiency - Licensed Vehicles MPG	10.30 mpg	10.58 mpg	10.00 mpg

### SOLID WASTE

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

#### Goals

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

#### Objectives

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

## Public Works

### Budget Summary

	FY 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>Manager Recommended</b>	<b>Council Approved</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	1,604,595	1,604,595
Curbside Recycling Program	225,866	228,907	228,907	233,893	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>1,952,169</b>	<b>1,952,169</b>

### FY 2019 Major Funding Changes

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

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

## Public Works

### SNOW REMOVAL

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

#### *Goals*

1. Maintain equipment and raw materials to handle at least five snow and/or ice storms each year. (SD1, SD2, QL1)
2. Have standing crews on streets within one hour of receiving night call. (SD2, QL1)
3. Following an ice event, 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.

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</b>
Equipment Maintenance and Repair	-	4,500	4,500	-	-
Departmental Supplies	4,553	11,518	25,518	10,318	10,318
Equipment Non-Capital	-	-	28,388	-	-
Equipment	42,295	-	-	-	-
<b>Public Works Snow Removal Total</b>	<b>46,848</b>	<b>16,018</b>	<b>58,406</b>	<b>10,318</b>	<b>10,318</b>

## Public Works

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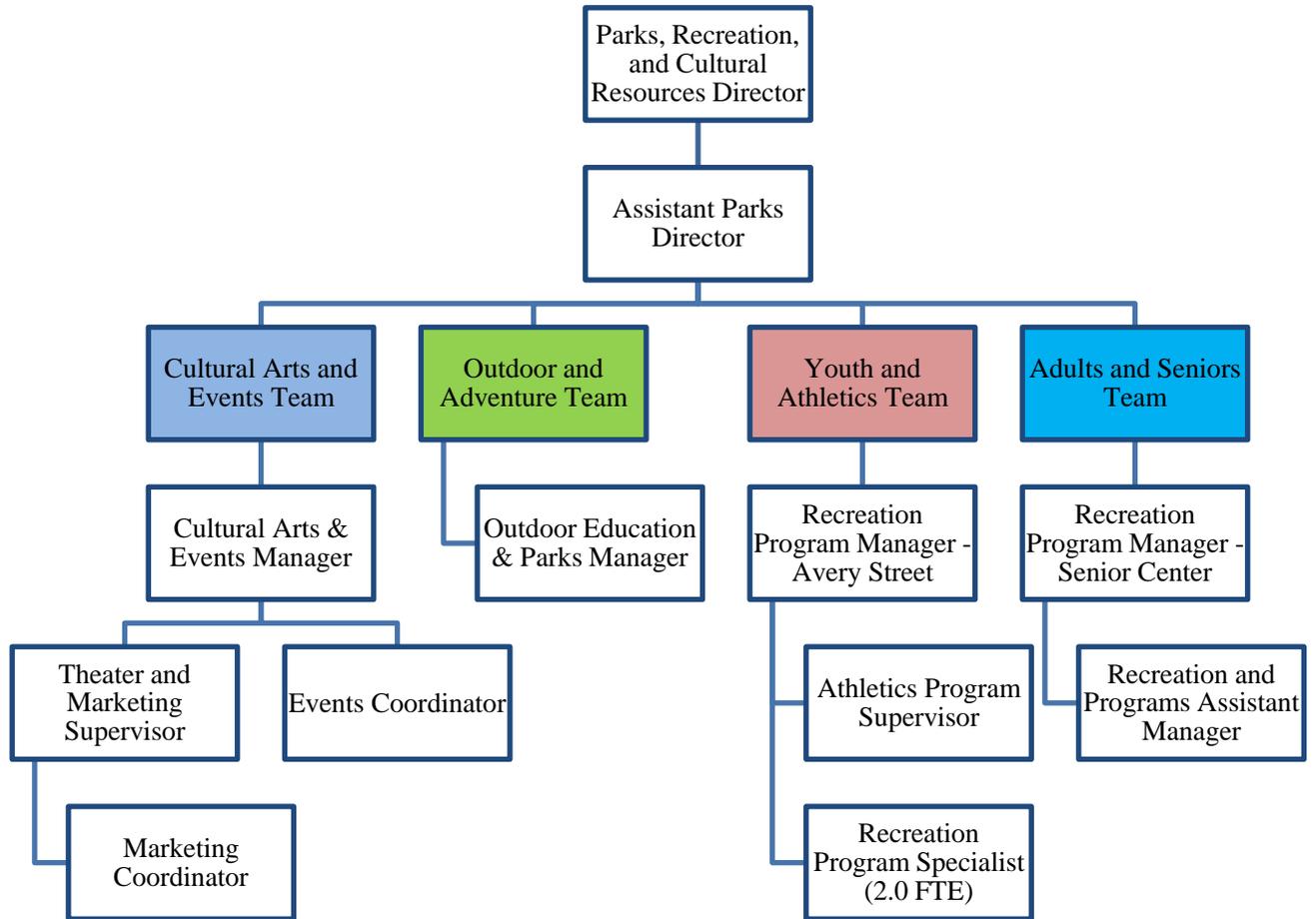
### FY 2019 Major Funding Changes

*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.

# Parks, Recreation and Cultural Resources Department

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## Mission

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

## Summary

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

## Parks, Recreation and Cultural Resources Department

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

### *Fiscal Year 2018-2019 Accomplishments*

- The Parks, Recreation and Cultural Resources department 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 Summary**

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
PRCR Administration	\$3,504,281	\$351,419	\$314,419	\$323,542	\$323,542
Adult & Senior	313,263	323,261	330,120	303,986	303,986
Cultural Arts & Events	407,328	567,653	569,016	557,405	557,405
Marketing & Special Events	0	0	0	38,935	38,935
Youth & Athletic	446,368	509,043	509,043	711,394	703,598
Outdoor Adventure	233,075	138,887	144,547	149,104	149,104
Program Partners	163,779	177,629	177,629	177,140	177,140
Total	\$5,068,094	\$2,067,892	\$2,044,774	\$2,261,506	\$2,253,710

# Parks, Recreation and Cultural Resources Department

## 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.

## Position Summary

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

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	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>Manager Recommended</b>	<b>Council Adopted</b>
Salaries	201,715	201,811	201,811	206,254	206,254
Salaries - Overtime	106	-	-	-	-
Longevity	4,012	5,519	5,519	5,519	5,519
FICA	16,019	15,861	15,861	16,201	16,201
Group Insurance	20,721	23,163	23,163	23,691	23,691
Retirement	26,689	26,018	26,018	26,957	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	6,328	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	20,000	16,000	16,000
Dues and Subscriptions	4,117	1,250	1,250	1,300	1,300
Misc.	-	-	-	250	250
Land Acquisition	\$3,188,466	-	-	-	-
Equipment	1,566	-	-	-	-
<b>Parks and Recreation Administration Total</b>	<b>3,054,281</b>	<b>351,419</b>	<b>314,419</b>	<b>323,542</b>	<b>323,542</b>

### FY 2019 Major Funding Changes

*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.

## Parks, Recreation and Cultural Resources Department

### CULTURAL ARTS AND EVENTS

The **Cultural Arts and Events** team is responsible for operating the Garner Performing Arts Center (GPAC) and coordinating a variety of cultural arts programs including the “It’s Showtime” performance series, lobby art exhibits and rentals. The team is also responsible for planning and implementing Town-wide special events such as Independence Day Celebration, Spring Eggstravaganza, 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.

### Position Summary

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>

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Cultural Arts &amp; Events</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Manager Recommended</b>	<b>Council Approved</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	122,300	122,300
School Access Fees	-	570	570	570	570
Dues and Subscriptions	145	1,521	1,521	375	375
<b>Parks and Recreation Cultural Arts &amp; Events Total</b>	<b>407,328</b>	<b>567,653</b>	<b>569,016</b>	<b>557,405</b>	<b>557,405</b>

### FY 2019 Major Funding Changes

*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.

## Parks, Recreation and Cultural Resources Department

### Key Performance Measures

*Performance Measures*

Measure	Actual FY 2016-17	Actual FY 2016-17	Target FY 2018-19
% of GPAC Survey Responses Indicating Very or Extremely Satisfied with Events	98%	98%	99%
% of GPAC shows that met expected attendance	85%	83%	85%

### 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

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</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>

# Parks, Recreation and Cultural Resources Department

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## FY 2019 Major Funding Changes

*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.

## 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.

## Parks, Recreation and Cultural Resources Department

### Position Summary

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

### Budget Summary

Parks and Recreation Youth & Athletics	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018 - 2019 Manager Recommended	FY 2018 - 2019 Manager Recommended
Salaries	143,775	175,324	175,324	271,715	263,919
Salaries - Overtime	2,022	-	-	-	-
Salaries - Temporary	134,865	138,178	138,178	184,864	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	4,700	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

## Parks, Recreation and Cultural Resources Department

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>711,394</b>	<b>703,598</b>

### FY 2019 Major Funding Changes

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

- An increase of \$194,555 is primarily associated with personnel and operating requirements associated with the new Recreation Center.

### Key Performance Measures

Measure	Actual FY 2016-17	Actual FY 2016-17	Target FY 2018-19
% of Programs offered that met expected participation Level	85%	88%	90%

## 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)

## Parks, Recreation and Cultural Resources Department

3. Provide a variety of adult fitness opportunities that promote a healthy, vibrant and well connected community. (QL2.3, QL 4.2)

### Objectives

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

### Position Summary

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

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Adult &amp; Senior Programs</b>	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
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

## Parks, Recreation and Cultural Resources Department

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>330,120</b>	<b>303,986</b>	<b>303,986</b>

### FY 2019 Major Funding Changes

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.

### Key Performance Measures

#### *Performance Measures*

Measure	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19
Participation (attendance) in adult and senior programs offered	87,530	92,785	90,000

## Parks, Recreation and Cultural Resources Department

### OUTDOOR AND ADVENTURE

The **Outdoor and Adventure** team operates White Deer Park, which includes a LEED Gold Certified nature center, shelters, restrooms, trail, and greenway. This team also manages Lake Benson Park, the Garner Veterans Memorial, Lake Benson Dog Park and the Lake Benson Boathouse. Program offerings include 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.

