

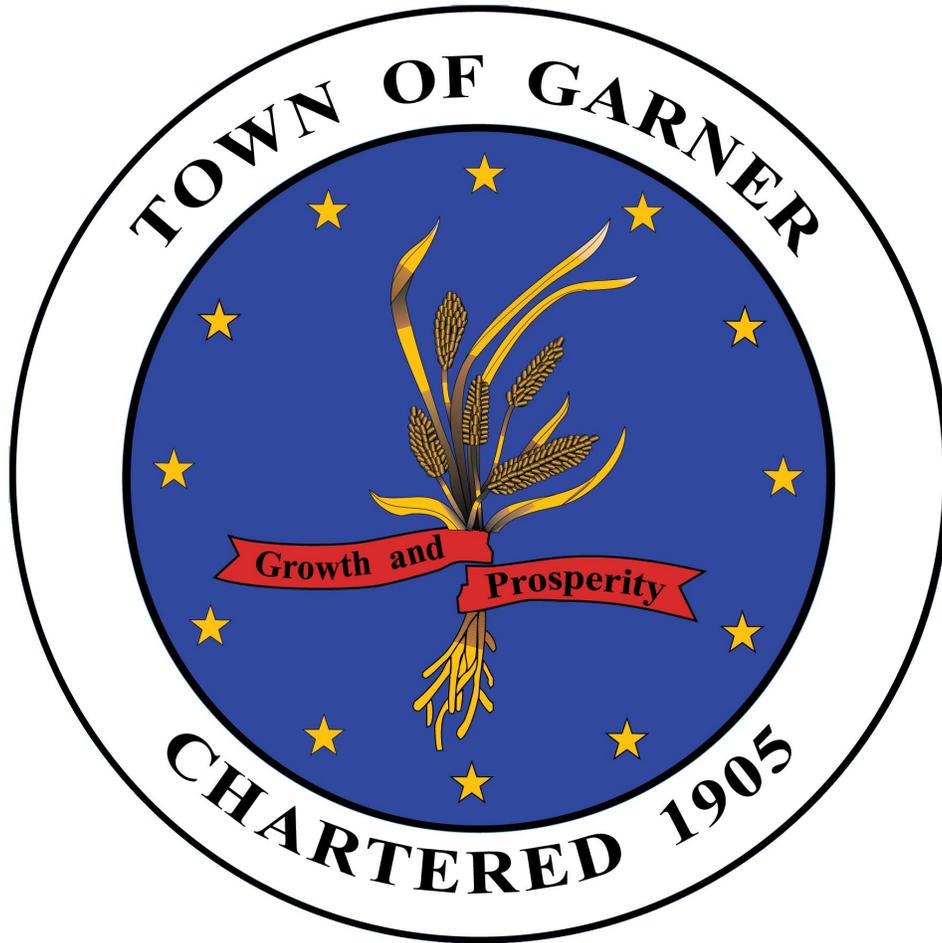


Town of Garner, NC

Recommended Annual Operating Budget

Fiscal Year 2019-2020

**TOWN OF GARNER
NORTH CAROLINA**



**RECOMMENDED FISCAL YEAR 2019-2020
ANNUAL OPERATING BUDGET**

Submitted To:
The Honorable Mayor and Town Council

Prepared By:
The Office of the Town Manager



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Garner
North Carolina**

For the Fiscal Year Beginning

July 1, 2018

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, 2018.

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 2019 – 2020 budget will be submitted to GFOA for award consideration.

COMMUNITY PROFILE



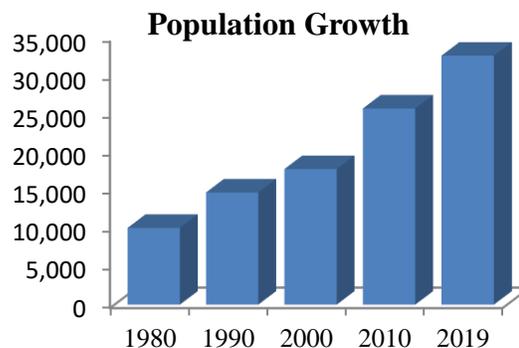
Population:	32,696
Land Area:	16.2 sq. miles
Total Employment:	15,871
Civilian Labor Force:	16,449
Unemployment Rate:	3.5%