### Position Summary

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>

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	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>Manager Recommended</b>	<b>Council Approved</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>

### FY 2019 Major Funding Changes

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

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

## Parks, Recreation and Cultural Resources Department

### Key Performance Measures

Measure	Actual FY 2016-17	Actual FY 2016-17	Target FY 2018-19
% of Programs offered that met expected participation Level	78%	76%	85%

### PROGRAM PARTNERS

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

#### *Goal*

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

#### *Objectives*

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

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
<b>Parks and Recreation Program Partners</b>	Actual	Adopted	Revised Budget	Manager Recommended	Council Approved
Garner Baseball	62,969	64,985	64,985	64,985	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	23,650	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	-	-	-	-

## Parks, Recreation and Cultural Resources Department

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<b>Parks and Recreation</b>	<b>163,779</b>	<b>177,629</b>	<b>177,629</b>	<b>177,140</b>	<b>177,140</b>
<b>Program Partners Total</b>					

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### FY 2019 Major Funding Changes

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

- No significant changes since the adoption of the FY 2017 - 2018 Adopted Budget.

## Special Appropriations

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

### Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Manager Recommended	FY 2018-19 Council Approved
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	68,004	68,004
Office Administration	18,612	41,346	41,346	41,745	41,745
Total	\$1,161,788	\$1,342,437	\$1,346,037	\$1,358,208	\$1,358,208

## Special Appropriations

### **RETIREMENT**

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

<b>Retirement</b>	<b>FY 2016 - 2017 Actual</b>	<b>FY 2017 - 2018 Adopted</b>	<b>FY 2017 - 2018 Revised Budget</b>	<b>FY 2018-19 Manager Recommended</b>	<b>FY 2018-19 Council Apopted</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>

## Special Appropriations

### INSURANCE

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

	FY 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>Manager Recommended</b>	<b>Council Adopted</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>

## Special Appropriations

### 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>	FY 2016 - 2017 Actual	FY 2017 - 2018 Adopted	FY 2017 - 2018 Revised Budget	FY 2018-19 Manager Recommended	FY 2018-19 Council Adopted
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	7,295	7,295
Garner Area Ministries	3,898	3,898	3,898	3,898	3,898
Garner Educational Foundation	10,000	10,000	10,000	10,000	10,000
Garner Magnet High Marching Band	-	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	3,000	3,000
Resources for Seniors	3,939	3,939	3,939	3,939	3,939
Transitions LifeCare	-	-	-	-	-
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>68,004</b>	<b>68,004</b>

## Special Appropriations

### OFFICE ADMINISTRATION

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

	FY 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>Manager Recommended</b>	<b>Council Adopted</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>

## Debt Service

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

### Budget Summary

	FY 2016 - 2017	FY 2017 - 2018	FY 2017 - 2018	FY 2018-19	FY 2018-19
<b>Debt Service</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Manager Recommended</b>	<b>Council Adopted</b>
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
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>3,435,669</b>	<b>3,924,469</b>	<b>3,924,469</b>	<b>3,717,729</b>	<b>3,717,729</b>

## TOWN OF GARNER CAPITAL PROJECT FUND

### Overview:

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

As part of the FY 2018 – 2019 budget development process, several changes were made to the Capital Improvement Plan (CIP). This process began during the Calendar Year 2017 - 2018 Council Retreat, when staff presented a proposed framework for the CIP which identified broad project categories. Based on guidance from Council, and a review of upcoming projects, staff identified several broad project categories that are summarized within the CIP. The following summarizes the categories which have been used to summarize capital projects:

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

As part of the CIP review process, staff also identified several existing revenues that can be utilized to fund capital projects. The following summarizes the revenue sources identified for CIP requirements:

- **Transfer from General Fund** – Funding appropriated as part of the annual budget process
- **Bond Proceeds** – Funding approved by voters as part of a bond referendum to address specific requirements
- **Impact Fees** – Fees paid by developers to cover a portion of the costs to provide public services
- **Powell Bill** – Funding distributed by the state to be used for the resurfacing of streets within the corporate limits of the Town
- **Appropriated Fund Balance** – Funding appropriated from General Fund or Revenue Savings Plan balance

- **Partner Agency Funding** – Funding provided by regional, state or federal organizations such as CAMPO LAPP, Wake County and Community Development Block Grant (CDBG)
- **Other** – Funding identified by staff from alternative sources

Staff anticipates that additional changes will be made to the CIP process as part of FY 2019 – 2020. These changes will likely further impact the presentation of information related to capital projects in the budget.

**Current Projects:**

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

Category	Funding Amount
Parks	\$992,000
Downtown Development	\$753,000
Streets & Sidewalks	\$2,305,000
<b>Total Funding</b>	<b>\$4,050,000</b>

**Financial Summary:**

**TOWN OF GARNER  
CAPITAL PROJECT FUND BUDGET FISCAL YEAR 2018-19**

	FY 2016 - 2017	FY 2017- 2018	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Beginning Fund Balance</b>	\$ 20,039,686	\$ 9,810,514	\$ 9,810,514	\$ -	\$ -
Revenue:					
Intergovernmental	\$ 36,311	\$ -	\$ -	\$ -	\$ -
Investment Earnings	92,605	-	-	-	-
Contributions	(44,879)	-	-	-	-
Issuance of Debt	-	-	-	4,050,000	4,050,000
Premium on Bonds	-	-	-	-	-
<b>Total Revenue</b>	\$ 84,037	\$ -	\$ -	\$ 4,050,000	\$ 4,050,000
Transfers In:					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers In</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Available</b>	\$ 20,123,723	\$ 9,810,514	\$ 9,810,514	\$ 4,050,000	\$ 4,050,000
Expenditures:					
Capital Projects	\$ 10,313,209	\$ -	\$ 9,810,514	\$ 4,050,000	\$ 4,050,000
<b>Total Expenditures</b>	\$ 10,313,209	\$ -	\$ 9,810,514	\$ 4,050,000	\$ 4,050,000
Transfers Out:					
TBD					
<b>Total Disbursements</b>	\$ 10,313,209	\$ -	\$ 9,810,514	\$ 4,050,000	\$ 4,050,000
<b>Ending Fund Balance</b>	\$ 9,810,514	\$ 9,810,514	\$ -	\$ -	\$ -

## FY 2019 – 2023 Capital Improvement Plan

As part of FY 2018 – 2019 budget development, staff began the process of identifying key Capital Improvement Plan (CIP) requirements. The CIP 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 Adopted 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.

### Overview

The Town of Garner CIP is designed to identify all capital projects that may require funding within a five-year period. Moving forward the process for identifying these requirements will begin each fall following the release of the Adopted Budget. Department staff will review all upcoming capital requirements and provide a detailed report which will be reviewed by a core CIP team. Requests will be reviewed from a Town wide perspective, focusing on ensuring that key requirements are matched with available resources as best as possible. As necessary, the CIP team will meet with requesting departments to ensure all requirements have been considered.

The CIP team will be tasked with compiling a comprehensive list of all recommended projects to be reviewed by Town Council as part of the annual retreat in November. Based on this discussion, the CIP team will make necessary adjustments to the plan so it can be included as part of the Town Manager's Recommended Budget.

As part of the Calendar Year 2017 - 2018 Council Retreat, staff presented a proposed framework for the CIP which identified broad project categories. Based on guidance from Council, and a review of upcoming projects, staff identified several broad project categories that are summarized within the CIP. In addition, staff has identified several subcategories that have been included to provide additional detail. The following summarizes the current CIP categories:

- **Parks** – Includes various projects necessary to develop and enhance park, recreational and cultural opportunities for Town residents
- **Transportation** – Includes projects required to expand or maintain the town's transportation network
- **General Government** – Includes projects associated with Information Technology, Facility Development including land acquisition and Economic Development

- **Stormwater** – Includes maintenance related projects primarily identified as part of the stormwater conveyance infrastructure study
- **Capital Renewal** – Includes various maintenance projects identified as part of the Public Facilities Repair & Maintenance (PFRM) process

Staff have identified several existing revenues that will be utilized to fund these projects. The proposed revenue sources for projects are included as part of each category summary. The existing revenue sources identified for CIP requirements include:

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

## Summary of Project by Category

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The FY 2019 – 2023 CIP includes funding requirements totaling \$20,243,198. The plan assumes a General Fund or Fund Balance contribution of \$5,225,548. Other significant revenue sources include funding of \$7,211,338 in Bond Proceeds, \$3,341,180 in Partner Agency contributions, \$2,509,260 in Powell Bill and \$1,773,472 in Impact Fees.

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Parks	\$150,000	\$2,250,000	\$300,000	\$750,000	\$0	\$3,450,000
Transportation	\$4,121,690	\$6,428,063	\$1,101,474	\$1,015,278	\$529,445	\$13,195,950
General Government	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Stormwater	\$0	\$579,450	\$629,200	\$627,900	\$327,600	\$2,164,150
Capital Renewal	\$0	\$598,603	\$210,217	\$153,784	\$370,494	\$1,333,098
<b>Total</b>	<b>\$4,271,690</b>	<b>\$9,856,116</b>	<b>\$2,340,891</b>	<b>\$2,546,962</b>	<b>\$1,227,539</b>	<b>\$20,243,198</b>

Revenue Source	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Bond Proceeds	\$3,321,338	\$3,890,000	\$0	\$0	\$0	\$7,211,338
Impact Fees	\$150,000	\$573,472	\$300,000	\$750,000	\$0	\$1,773,472
Powell Bill	\$475,000	\$488,063	\$501,474	\$515,278	\$529,445	\$2,509,260
Appropriated Fund Balance	\$0	\$1,756,353	\$1,489,417	\$1,281,684	\$698,094	\$5,225,548
Partner Agency Funding	\$325,352	\$2,965,828	\$50,000	\$0	\$0	\$3,341,180
Other	\$0	\$182,400	\$0	\$0	\$0	\$182,400
<b>Total</b>	<b>\$4,271,690</b>	<b>\$9,856,116</b>	<b>\$2,340,891</b>	<b>\$2,546,962</b>	<b>\$1,227,539</b>	<b>\$20,243,198</b>

## Park Projects

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Facility Development	50,000	-	-	-	-	\$50,000
Park Enhancements	-	250,000	300,000	750,000	-	\$1,300,000
Greenways	100,000	2,000,000	-	-	-	\$2,100,000
<b>Total</b>	<b>\$150,000</b>	<b>\$2,250,000</b>	<b>\$300,000</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$3,450,000</b>

Revenue Source	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	1,350,000	-	-	-	\$1,350,000
Impact Fees	150,000	573,472	300,000	750,000	-	\$1,773,472
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Partner Agency Funding <sup>1</sup>	-	245,828	-	-	-	245,828
Other	-	80,700	-	-	-	\$80,700
<b>Total</b>	<b>\$150,000</b>	<b>\$2,250,000</b>	<b>\$300,000</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$3,450,000</b>

<sup>1</sup> Funding provided by Wake County for South Garner Greenway Extension

### Category Summary

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



**Park Facility Development**

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

<b>Category</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>5 Year Total</b>
Meadowbrook	50,000	-	-	-	-	\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>

**Investment Summary**

Funding included in FY 2019 would allow for a site assessment of Meadowbrook to be completed. This assessment would provide staff and Council with additional information to assist in the process of identifying long term uses for the Meadowbrook facility. It is important to note that staff anticipates requiring additional funding in years



FY 2020 to FY 2023. At this time, staff has not included estimates as the total cost could fluctuate dramatically depending on final decisions on how the site will be utilized.