GOVERNMENT

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

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

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



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



2013

ALL-AMERICA CITY

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

TOWN HISTORY

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



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

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

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

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

BUSINESS, SERVICES GROW

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

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

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

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

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

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

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

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

HISTORIC HIGHWAY

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

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



NO CARD PLAYING ON SUNDAY

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

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

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

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

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

TOWN OFFICES EVOLVE AS GROWTH CONTINUES

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

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



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

FY 18-19 Accolades and Milestones



The Town's announcement that Amazon would be building a distribution center on the Garner Technology Center site was an economic development achievement that was years in the making.

JULY 2018

Standard & Poor's Global Ratings boosted its long-term rating from AA+ to AAA on the Town of Garner's general obligation (GO) bonds. In summarizing its rationale for the improved rating, S&P said: "The rating action reflects our view of the town's maintenance of extremely strong reserve and liquidity positions; improvement in the town's financial practices management and policies, including the formalized implementation of a capital improvement plan; and robust economic development and planning initiatives." It is considered extremely difficult for a municipality Garner's size to earn a AAA rating from S&P. The Town joined about a dozen other AAA-rated jurisdictions in the region. Several of those jurisdictions—municipalities such as Cary, Durham and Raleigh and counties such as Wake, Orange and Durham—are considerably larger than Garner.

Later the same month, **Moody's Investors Service** announced it had assigned an Aa1 rating to GO bonds

slated to be issued in August and maintained the Aa1 rating on the Town's \$28.3 million of GO debt outstanding. The rating agency had upgraded the Town's bond rating from Aa2 to Aa1 in April 2017. "The Aa1 rating incorporates town's consistently strong financial position bolstered by conservative fiscal policies, a growing tax base benefitting from its proximity to the City of Raleigh (Aaa stable), and manageable debt and pension burdens," Moody's said.

AUGUST

Amazon selected the Garner Technology Center as the location for a new 2.6-million-square-foot, state-of-the-art distribution center. The Seattle-based e-commerce company will invest approximately \$200 million in the site on Jones Sausage Road, formerly the location of the ConAgra plant where a deadly explosion occurred in June 2009. The investment will create an estimated 1,500 jobs, making the distribution center Garner's largest employer. The e-retailer's investment in Garner will be approximately four times the amount of peak

investment by ConAgra at the site, while the number of employees at the facility will be several hundred more than peak employment at the ConAgra plant.

SEPTEMBER

Operation 36 became the first tenant in the Town's new Gearworks "bridge space." The concept involves converting 120 E. Main into a time-limited space for small, scalable companies that previously may have been in a co-working space or a home office but are not quite ready for market-rate office space. The Gearworks initiative is part of a larger strategy by the Downtown Garner Association and Garner Economic Development to grow the creative-class and tech cluster in the historic downtown by adding other businesses of a similar type to the mix.

OCTOBER

The Garner Parks, Recreation and Cultural Resources Department received the **Arts and Humanities Award** for the Pop-Up Art Fence Project from the N.C. Recreation and Park Association at its annual conference. The award recognizes the most innovative and effective arts and humanities programs by parks, recreation and leisure service agency members in the state.

NOVEMBER

The Town of Garner won three **2018 Excellence in Communications Awards** from the N.C. Association of Government Information Officers (NCAGIO), including first-place honors in the broadcast/PSA programs category for the "Discover. Play. Celebrate." promotional video made for Garner Parks, Recreation and Cultural Resources. The Town also brought home second-place honors in the broadcast programs category for the "Garner Update" newscast and in the news release/feature writing category for the Town's Amazon announcement.

JANUARY 2019

The Garner Economic Development Corporation (GEDC) was awarded a **2018 Space Award** from the Triangle Business Journal in the category of Economic Development-Expansion for the Amazon project now under construction on Jones Sausage Road. The Space Awards recognize the Triangle market's top commercial real-estate deals and developments.

FEBRUARY

The Town Planning Department reported the Town's 2018 year-end population to be 32,539—**10.97 percent annual growth.**

APRIL

Public Works announced that it had received **reaccreditation from the American Public Works Association (APWA).**

"The perfect 100 compliance score ... speaks volumes of your continued commitment and culture of excellence."