**Park Enhancements**

Projects required to enhance park infrastructure.

<b>Project</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>5 Year Total</b>
Playground at Garner Recreation Center	-	250,000	-	-	-	\$250,000
Splash Pad	-	-	300,000	-	-	\$300,000
Boathouse at Lake Benson Park	-	-	-	750,000	-	\$750,000
<b>Total</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$300,000</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$1,300,000</b>

**Investment Summary**

Funding has been included for various future year projects required to enhance park facilities. These projects are necessary as they provide recreational opportunities for Town of Garner residents. Staff anticipates a significant number of additional projects to be identified following the completion of the Parks Comprehensive Master Plan which will result in an action plan and financial strategy for providing parks, recreation and cultural resources, open space and greenway services for a growing and vibrant community.



**Greenways**

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

<b>Project</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>5 Year Total</b>
South Garner Greenway Extension	100,000	2,000,000	-	-	-	\$2,100,000
<b>Total</b>	<b>\$100,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,100,000</b>

**Investment Summary**

Funding included in FY 2019 will allow an assessment of potential connections between White Deer Park and Buffalo Road to be completed. Future year funding is an initial estimate for the cost of constructing the greenway. This estimate will be refined following the assessment and additional conversations with Council regarding ways to proceed with the project.



## Transportation Projects

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Street Improvements	2,990,000	6,428,063	1,001,474	1,015,278	529,445	11,964,260
Sidewalks	1,131,690	-	-	-	-	1,131,690
Transit	-	-	100,000	-	-	100,000
<b>Total</b>	<b>\$4,121,690</b>	<b>\$6,428,063</b>	<b>\$1,101,474</b>	<b>\$1,015,278</b>	<b>\$529,445</b>	<b>\$13,195,950</b>

Revenue Source	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	3,321,338	2,540,000	-	-	-	5,861,338
Impact Fees	-	-	-	-	-	-
Powell Bill	475,000	488,063	501,474	515,278	529,445	2,509,260
Appropriated Fund Balance	-	680,000	550,000	500,000	-	1,730,000
Partner Agency Funding <sup>1</sup>	325,352	2,720,000	50,000	-	-	3,095,352
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$4,121,690</b>	<b>\$6,428,063</b>	<b>\$1,101,474</b>	<b>\$1,015,278</b>	<b>\$529,445</b>	<b>\$13,195,950</b>

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

### Category Summary

Transportation projects are designed with the goal of developing a safe and efficient multi-modal transportation network consistent with land use and other adopted plans. The planning of transportation projects is a multi-layered process that involves local, regional, statewide and federal partners. At the local level, the Town of Garner maintains a



transportation plan to guide the expenditures of local funds for the construction and maintenance of local streets (roadways, sidewalks, bicycle facilities, etc.). This plan is also used to inform regional and state partners of the Town of Garner's transportation vision, goals and objectives.

**Street Improvements**

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

<b>Project</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>5 Year Total</b>
Resurfacing	475,000	488,063	501,474	515,278	529,445	2,509,260
US 70 Lighting & Landscaping	1,100,000	-	-	-	-	1,100,000
Montague Street/ Hwy 70	1,050,000	-	-	-	-	1,050,000
Main Street Streetscape	325,000	-	-	-	-	325,000
Raynor Road Sidewalk and Greenway	40,000	40,000	-	-	-	80,000
Ackerman Road / Hebron Church Road at White Oak Road	-	3,400,000	-	-	-	3,400,000
New Rand Road	-	2,500,000	-	-	-	2,500,000
Highway 50 Bridge Enhancements	-	-	500,000	-	-	500,000
Vandora Springs Bridge Enhancements	-	-	-	500,000	-	500,000
<b>Total</b>	<b>\$2,990,000</b>	<b>\$6,428,063</b>	<b>\$1,001,474</b>	<b>\$1,015,278</b>	<b>\$529,445</b>	<b>\$11,964,260</b>

**Investment Summary**

Funding is included to maintain and improve various roads within the Town of Garner. Funding associated with resurfacing is required to ensure streets within the Town are adequately maintained. Additional funding included in FY 2019 is required to continue projects funded as part of the 2013 Bond Referendum. These projects focus on improving existing roads to enhance the transportation network within the Town.



**Sidewalks**

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

<b>Project</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>5 Year Total</b>
Avery Street	150,000	-	-	-	-	150,000
Spring Drive	250,000	-	-	-	-	250,000
Vandora Springs	325,000	-	-	-	-	325,000
Timber Drive	406,690	-	-	-	-	406,690
<b>Total</b>	<b>\$1,131,690</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,131,690</b>

**Investment Summary**

Funding included in FY 2019 will allow staff to expand the Town’s sidewalk network to provide a safe, convenient and complete sidewalk system for pedestrian travel. These projects were primarily identified as part of the 2010 Sidewalk Master Plan and are of the highest priority of the remaining projects. These projects are being funded with Bond Proceeds from the 2013 Bond Referendum.



**Transit**

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

<b>Project</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>5 Year Total</b>
Public Transit	-	-	100,000	-	-	100,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

**Investment Summary**

This funding will allow for planning work required to determine projected operational and capital infrastructure costs associated with developing a public transit circulator loop that connects residents and visitors to premium public transit services in Downtown Raleigh, Research Triangle Park, other Wake County municipalities, and Durham County.



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

## General Government

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Facility Development	-	-	100,000	-	-	\$100,000
IT Projects	-	-	-	-	-	\$0
Economic Development	-	-	-	-	-	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

Revenue Source	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	100,000	-	-	\$100,000
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

### Category Summary

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



**Facility Development**

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

Category/Project	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Space Needs Assessments	-	-	100,000	-	-	\$100,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

**Investment Summary**

Funding will be required to conduct space needs assessments for Public Works and the Police Department. The current Public Works location has limited capacity to accommodate additional growth. In addition, as the Town continues to grow it may become cost effective to have satellite Public Works facilities to service different areas within the



Town. The Police Department lacks sufficient space to accommodate large evidence items. An assessment is required to determine the appropriate location to meet this need.

## IT Projects

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

## Investment Summary

No funding has been included in the FY 2019 – 2023 CIP. In future years, IT projects will be required to expand the Town’s business systems resulting in improved workflows and reporting capabilities.



## **Economic Development**

Projects required to encourage economic development within the Town.

### **Investment Summary**

No funding has been included in the FY 2019 – 2023 CIP. In future years, Economic Development projects will be required to enhance Downtown redevelopment efforts and to attract investment from the business community.



## Stormwater Projects

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Maintenance and Repair	-	579,450	629,200	627,900	327,600	2,164,150
Retrofit	-	-	-	-	-	-
<b>Total</b>	<b>\$0</b>	<b>\$579,450</b>	<b>\$629,200</b>	<b>\$627,900</b>	<b>\$327,600</b>	<b>\$2,164,150</b>

Revenue Source	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	477,750	629,200	627,900	327,600	2,062,450
Partner Agency Funding	-	-	-	-	-	-
Other	-	101,700	-	-	-	101,700
<b>Total</b>	<b>\$0</b>	<b>\$579,450</b>	<b>\$629,200</b>	<b>\$627,900</b>	<b>\$327,600</b>	<b>\$2,164,150</b>

### Category Summary

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



**Maintenance and Repair Projects**

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

<b>Project</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>5 Year Total</b>
Meadowbrook Drive at Cason St.	-	101,700	-	-	-	\$101,700
Junction Boulevard	-	163,800	-	-	-	\$163,800
Woodbridge Subdivision Drive	-	313,950	-	-	-	\$313,950
Winterlochen Drive	-	-	71,500	-	-	\$71,500
Staunton Meadows	-	-	557,700	-	-	\$557,700
Weston Ridge Subdivision	-	-	-	358,800	-	\$358,800
Kimber Woods/Heather Hills/Georgetown Manor Project	-	-	-	269,100	-	\$269,100
Forest Manor / Vandora Avenue	-	-	-	-	327,600	\$327,600
<b>Total</b>	<b>\$0</b>	<b>\$579,450</b>	<b>\$629,200</b>	<b>\$627,900</b>	<b>\$327,600</b>	<b>\$2,164,150</b>

**Investment Summary**

No funding has been included in FY 2019 but significant funding will be required in future years. The projects included in this section were primarily identified as part of the stormwater conveyance infrastructure study. These projects need to be completed in future years to avoid catastrophic failures which result in more costly repairs.



**Retrofit**

Projects required to manage stormwater runoff from existing developments.

**Investment Summary**

No funding has been included in the FY 2019 – 2023 CIP. In future years, the Town will be required to perform projects to expand and improve the stormwater system.