—APWA,
in reaccreditation
letter to Public Works

First accredited in the fall of 2014, the department this time around received a 100 percent compliance score during its evaluation. The Public Works Department was the first public works agency in the state and only the 95th in North America to be accredited when it first earned the designation in October 2014. In its letter of reaccreditation to the department, the APWA said, "The perfect 100 compliance score during this most recent evaluation

speaks volumes of your continued commitment and culture of excellence you have established within your agency."

The Town earned six **2019 Excellence in Communications Awards** (two first-place, four second-place) from N.C. City and County Communicators. The Town tied the City of Greenville for the most awards won in the annual statewide competition. The Town's communications work was recognized in the categories of video, electronic publications, direct mail and annual reports.

ELECTED & APPOINTED OFFICIALS

TOWN COUNCIL

Mayor

Ronnie S. Williams



Kathy Behringer
Council Member



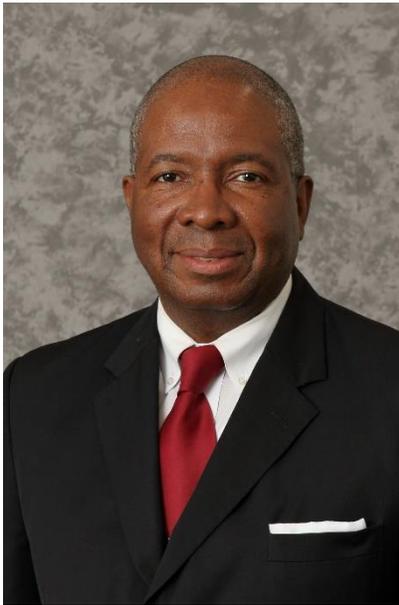
Ken Marshburn
Mayor Pro Tempore



Gra Singleton
Council Member



Elmo Vance
Council Member



Arthur "Buck" Kennedy
Council Member



BOARDS & COMMISSIONS

Board of Adjustment
Joseph Keller, Chair

Planning Commission
Dean Fox, Chair

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

Senior Citizen Advisory Committee
Troy Ellis, Chair

Downtown Garner Association
Mary Elizabeth Twiddy, President

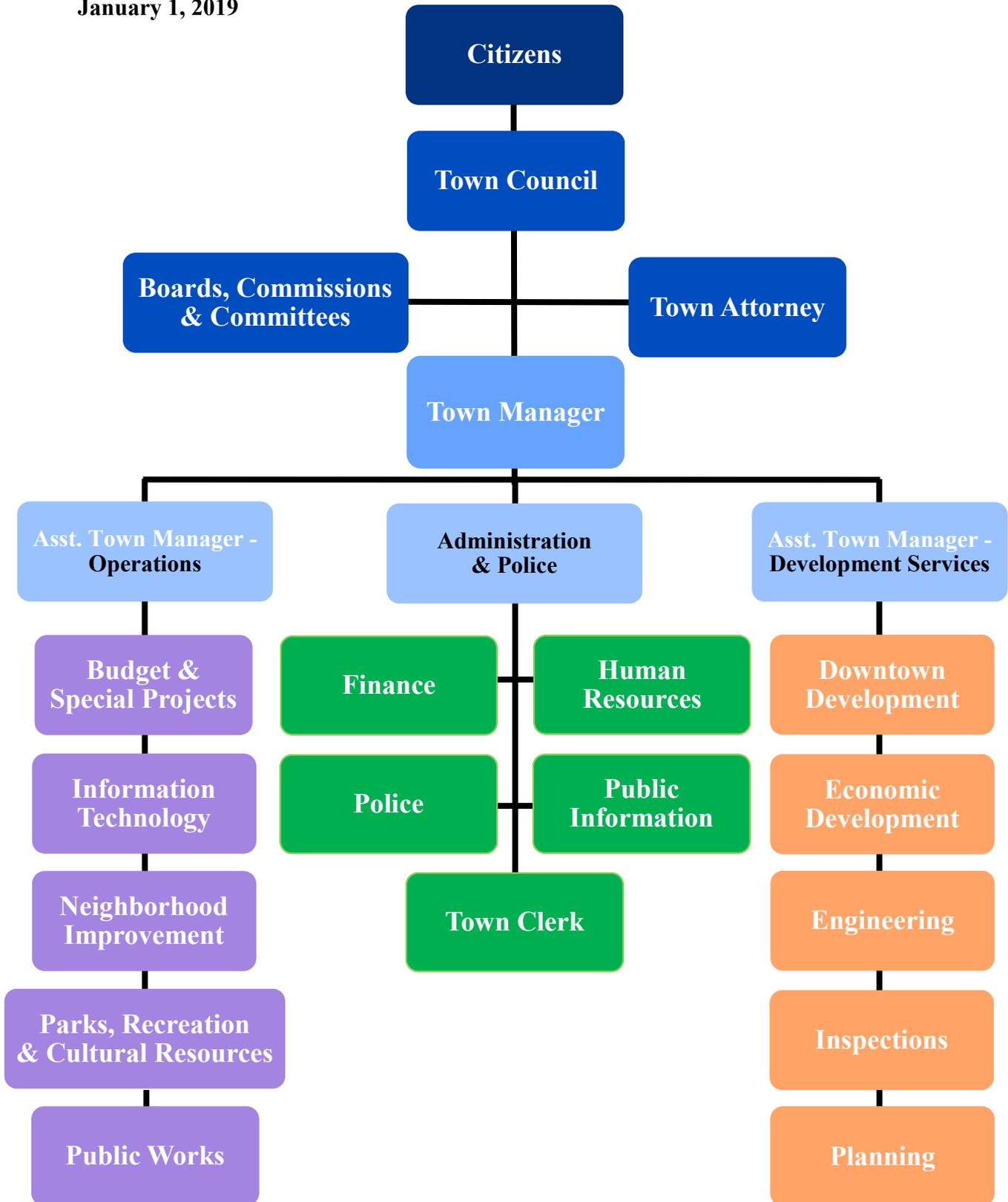
Garner Veterans' Advisory Committee
Jeffery Hicks, Chair

ADMINISTRATIVE STAFF

Rodney Dickerson	Town Manager*
John Hodges	Asst. Town Manager - Development Services
Matt Roylance	Asst. Town Manager - Operations
William E. Anderson	Town Attorney*
Tony Beasley	Inspections Director
Chris Johnson	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, 2019**



BASIS OF BUDGETING AND ACCOUNTING

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

The Town develops its budget as required by the North Carolina Local Government Budget & Fiscal Control Act. The Town's budget is prepared and adopted using the modified accrual basis, whereby revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for outstanding principal and interest on general long-term debt, which is recognized when due. During the year, the Town's accounting system is maintained on the same basis as the adopted budget, as are the Town's annually audited financial statements. For a more expansive discussion of the Town's system of budgeting and accounting, see the Council Adopted Fiscal & Budgetary Policy Guidelines on starting on page 27.

The Town maintains a standard fund structure:

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

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

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

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

BUDGET DEVELOPMENT

The budget process is year-round as staff is required to monitor, and adjust, the current year budget until the end of the fiscal year in June. This ensures that Departments stay within their appropriation and allows staff to recommended one-time adjustments to meet unanticipated requirements, to recognize unanticipated revenues and to meet future obligations. In addition, Council provides guidance to senior management on budget priorities as issues and initiatives arise. This provides senior management with enough time to review issues, and to identify solutions, in advance of the budget development process.

The formal budget process beings each December when senior management meets to review the Town's budget priorities. Following this meeting, Departments are tasked with preparing a baseline operating budget to meet their internal needs and preparing Decision Packages for significant new requests. A Decision Package is required for all new requests that exceed \$5,000. In addition, Departments are tasked with reviewing their future needs and identifying all significant new requests for a five-year period.

As Department's are preparing their operating budgets, senior management finalizes future year revenue projections. This is accomplished by reviewing revenue on a month basis to identify short-term and long-term trends. In addition, the Town holds periodic revenue meetings where Departmental staff are asked to provide input on key workload indicators. For example, staff in the Inspections and Planning Department's provide critical information related to trends in the development community which impact revenue growth.