## Capital Renewal Projects

Category/Project	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Total
<b>HVAC and Building Automation</b>						
Avery Street Recreation Center HVAC 2	-	24,200	-	-	-	24,200
Avery Street Recreation Center HVAC 1	-	7,920	-	-	-	7,920
Avery Street Recreation Center HVAC 4	-	8,580	-	-	-	8,580
Pearl Street HVAC 1	-	-	8,250	-	-	8,250
Pearl Street HVAC 2	-	-	6,930	-	-	6,930
914 Building HVAC 1	-	-	-	8,580	-	8,580
914 Building HVAC 2	-	-	-	8,580	-	8,580
914 Building HVAC 3	-	-	-	7,590	-	7,590
Water Tower Radio Building HVAC	-	-	-	-	9,460	9,460
Automated Gates and Bathroom Locks at Parks	-	-	-	-	193,019	193,019
<b>Roofs</b>						
Avery Street Recreation Center Roof Replacement	-	164,409	-	-	-	164,409
Avery Street Annex Roof Repair	-	161,732	-	-	-	161,732
Garner Senior Center Ceiling Repair - 205 & 209	-	-	4,392	-	-	4,392
Roof Coating for 912 Police Department	-	-	99,645	-	-	99,645
Roof Coating for 914 Admin. Department	-	-	-	33,970	-	33,970
Repair Roof and Siding at the Depot	-	-	-	-	71,895	71,895
<b>Interior/Exterior Repairs</b>						
Resurfacing of tennis courts at SGP and CRP	-	53,000	-	-	-	53,000
Painting of Avery Street Recreatin Center	-	-	-	24,273	-	24,273
Renovation of Restrooms at Garner Senior Center	-	39,845	-	-	-	39,845
Public Work Building B Fleet Garage Exterior Roll Up Doors	-	-	16,000	-	-	16,000
Replacement of Rand Mill Park Basketball Court	-	-	30,000	-	-	30,000
Replacement of Playground Equipment at South Garner Park	-	-	45,000	-	-	45,000
Paint Interior of the Garner Performing Arts Center	-	-	-	24,291	-	24,291
Waterproofing Foundation at GPAC	-	-	-	18,500	-	18,500
Public Work Building B Workshop Exterior Roll Up Doors	-	-	-	-	6,000	6,000
Replacement of Slate Coping Caps with Concrete	-	-	-	-	13,805	13,805
Window and Wall Leak Repairs at Public Works Buildings A & B	-	-	-	-	76,315	76,315
Refurbishing of Shelter at Jaycee Park	-	6,000	-	-	-	6,000
Natural Play Ground Play Elements	-	100,000	-	-	-	100,000
Exterior Washing or all Town Buildings	-	32,917	-	-	-	32,917
Replacement of Playground Equipment at Greenbriar Park	-	-	-	28,000	-	28,000
<b>Total</b>	<b>\$0</b>	<b>\$598,603</b>	<b>\$210,217</b>	<b>\$153,784</b>	<b>\$370,494</b>	<b>\$1,333,098</b>
<b>Revenue Source</b>						
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	598,603	210,217	153,784	370,494	\$1,333,098
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$0</b>	<b>\$598,603</b>	<b>\$210,217</b>	<b>\$153,784</b>	<b>\$370,494</b>	<b>\$1,333,098</b>

### Category Summary

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

### Investment Summary

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



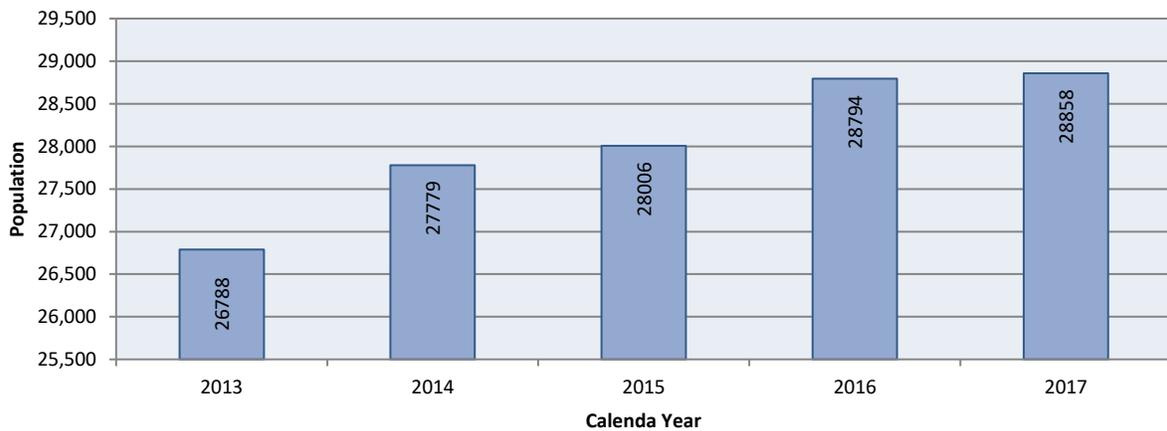
items included in this category have a direct impact on resident's ability to enjoy the services provided by the Town.

## Town of Garner Key Facts and Miscellaneous Statistics

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

### Town of Garner Population History



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

Rank	City	Population
1	Raleigh	463,492
2	Cary	164,133
3	Apex	50,451
4	Wake Forest	42,269
5	Holly Springs	35,223
<b>6</b>	<b>Garner</b>	<b>28,858</b>
7	Fuquay-Varina	27,906
8	Morrisville	26,461
9	Knightdale	15,849
10	Rolesville	7,666
11	Wendell	7,261
12	Zebulon	5,268

## Town of Garner Key Facts and Miscellaneous Statistics

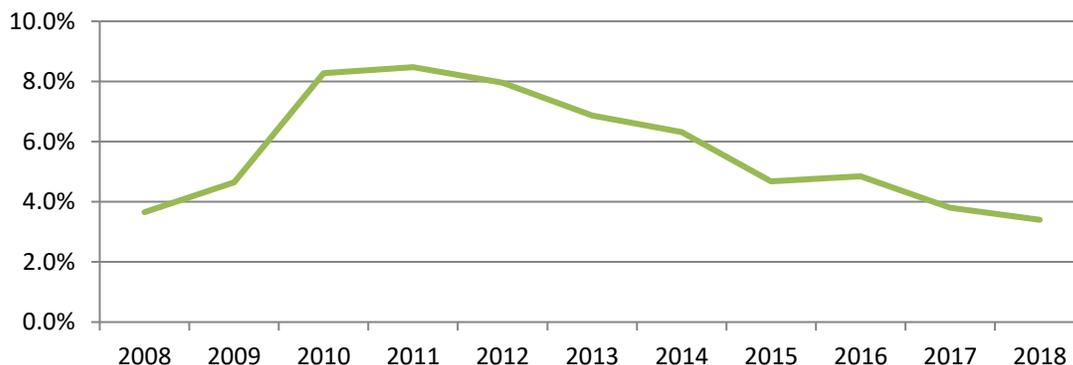
### Principal Property Tax Payers (2018)

<u>Taxpayer</u>	<u>Rank</u>	<u>Assessed Valuation</u>	<u>% of Total Assessed Valuation</u>
Inland American Garner White Oak	1	\$84,253,047	2.58%
Duke/Progress Energy Carolinas	2	\$83,803,289	2.45%
Adeline at White Oak, LLC	3	\$39,688,014	1.22%
Abberly Place Garner, LP.	4	\$34,194,592	1.05%
Ashton Village, LP	5	\$31,795,876	0.97%
IRT Lenoxplace Apartments LLC	6	\$27,445,418	0.84%
Duke Reality, LP.	7	\$26,556,441	0.81%
White Oak Associates	8	\$25,656,406	0.79%
Kip Dell Homes Inc	9	\$22,907,514	0.70%
Bre Thorne Garner Towne Square	10	\$22,328,870	0.68%

### Key Employment Statistics

<u>Year</u>	<u>Labor Force</u>	<u>Employed</u>	<u>Unemployed</u>	<u>Unemployment Rate (%)</u>
2008	14,033	13,381	652	4.6%
2009	13,833	12,688	1,145	8.3%
2010	14,312	13,099	1,213	8.5%
2011	14,279	13,143	1,136	8.0%
2012	14,624	13,620	1,004	6.9%
2013	14,567	13,647	920	6.3%
2014	14,732	14,043	689	4.7%
2015	15,191	14,454	737	4.9%
2016	16,202	15,579	623	3.8%
2017	16,227	15,670	577	3.4%
2018	16,872	16,262	610	3.6%

### Unemployment Rate (%)



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

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**Garner Parks, Recreation and Cultural Resources**

**Discover. Play. Celebrate.**

**12 Playgrounds**



**12 Shelters**



**Over 8 miles of park trails**



**14 Athletic Fields**



**6 Tennis Courts**



**Seasonal Boathouse**



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

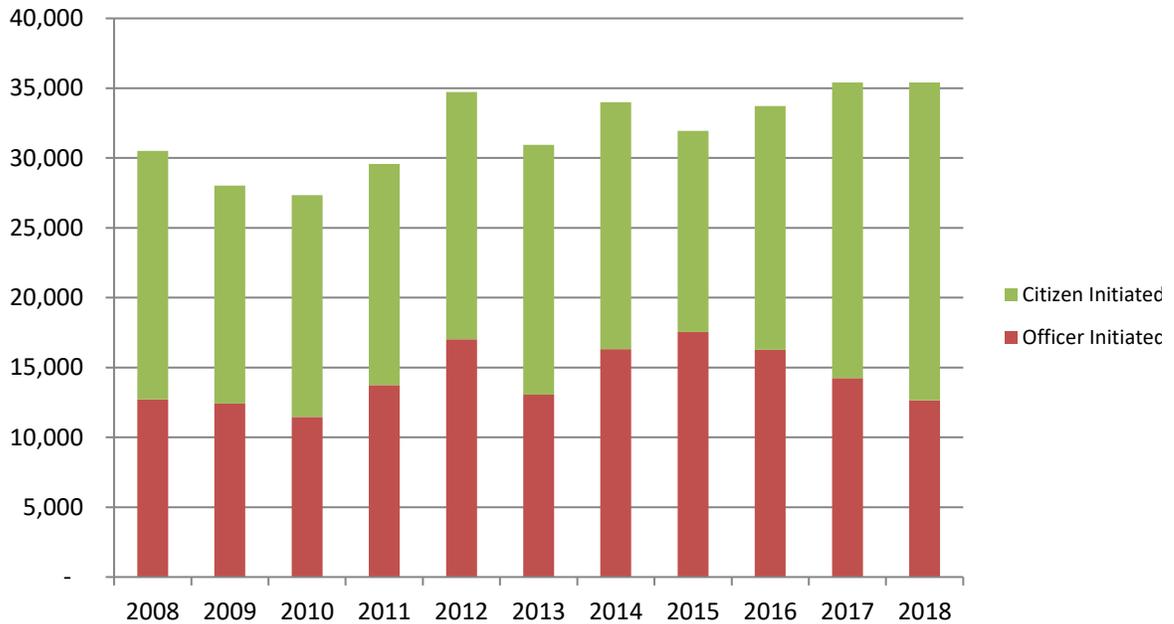


The FY 2018 - 2019 budget includes funding to provide staff coverage and recreational programming at the Garner Recreation Center. This investment will ensure that residents can enjoy the nearly 40,000-square-foot facility, which will include a gymnasium with three regulation-size high school basketball 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.

## Town of Garner Key Facts and Miscellaneous Statistics

### Crime Trends and Police Service

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



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

Town of Garner  
Fiscal Year 2018 – 2019  
Adopted Fee Schedule

Department & Fee Description

FY 2018 – 2019 Adopted Fees

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

**Miscellaneous**

Return Check Fee \$ 25.00

**Other Fees & Charges**

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

**Business Registration Fees**

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

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

**Peddler**

On Foot \$ 10.00

With Vehicle \$ 25.00

Farm Products Only \$ 25.00

**Precious Metal Dealer**

Initial Application \$ 180.00

Renewal \$ 3.00

**Taxicab Service Fees\***

**Taxicab Company**

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

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

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

Initial Application \$ 10.00

License Renewal *(annual)* \$ 5.00

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

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

Beer on Premises \$ 15.00

Beer off Premises \$ 5.00

Wine on Premises \$ 15.00

Wine off Premises \$ 10.00

Wholesale Dealer - Beer Only \$ 37.50

Wholesale Dealer - Wine Only \$ 37.50

Wholesale - Beer and Wine Under Same License \$ 62.50

**SECTION 2 - Community Services Charges**

**Land Use Application Permit Fees**

Voluntary Annexation Petition \$ 150.00

Board of Adjustment Application *(Variance, Special Exception, Administrative Appeal)* \$ 400.00

General or Conditional Zoning Map Amendment \$ 450.00 + \$ 10.00 per acre

Zoning Verification Letter \$ 75.00

UDO Text Amendment \$ 400.00

Administrative Zoning Interpretation \$ 75.00

Petition to Close Street \$ 450.00

Conditional Use Permit - Site Plan \$ 750.00

Conditional Use Permit - Subdivision \$ 500.00 + \$ 10.00 per lot

Major Subdivision \$ 250.00 + \$ 5.00 per lot

Comprehensive Growth Plan Amendment \$ 300.00

Special Use Permit - Site Plan \$ 750.00

Special Use Permit - Subdivision \$ 500.00 + \$ 10.00 per lot

Temporary Use Permit \$ 25.00

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

**Final Plat Petitions**

Subdivision Exemption, Recombination or Easement \$ 100.00

Final Subdivision Plat \$ 300.00

Minor Subdivision \$ 150.00

Planned Development See above for specific fee

*(must file a Conditional Zoning Map Amendment application and the appropriate CUP Site Plan or CUP Subdivision application)*

Sign Permit *(per sign)* \$ 50.00

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

Temporary Off-Premise Subdivision Sign Permit \$ 100.00

Temporary On-Premise Construction Identification Signs \$ 100.00

Master Sign Plan Review \$ 100.00

Administrative Site Plan Review \$ 300.00

Administrative Site Plan Modification \$ 150.00

**Zoning Compliance Permits**

Accessory Structure \$ 50.00

Building Re-use	\$ 100.00
Fence	\$ 35.00
Home Occupation	\$ 35.00
<b>Plan Review Fees</b>	
Residential Single – Family Plans	No Charge
Commercial Plans	
Under 25,000 sq. ft.	\$ 100.00
25,001 – 50,000 sq. ft.	\$ 150.00
50,001 – 100,000 sq. ft.	\$ 200.00
Over 100,000 sq. ft.	\$ 250.00
Single Trade Renovations	\$ 50.00
Fire Protection Systems & Alternate Systems	
Sprinkler Systems	\$ 25.00 plus \$ 1.00 per head count
Fire Pumps	\$ 50.00
Fire Alarm Systems	\$ 50.00
All other Fire Protection Systems	\$ 50.00
Express Fire Plan Review Additional (48-Hours)	\$ 250.00
<b>Construction Fees</b>	
Residential	
New Single Family Detached & Townhomes <i>(per unit; includes all trades)</i>	
Up to 1,200 sq. ft.	\$ 604.00
Over 1,200 sq. ft.	\$ 604.00 + \$ .25 per sq.ft. over 1,200 sq.ft.
Residential Addition <i>(includes all trades)</i>	
Up to 400 sq. ft.	\$ 330.00
401 – 600 sq. ft.	\$ 500.00
Over 400 sq. ft.	\$ 500.00 + \$ .25 per sq.ft. over 600 sq.ft.
Residential Interior Renovations <i>(trade inspection minimum per trade)</i>	50% of Residential Addition Fees
Manufactured Home <i>(includes all trades)</i>	\$ 330.00
Construction/Sales Office	\$ 200.00
Modular Homes/Dwellings <i>(includes all trades)</i>	\$ 500.00
Residential Accessory Structures <i>(with dimensions greater than 12' on any side)</i>	Trade Inspections Fee + \$ .18 per sq.ft.
Temporary Service Poles	\$ 80.00
Temporary Power	\$ 80 first meter plus \$ 40 per meter additional
Commercial and Multi-Family - 3 or More Units	
<i>Each trade is independent and based on cost of that trade: building (includes site work), plumbing, electrical, fire, mechanical, any sub-system requiring an inspection.</i>	
Up to \$5,000	Trade Fees as Noted in Trade Inspections
\$5,001 - \$12,500	\$ 200.00
\$12,501 - \$25,000	\$ 441.00
\$25,001 - \$50,000	\$ 678.00
\$50,001 - \$100,000	\$ 1,258.00
\$100,001 - \$200,000	\$ 2,252.00
\$200,001 - \$350,000	\$ 3,810.00
\$350,001 - \$500,000	\$ 5,037.00
\$500,001 - \$750,000	\$ 7,011.00
\$750,001 - \$1,000,000	\$ 8,766.00
Greater than \$1,000,000	Base fee of \$8,766.00 plus \$ .30 per \$100.00 or fraction thereof
<b>Miscellaneous Construction Fees</b>	
Monument/Pole Sign Permits with Electrical or Footings Required	\$ 100.00
Wall Sign Permits with Electrical	\$ 50.00 per sign, \$ 80.00 minimum
Demolition Permit <i>(when not part of construction)</i>	\$ 100.00
Change of Occupancy <i>(plus trade permits)</i>	\$ 100.00
Change of Tenant, Same Use <i>(plus trade permits)</i>	\$ 75.00
Mandatory Operational Fire Permits	\$ 80.00
Daycare, Group Home and Foster Home License Inspections	\$ 80.00
Fire Flow Test Witness <i>(if not third-party certified)</i>	\$ 100.00
ABC License	\$ 100.00
Change of Contractor on Permit	\$ 50.00
Administrative Fee on Cancelled Permits without an Inspection	\$ 25.00
<b>Trade Inspections</b> <i>(Includes two trips)</i>	
Building	\$ 80.00
Electrical	\$ 80.00
Fire	\$ 80.00
Mechanical	\$ 80.00
Plumbing	\$ 80.00
Additional Trips not for Re-inspection	\$ 60.00
Trade Re-inspection Fees	
First & Second Re-inspection	\$ 80.00

Third Re-inspection ( <i>same trade</i> )	\$ 150.00
Fourth Re-inspection and Subsequent ( <i>each</i> )	\$ 250.00
Not Ready Charge	\$ 80.00
Fire Inspection Periodic Maintenance Inspections ( <i>initial and one re-inspection</i> )	
0 – 2,499 sq. ft.	\$ 50.00
2,500 – 14,999 sq. ft.	\$ 100.00
15,000 – 49,999 sq. ft.	\$ 150.00
50,000 – 149,999 sq. ft.	\$ 200.00
Over 150,000 sq. ft.	\$ 250.00
Life Safety Fine Per G.S. 143-139 (b1) Remedies	
1 <sup>st</sup> Offense	\$ 100.00
2 <sup>nd</sup> Offense	\$ 250.00
3 <sup>rd</sup> Offense	\$ 500.00
Weekend or After-Hours Inspection ( <i>per hour</i> )	\$ 240.00 for up to 3 hours
Weekend of After Hours Inspection ( <i>over three hours</i> )	\$ 240.00 plus \$ 80.00 per hour
Emergency Inspections	Fee to be determined by Inspections Director
Commencement of Work Before Permits Obtained	Double Fee
<i>Note: Per NCGS 153-354 and 160A-414, if the valuation of a building or service system appears to be under estimated on the application, the Inspections Department shall determine the project cost based on the most recent edition of the ICC "Building Valuation Data," or the applicant can show detailed estimates to meet the approval of the Inspections Department. Permit valuations shall include total cost, such as electrical, gas mechanical, plumbing equipment, fire protection, other systems, material and labor.</i>	
<b>Miscellaneous</b>	
Sign Return Fee	\$ 5.00
Homeowner Recovery Fund Fee	\$ 10.00
<i>(Per permit. Homeowner Recovery Fund Fees are collected on behalf of and remitted to the NC Licensing Board for General Contractors.)</i>	
<b>Nuisance Abatements*</b>	
Initial Inspection plus One Follow-up	\$ 50.00
Each Additional Inspection Over Two	\$ 25.00
Inspections Department Administrative Fee	\$ 100.00
Public Works Department Administrative Fee	\$ 75.00
<b>Finance Department Administrative Fee</b>	<b>\$ 25.00</b>
<i>* The above fees will be charged to the property owner in addition to the actual cost of the nuisance abatement.</i>	
<b>Engineering Inspection Fees</b>	
Street Inspections	\$ 1.50 per linear foot
Sidewalk Inspections	\$ .75 per linear foot
Water Supply / Watershed (BMP) Inspection	\$ 200.00
Weekend or After-Hours Inspections ( <i>per hour</i> )	\$ 80.00 minimum, 3 hours
<b>Public Utility Fees</b>	
Capacity Replacement Fees ( <i>Fees have been suspended; except as set forth in Ordinance No. (2017)3884. Effective 09/19/17.</i> )	
Water (Residential & Non-Residential)	Fee has been SUSPENDED
Sewer (Residential & Non-Residential)	Fee has been SUSPENDED
Utility Development Fees	
Water (Residential & Non-Residential)	Fee has been SUSPENDED
Sewer (Residential & Non-Residential)	Fee has been SUSPENDED
Acreage Fees ( <i>Fees have been suspended. Effective 09/19/2017</i> )	
<b>Maps and Reports</b>	
Unified Development Ordinance	Hardcopy purchased through American Legal Purchasing
Code of Ordinances Supplement	Hardcopy purchased through American Legal Purchasing
Engineering Standards ( <i>water, sewer, streets, sidewalks, and drainage</i> )	\$ 5.00
Comprehensive Growth Plan	\$ 40.00
Comprehensive Plan Roster	\$ 10.00
Growth and Development Report	\$ 10.00
Capital Improvements Plan	\$ 10.00
Monthly Building Permit Report	\$ 5.00
Standard Maps (3' x 4')	\$ 20.00
Standard Maps (2' x 3')	\$ 10.00
Standard Maps (11" x 17")	\$ 5.00
Standard Maps 8 1/2" x 11" or 8 1/2" x 14"	\$ 1.00
Electronic Media	\$ 2.00
Copies – Black/White ( <i>more than 20</i> )	\$ .10 per page
Copies – Color ( <i>more than 20</i> )	\$ .25 per page
Copies – Black/White or Color ( <i>less than 20</i> )	No Charge
Fee in Lieu of Sidewalks ( <i>Fees are due at plat recording</i> )	\$ 25.00 per linear foot
Fee in Lieu of Parkland Dedication ( <i>Fees are due at building permit submittal</i> )	
Single Family Detached	\$ 1,147.00 per unit
Multi-Family ( <i>townhomes, apartments</i> )	\$ 895.00 per unit
<b>SECTION 3 - Public Works Charges</b>	
<b>Containers*</b>	
Mobile Refuse Containers	\$ 85.00

Mobile Recycling Containers \$ 65.00

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

**Special Collection Charges**

Trash in Excess of Six Cubic Yards Per Week \$ 40.45 per six cubic yards

Yard Waste in Excess of Six Cubic Yards Per Week \$ 17.34 per six cubic yards

Bulky Waste in Excess of 60 Pounds \$ 40.45 per item

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

**Improperly Prepared Waste**

Small Load \$ 50.00

Medium Load \$ 100.00

Large Load \$ 200.00 per load

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

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

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

A list of public utility rates and fees can be found on the City of Raleigh's website at:  
<http://www.raleighnc.gov/services/content/FinUtilityBilling/Articles/UtilityBillingDepositFees.html>.

Current City of Raleigh Utility Connection fees can be found at:  
<http://www.raleighnc.gov/content/extra/Books/PlanDev/DevelopmentFeeSchedule/28/>.

**SECTION 5 - Parks, Recreation & Cultural Resources Charges**

**Activity Fees** *(Fee reductions offered for underprivileged youth)*

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

Adult Open Basketball League \$ 450.00 per team, plus \$ 20.00 per non-resident

Adult 3 on 3 Basketball League \$ 225.00 per team, plus \$20.00 per non-resident

Adult Individual

Resident \$ 68.00

Non-Resident \$ 90.00

Adult Softball \$ 450.00 per team, plus \$ 20.00 per non-resident

Youth Basketball (10 and Under)

Resident \$ 50.00

Non-Resident \$ 65.00

Youth Basketball (11-17)

Resident \$ 55.00

Non-Resident \$ 72.00

Day Camps

Resident \$ 80.00 per week

Non-Resident \$ 105.00 per week

**Activities with Fixed Costs\*** *Activities whose costs to the Town are fixed regardless of participation levels shall have fees set according to the following:*

Adult Activities Fee shall recover 100% of direct costs

Youth Activities, ages 13-18 Fee shall recover 85% of direct costs

Youth Activities, ages 12 and under Fee shall recover 60% of direct costs

Preschool Activities Fee shall recover 75% of direct costs

Family Activities Fee shall recover 100% of direct costs

Non-Resident Resident fee plus 30%, maximum \$ 25.00 additional

*\*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.*

**Activities Not Requiring Pre-Registration\*** *(fees listed are for Residents unless otherwise noted)*

Adult Activities Fee shall recover 110% of direct costs

Youth Activities, ages 13-18 Fee shall recover 85% of direct costs

Youth Activities, ages 12 and under Fee shall recover 60% of direct costs

Preschool Activities Fee shall recover 75% of direct costs

Family Activities Fee shall recover 75% of direct costs

Preschool Open Art or Open Gym

Resident \$ 2.00

Non-Resident \$ 3.00

Non-Resident Resident fee plus 30%, maximum \$ 25.00 additional

*\*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.*

**Open Gym**

Adult

Resident \$ 2.00 for length of activity

Non-Resident \$ 3.00 for length of activity

Youth or Family No Charge

**Garner Senior Center Activities**

Annual Fitness Pass-Resident (Jan. 1 – Dec. 31) \$ 20.00

Fitness Pass-Resident (July 1 – Dec. 31) \$ 10.00

Annual Fitness Pass-Non-Resident (January 1 – Dec. 31)	\$ 35.00
Fitness Pass-Non-Resident (July 1 – Dec. 31)	\$ 18.00
Instructional Classes	Fee to recover direct costs, minimum \$ 5.00
Special Events	Fee to recover direct costs, minimum \$ 5.00
Trips	Fee to recover direct costs
Non-Resident Instructional Classes, Events & Trips	Resident fee plus 30%, maximum \$ 25.00 additional
<b>Senior Center Fitness Room*</b>	
Adults (ages 18 - 54)	
Resident	\$ 11.00 per month
Non-Resident	\$ 13.00 per month
Senior Adults (ages 55 or older)	\$ 11.00 per month
Resident	\$ 11.00 per month
Non-Resident	\$ 13.00 per month
*The above allows for access Monday-Thursday, 8:00am-8:00pm and Friday, 8:00am-5:00pm	
Bus Use	No Charge

**SECTION 5.1 – Shelter, Parkland and Facility Fees****Commercial Use of Parkland\* (Fitness Classes Only)**

1 Month Agreement – Residents	
1 – 50 Participants	\$ 25.00 per hour
Over 50 Participants	\$ 35.00 per hour
1 Month Agreement – Non-Residents	
1 – 50 Participants	\$ 33.00 per hour
Over 50 Participants	\$ 46.00 per hour
3 Month Agreement – Residents	
1 – 50 Participants	\$ 20.00 per hour
Over 50 Participants	\$ 30.00 per hour
3 Month Agreement – Non-Residents	
1 – 50 Participants	\$ 26.00 per hour
Over 50 Participants	\$ 39.00 per hour
Application Fee ( <i>Applies to all agreements</i> )	
Residents	\$ 25.00
Non-Residents	\$ 35.00

\*Only available within certain parks and park areas. Refer to Parks, Recreation, and Cultural Resources Department for further information.

**Lake Benson Park**

## Resident

Shelter 1 (max 150 people)	\$ 30.00 per hour, 2-hour minimum
Shelter 2 (max 50 people)	\$ 20.00 per hour, 2-hour minimum
Shelter 3 (max 20 people)	\$ 10.00 per hour, 2-hour minimum
Shelter 4 (max 20 people)	\$ 10.00 per hour, 2-hour minimum
Gazebo ( <i>requires Special Event Application</i> )	\$ 20.00 per hour
Gazebo with Lawn Space ( <i>requires Special Event Application</i> )	\$ 35.00 per hour
Amphitheater	\$ 40.00 per hour
Earth Stage	\$ 20.00 per hour
Earth Stage with Lawn Space	\$ 100.00 per hour
Camping Fee	\$ 50.00 per night plus \$ 25.00 refundable key deposit
Full Park	\$ 325.00 per hour

## Non-Resident

Shelter 1 (max 150 people)	\$ 40.00 per hour, 2-hour minimum
Shelter 2 (max 50 people)	\$ 30.00 per hour, 2-hour minimum
Shelter 3 (max 20 people)	\$ 20.00 per hour, 2-hour minimum
Shelter 4 (max 20 people)	\$ 20.00 per hour, 2-hour minimum
Gazebo ( <i>requires Special Event Application</i> )	\$ 30.00 per hour
Gazebo with Lawn Space ( <i>requires Special Event Application</i> )	\$ 53.00 per hour
Amphitheater	\$ 60.00 per hour
Earth Stage	\$ 30.00 per hour
Earth Stage with Lawn Space	\$ 150.00 per hour
Camping Fee	\$ 75.00 per night plus \$ 25.00 refundable key deposit
Full Park	\$ 473.00 per hour
Lawn Space in Addition to Shelters	
Shelter 1	\$ 20.00 per hour
Shelter 2	\$ 10.00 per hour
Shelter 4	\$ 10.00 per hour

**White Deer Park**

## Resident

All Shelters	\$ 20.00 per hour
Front Lawn ( <i>Adjacent to Aversboro Rd.</i> )	\$ 40.00 per hour
Meadow Lawn ( <i>requires Special Event Application</i> )	\$ 40.00 per hour

Nature Center Lawn	\$ 40.00 per hour
Outdoor Classroom <i>(requires Special Event Application)</i>	\$ 15.00 per hour
<b>Non-Resident</b>	
All Shelters	\$ 30.00 per hour
Front Lawn <i>(Adjacent to Aversboro Rd.)</i>	\$ 60.00 per hour
Meadow Lawn <i>(requires Special Event Application)</i>	\$ 60.00 per hour
Nature Center Lawn	\$ 60.00 per hour
Outdoor Classroom <i>(requires Special Event Application)</i>	\$ 25.00 per hour
Memorial Bench	10% above Town cost
<b>White Deer Nature Center</b> <i>(A \$150.00 refundable security deposit applies to all rentals of White Deer Nature Center)</i>	
<b>Resident</b>	
Indoor Classroom	\$ 50.00 per hour, 2-hour minimum
Indoor Classroom with Learning Deck	\$ 70.00 per hour, 2-hour minimum
After Hours-Indoor Classroom	\$ 60.00 per hour, 2-hour minimum
After Hours-Indoor Classroom with Learning Deck	\$ 80.00 per hour, 2-hour minimum
<b>Non-Resident</b>	
Indoor Classroom	\$ 50.00 per hour, 2-hour minimum
Indoor Classroom with Learning Deck	\$ 70.00 per hour, 2-hour minimum
After Hours - Indoor Classroom	\$ 60.00 per hour, 2-hour minimum
After Hours - Indoor Classroom with Learning Deck	\$ 80.00 per hour, 2-hour minimum
<b>Centennial Park</b>	
<b>All Shelters</b>	
Resident	\$ 20.00 per hour
Non-Resident	\$ 30.00 per hour
<b>Creech Road Elementary School Park</b>	
<b>All Shelters</b>	
Resident	\$ 20.00 per hour
Non-Resident	\$ 30.00 per hour
<b>Garner Recreational Park</b>	
<b>All Shelters</b>	
Resident	\$ 25.00 per hour
Non-Resident	\$ 35.00 per hour
<b>Garner Senior Center</b>	
<b>Weekend Rentals</b> <i>(Friday, 5:00PM – 11:00PM, Saturday – Sunday, 7:00AM – 11:00PM. A \$150.00 refundable security deposit applies to all weekend rentals.)</i>	
Multipurpose Room <i>(max 150 people)</i>	\$ 65.00 per hour, 3-hour minimum
Fitness Annex <i>(max 214 people)</i>	\$ 70.00 per hour, 3-hour minimum
Food Fee <i>(includes use of Warming Kitchen)</i>	\$ 50.00 per event
<b>Weeknight Rentals</b> <i>(Monday – Thursday, 5:00PM – 8:00PM. A \$50.00 refundable security deposit applies to all weeknight rentals.)</i>	
Multipurpose Room	\$ 30.00 per hour
Multipurpose Room – Audio Visual Use Fee	\$ 25.00 per event
Dining Room	\$ 40.00 per hour
Game Room	\$ 20.00 per hour
Additional Staff <i>(as needed)</i>	\$ 15.00 per hour
<b>Avery Street Recreation Center</b> <i>(\$150.00 refundable security deposit applies to all rentals of Avery Street Recreation Center)</i>	
Gymnasium	\$ 70.00 per hour, 2-hour minimum
Gym Floor Cover Fee	\$ 200.00 per event
<b>Single Multi-Purpose Room</b>	<b>\$ 40.00 per hour, 2-hour minimum</b>
Both Multi-Purpose Rooms	\$ 60.00 per hour, 2-hour minimum
Meeting Room	\$ 30.00 per hour, 2-hour minimum
Entire Facility	\$ 150.00 per hour, 2-hour minimum
<b>Avery Street Annex</b> <i>(\$150.00 refundable security deposit applies to all rentals of Avery Street Annex)</i>	
Classroom	\$ 40.00 per hour, 2-hour minimum
<b>Avery Street Park Lawn / GPAC Back Lawn</b> <i>(\$150.00 refundable security deposit applies to all rentals of Avery Street/GPAC Lawn)</i>	
Rentals	\$ 60.00 per hour
<b>Athletic Rental Facility*</b> <i>(\$150.00 refundable security deposit applies to all field rentals)</i>	
Baseball Field	\$ 30.00 per hour
Baseball Field with Lights	\$ 55.00 per hour
Soccer Field - Youth	\$ 35.00 per hour
Soccer Field - Adult	\$ 45.00 per hour
Soccer Field with Lights - Youth	\$ 70.00 per hour
Soccer Field with Lights - Adult	\$ 80.00 per hour
<i>* Facility supervision is included in the rental price.</i>	
<b>Thompson Road Park</b>	
Multipurpose Field	\$ 30.00 per hour
<b>Lake Benson Boathouse Rentals *</b>	
Jon-boats without Motors	\$ 4.00 per hour, \$ 20.00 per day
Jon-boats with Motors	\$ 8.00 per hour, \$ 40.00 per day
Canoes	\$ 5.00 per hour
Kayaks	\$ 5.00 per hour

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

**Garner Performing Arts Center Auditorium and Lobby**

**Regular Rates**

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

**Non-Profit Group Rates\*** (All rentals of the Garner Performing Arts Center require a \$ 200.00 per day refundable security deposit)

Auditorium	\$100.00 per hour
Rehearsal Fees (Monday -Thursday)	\$ 50.00 per hour
Rehearsal Fees (Friday -Sunday)	\$ 100.00 per hour
Back Lobby (max 30 people)	\$ 40.00 per hour
Front Lobby (max 60 people)	\$ 50.00 per hour
Auditorium Hold Day with Dressing Rooms (Monday -Thursday)	\$ 90.00 per day
Auditorium Hold Day with Dressing Rooms (Friday -Sunday)	\$ 240.00 per day

\* Non-profit groups are defined as follows: all IRS tax exempt and non-profit groups, or non-tax-exempt group activities such as private parties, family activities, family reunions, weddings and receptions, etc., for which no money is collected for participation.

**Miscellaneous Fees** (Applies to all groups)

Sound and Lighting Technician	\$ 20.00 per hour
Facility Attendant	\$ 15.00 per hour
Security	Based on personnel cost
Piano Tuning	Based on personnel cost
Pre-event Setup and Post-Event Cleanup	Based on personnel cost
Concession Stand	\$ 50.00 per day

**Lake Benson Trails\***

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

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

**Christmas Parade**

Float Rentals	10% above Town cost
<b>Parade Entry Fees</b>	
Business / Individual	
Walkers & Bicycles	\$ 65.00
Vehicles	\$ 55.00 per vehicle
ATV & Motorcycles	\$ 45.00 per vehicle
Trucks & Floats	\$ 80.00 per truck/float
Non-Profit/ Church	
Walkers & Bicycles	\$ 45.00
Vehicles	\$ 35.00 per vehicle
ATV & Motorcycles	\$ 25.00 per vehicle
Trucks & Floats	\$ 55.00 per truck/float
Marching Band, Emergency Management, or Elected Official	No Charge

**Special Events & Facility Rentals Policy Fees**

Application Fee	\$ 25.00 non-refundable fee
Mobile Stage (Requires Mobile Stage Rental Application. A \$500 non-refundable deposit due upon application approval.)	\$ 2,500 one day rental
Police Officer	\$ 35.00 per hour, 3-hour minimum
Police Officer Holiday Rate	\$ 54.00 per hour, 3-hour minimum
Staff Assistance	\$ 15.00 per hour, 3-hour minimum
Parking Attendants (2 attendants)	\$ 30.00 per hour, 3-hour minimum
<b>Street Closure</b>	
Resident	\$ 80.00 per event
Non-Resident	\$ 120.00 per event
<b>Use of Park Trails</b>	
Resident	\$ 40.00 per day
Non-Resident	\$ 60.00 per day
<b>Event with Admission Fees or Ticket Sales</b>	
Resident	\$ 270.00 per day
Non-Resident	\$ 405.00 per day
<b>Event with Sales of Food or Merchandise</b>	
Resident	\$ 200.00 per day
Non-Resident	\$ 300.00 per day
<b>Food Truck Participation at Special Events</b> (excludes Independence Day Celebration)	
Small Event (500 – 2,000 expected patrons)	\$ 50.00
Medium Event (2,001 – 9,999 expected patrons)	\$ 100.00
Large Event (10,000 or more expected patrons)	\$ 250.00

Food Truck Participation at Independence Day Celebration	
Tier 1 – Non-Profit Organization (without Food Truck)	No Charge
Tier 2 – Non-Profit Organization partnering with Food Truck	\$ 125.00
Tier 3 – For Profit Food Truck	\$ 250.00
Photo and Video Shoot	
Resident	\$ 50.00 per day
Non-Resident	\$ 75.00 per day
Sanitation Deposit	
Class A or B Special Events	\$ 1,000.00 per event
Class C Special Events	\$ 500.00 per event
Class D Special Events	No Charge

**SECTION 6 – Public Safety Charges****Accident/Criminal Investigation Report**

First 5 Copies	No Charge
Each Copy Over 5 ( <i>per page</i> )	\$ .20 per page
CD/DVD Production	\$ 22.00

**Miscellaneous**

Storage of Seized Vehicle	\$ 5.00 per day
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**Off-Duty Officer**

Police Officer	\$ 35.00 per hour, 3-hour minimum
Police Officer - Holiday Rate	\$ 54.00 per hour, 3-hour minimum

**Removal of Recreational Devices**

First Violation	\$ 25.00
Second Violation	\$ 50.00
Third Violation	\$ 100.00

**Parking Violation Fee\***

No Parking Zone	\$ 30.00
Parking Too Close to Intersection	\$ 30.00
Parking on Sidewalk	\$ 30.00
Parking Too Far Away from Curb or Street Edge	\$ 30.00
Double Parking	\$ 30.00
Parking in a Loading Zone	\$ 30.00
Parking in a Restricted Time Zone	\$ 30.00
Residential Parking Permit Zone	\$ 30.00
Parking on Wrong Side of Street Facing Traffic	\$ 30.00
Emergency Zone Parking	\$ 50.00
Parking in Fire Lane	\$ 50.00
Parking in Front of Fire Hydrant	\$ 50.00
Obstructing Traffic	\$ 50.00
Parking in a Handicapped Zone	\$ 100.00
All Other Parking Violations Not Noted Above	\$ 30.00

\* Parking fines must be paid within 30 days from issuance to avoid additional penalty. Fines not paid within 30 days will be subject to the violator to double the amount of the original fine.

**Animal Control Charges\***

## Violations of Licensing Ordinance

First Violation	\$ 100.00
Subsequent Violations ( <i>Charged per violation; applies to any violation not paid within 60-days of first violation</i> )	\$ 200.00
Number of Dogs kept on Premises	
Each dog over allowable limit ( <i>per dog</i> )	\$100.00
Subsequent Violations ( <i>accrued every 7 days</i> )	\$100.00

## Animals at Large and Animals Creating a Nuisance

First Violation	\$ 50.00
Second Violation	\$ 100.00
Subsequent Violations	\$ 150.00

## Dangerous Animal Violations

Violation of Dangerous Animal Sign ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Violation of Muzzling Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Dangerous Animal at Large ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Failure to Microchip Dangerous Animal ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Secure Enclosure Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Competent Person 18 YO or Older Removal from Property Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Fail to Allow Animal Control Officer Access to Inspect ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Fail to Notify a Garner Officer/Animal Control within 24-hours Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00

## Dangerous Animal Toward Human Being

First Violation ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
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## Dangerous Animal Toward Domestic Pet

First Violation ( <i>Civil Penalty + Animal Seizure</i> )	\$ 250.00
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## Other General Penalties Not Specified Above

	\$ 100.00
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\* Animal control charges are applied to dogs and cats. Fines and penalties listed above do not include shelter reclaim fees, which must also be paid by owner.

**False Alarm Penalties**

**First Three False**

**No Charge**

**Alarms**

Fourth and Fifth False Alarms

\$ 50.00 per alarm

Sixth, Seventh, and Eighth False Alarms

\$ 100.00 per alarm

Ninth and Tenth False Alarms

\$ 150.00 per alarm

All False Alarms in Excess of 10

\$ 250.00 per alarm

**Taxicabs**

Bi-Annual Inspection Fee

No Charge

**SECTION 7 - Penalty Fee**

Penalty Fee: The fee or penalty to be paid to the Town for any one violation of an ordinance as above set out is hereby fixed as noted. Offenses denominated a misdemeanor pursuant to NCGS 14-4 shall be punishable as infractions; offenses not denominated as misdemeanors under the State's penal laws are not punishable as misdemeanors under administering ordinances within the Town.

## List of Common Acronyms

APA	American Planning Association	N/A	Not Applicable
CAFR	Comprehensive Annual Financial Report	NC	North Carolina
CALEA	Commission on Accreditation for Law Enforcement Agencies	NCCMA	North Carolina City/County Management Association
CATV	Cable Access Television	NCDENR	North Carolina Department of Environment and Natural Resources
CDBG	Community Development Block Grant	NCDOT	North Carolina Department of Transportation
CIP	Capital Improvement Program		
CNT	Crisis Negotiation Team (Police)	NCDMV	North Carolina Department of Motor Vehicles
CO	Certificate of Occupancy	NCDWQ	North Carolina Department of Water Quality
EEO	Equal Employment Opportunity		
EMS	Emergency Management Services	NCLM	North Carolina League of Municipalities
EPA	Environmental Protection Agency	NFPA	National Fire Protection Agency
ETJ	Extra Territorial Jurisdiction	NPDES	National Pollutant Discharge Elimination System
FEMA	Federal Emergency Management Administration	OPEB	Other Post Employment Benefits
FT	Full-time	OSHA	Occupational Safety and Health Act
FTE	Full-time Equivalent	PIL	Payment in Lieu
FY	Fiscal Year	PILP	Payment in Lieu of Parkland
GAAP	Generally Accepted Accounting Principles	PIO	Public Information Officer
GASB	Government Accounting Standards Board	PO	Purchase Order
GFOA	Government Finance Officers Association	POPAT	Police Officers Physical Agilities Test
GO Bonds	General Obligation Bonds	PT	Part-time
GIS	Geographic Information Systems	SRT	Special Response Team (Police)
GS	General Statutes	TIA	Traffic Impact Analysis
GTV11	Garner Television Channel 11	TIP	Transportation Improvement Program
GVFR	Garner Volunteer Fire-Rescue, Inc.	TP	Transportation Plan
GWCOA	Greater Wake County Building Officers Association	UDO	Unified Development Ordinance
ICMA	International City/County Management Association		
LEED	Leadership in Energy and Environmental Design		
LGV	Local Government Commission		

## **GLOSSARY OF BUDGET TERMINOLOGY**

***ACTION PLAN:*** Short-term and long-term goals for each program designed to improve efficiency and effectiveness in service delivery as well as the quality of life in the community.

***AD VALOREM TAXES:*** A tax based on value (i.e., a property tax).

***APPROPRIATION:*** A legal authorization granted by the Town Council for departments to make expenditures and to incur obligations for specific purposes; this authorization is limited to the length of the fiscal year.

***ASSESSED VALUATION:*** A valuation set upon real estate and certain items of personal property (i.e., vehicles and equipment used for business purposes) by the County as the basis for levying taxes.

***AUDIT:*** An independent evaluation of the accuracy of the Town's financial statements, financial practices, and internal controls designed to ensure compliance with generally accepted accounting principles. Audits are conducted annually in accordance with state law.

***BASE BUDGET:*** The funding needed to provide exactly the same level of services as provided in the preceding year.

***BOND:*** An obligation issued by the Town as a method of borrowing large amounts of resources for capital projects; bonds are issued for fixed terms and have fixed interest rates.

***BONDS AUTHORIZED AND UNISSUED:*** Bonds that have been legally authorized but not issued, which can be issued and sold by the Town Council following public meetings and approval from the Local Government Commission.

***BONDED DEBT:*** The portion of indebtedness represented by outstanding bonds.

***CAPITAL OUTLAY:*** Expenditure resulting in a replacement for or an addition to the Town's general fixed assets; for budget purposes, any purchase of capital with an estimated cost of \$10,000 or more.

***CAPITAL PROJECT:*** A project financed in whole or in part by the proceeds of bonds and/or a project involving the construction or acquisition of a capital asset. Capital projects may be funded through project ordinances which must be balanced and which are designed to last through the duration of the project.

***CAPITAL RESERVE FUNDS:*** Funds to set aside for future major expenditures such as land, equipment, or small construction projects. Capital reserves may also be used to defray major capital expenditures or match grant money from the federal or state governments for capital projects.

## **GLOSSARY OF BUDGET TERMINOLOGY**

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** A report which sets out the financial position of the Town and outlines the financial effect of the previous year's operations. Comprehensive Annual Financial Reports for a fiscal year (July 1- June 30) are usually released the following autumn.

**CONTINGENCY:** Funds set aside in an operating budget to handle unanticipated expenditures over the course of the fiscal year; expenditures from this reserve require specific authorization by the Town Council.

**COST OF LIVING ADJUSTMENT:** A fixed adjustment to each range/step of the classification and pay plan for the Town, usually tied to an increase in the cost of living.

**DEBT LIMIT:** The maximum amount of outstanding gross or net debt permitted by law.

**DEBT SERVICE:** Funds required to make principal and interest payments on outstanding long-term debt and to accumulate monies for future retirement of term bonds.

**DECISION PACKAGES:** Proposals by departments for programs or projects which were not part of the prior year's budget. Funding is subject to review by the budget team and the Town Council.

**EXPENDITURE:** Depletion of financial resources to pay for the Town's personnel services, professional services, operations and maintenance, capital outlay, or debt service.

**FISCAL YEAR:** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation; for North Carolina local governments, this period is July 1-June 30.

**FIXED ASSETS:** Long-lived tangible assets obtained or controlled as a result of past transactions, including buildings, equipment, improvements other than buildings, and land.

**FTE (FULL-TIME EQUIVALENT):** A unit that indicates the workload of a employed person in a way that makes workloads comparable across various contexts.

**FULL-TIME EMPLOYEE:** A Town employee hired to work forty (40) hours per week on a continuing basis and is eligible to participate in the Town's health, dental and life insurance, and retirement programs.

**FUND:** A set of financial accounts whose resources are equivalent to its liabilities plus equity. These sets of accounts are independent in order to achieve greater accountability or to help attain different goals. The Town uses the General Fund, which accounts for most governmental activities.

## **GLOSSARY OF BUDGET TERMINOLOGY**

**FUND BALANCE:** The difference between fund assets and fund liabilities of governmental and similar trust funds.

**FUND BALANCE, UNASSIGNED:** That portion of the fund balance that is not legally segregated for a specific future use; available for appropriation at any time by the Board of Aldermen in the event of a natural or financial emergency.

**HIRING RATE:** A rate of pay which is five percent (5%) below that rate established as the beginning rate for each position classification on the pay plan; the rate historically paid during the employee's probationary period.

**INTANGIBLES TAX REIMBURSEMENT:** A state-shared revenue to replace the revenue received from the repealed state tax on intangible property (i.e., stocks and bonds).

**INVENTORY TAX REIMBURSEMENT:** A state-shared revenue to replace the Town's former tax levy on business inventory, which was made non-taxable by the state.

**LEVY:** (1) Verb: To impose taxes, special assessments or service charges for the support of Town activities. (2) Noun: The total amount of taxes, special assessments or service charges imposed by the Town.

**LOCAL GOVERNMENT BUDGET AND FISCAL CONTROL ACT:** An act of the State of North Carolina which governs many facets of local government financial activities, including the budget process.

**OPERATING BUDGET:** Plans of current expenditures and the proposed means of financing them; the annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the Town are controlled.

**PART-TIME EMPLOYEE:** For budget purposes, a Town employee hired to work for less than forty (40) hours per week for an indefinite period; part-time employees may be eligible to participate in the Town's health, dental and life insurance and retirement programs, depending on the number of hours worked.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

**POWELL BILL REVENUES:** State-shared revenues from the gasoline tax which are distributed to municipalities based upon population and non-state street mileage. By state statute, Powell Bill expenditures are restricted to improvements in streets or other public thoroughfares.

**PROGRAM:** A specific activity of a department which is separately budgeted and monitored.

## **GLOSSARY OF BUDGET TERMINOLOGY**

**RECLASSIFICATION:** Movement of a classification within the Town's classification and pay plan based on changes in the job skills required for a given position.

**REVALUATION:** Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Wake County Tax Assessor's Office; under State law, all property must be revalued at least every eight years.

**SALES AND USE TAX:** Taxes based on the consumption of goods and services which the state collects for local governments and distributes based upon set formulas.

**TAX BASE:** The assessed valuation of all taxable and real personal property within the Town's corporate limits.

**TAX RATE:** The amount of tax stated in terms of a unit of the tax base (i.e. 54 cents per 100 dollars of assessed valuation of taxable property).

**TEMPORARY EMPLOYEE:** For budget purposes, a Town employee hired to work for less than forty (40) hours per week, or for one hundred eighty (180) days or less, who does not qualify to participate in the Town's health, dental or life insurance programs or retirement programs.

**TRANSFER:** Movement of cash or other resources between funds.

**USER FEE:** Charges to those who voluntarily receive governmental services or use governmental facilities. These charges may or may not be designed to recover the full cost associated with providing the service or facility.

**WORKLOAD INDICATORS:** Descriptions of the type and quality of work assignments handled by a program.

Sources: Government Finance Officers Association. Governmental Accounting, Auditing, and Financial Reporting 1988.

Lawrence, David. Local Government Finance in North Carolina 1990.