Following the submission of the Departmental budgets, the Budget Team reviews the Town's baseline requirements, new requests and projected revenue increases. This information is developed into a current year and a five-year forecast which are shared with the Town's Council. This allows Council to provide additional guidance based on both current and long-term budget trends.

Using the additional guidance from Town Council, the Budget Team is tasked with preparing a balanced budget which is ultimately presented to Town Council at a Regular Meeting. Following the release of the recommended budget, the Town holds multiple public hearings to offer the public an opportunity to provide input. In addition, Town

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

The Fiscal Year 2019 - 2020 Budget Calendar is located on page 15.

BUDGET AMENDMENTS

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

BUDGET CALENDAR

December

- FY 2019-20 Budget Kick-Off Meeting with Department Heads

January

- Summary of Significant Budget Requests and Five Year Plan Due
- Materials sent to Non-Departmental Agencies
- Operating Budget Data Entry by Departments

February

- Operating Budgets, Grant Applications, and Non-Departmental Agency Budgets are Submitted to Budget Team
- Budget Team Reviews Operating Budget Requests, Decision Packages, Capital Requests and Agency Funding Requests
- Budget Team Provides an Initial Budget Forecast and Reviews Budget Priorities with Town Council
- Budget Reviews Conducted with Departments

March

- Budget Team Continues Budget Reviews and Preparation of Recommended Budget
- Budget Team Provides a Five-Year Forecast to Town Council
- Budget Team Provides the FY 2018-2019 Third Quarter Presentation for Town Council

April

- Budget Team Prepares Budget Document and Presentation
- Recommended Budget Presented to Department Heads
- Town Council Approves FY 2018-2019 Third Quarter Adjustments

May

- Budget Team Presents the Recommended Budget to Town Council
- **Public Hearing Conducted to Receive Public Input**
- Town Council Conducts Budget Work Sessions

June

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

July/August

- Budget Team Prepares and Publishes Budget Book

A CITIZEN'S BUDGET GUIDE

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

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

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

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

MUNICIPAL BUDGETS IN NORTH CAROLINA

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

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

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

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

CITIZEN INPUT

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

YOUR MUNICIPAL BUDGET

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

An important concept of this report that you will notice when reviewing the budget is the Town’s *fund balance*. *Fund balances* are probably the least known and understood aspect of a municipal budget. Generally speaking, a fund

balance is similar to a savings account composed of money left over from previous years' budgets.

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

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

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

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

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

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

commit funds to projects as required matching funds to secure federal or state aid for major construction projects.

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

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

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

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

THE BUDGET FORMAT

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

To make sure those goals and objectives are implemented, division budgets include a list of

performance measures. The effectiveness of the department is evaluated every year on the basis of how well that department met the objectives established in the annual budget. This is one way we try to ensure quality control in the work the Town performs.

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

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

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

THE ADOPTION PROCESS

The annual budget process involves a considerable amount of time and effort on the part of staff and Town Council. In fact, staff begins the process of preparing the recommended budget in December. In February, staff provides the Town Council with a preliminary budget outlook.

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

"decision package." During review of the budget, these decision packages are considered and decided upon individually.

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

The manager's recommended budget contains a budget message, which introduces the major components of the budget to the Town Council and citizens who wish to study it. In addition, the budget summary outlines the Town's revenue forecasts and summarizes items that were funded, deferred or cut for those who have not had time to study it themselves or are perhaps intimidated by its detail. The budget summary is a concise summary of the major features of the proposed budget and therefore represents the best source of information for quick review regarding the recommended budget.

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

After several public hearings to obtain input from the public, the Town Council adopts the budget. Coinciding with the development of the operating budget, the Town's Capital Improvements Plan is adopted as well. This document plans for new construction and major infrastructure improvements. This five-year plan helps the Town budget and prepare for funding these projects.



Town of Garner Strategic Plan

*Adopted by the Town Council
October 2016*



Town of Garner Strategic Plan

Introduction to the Town's New Strategic Plan

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

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

The plan includes these components:

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

The Town's Vision Statement

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

Town of Garner Strategic Plan

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



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



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



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



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

Fiscal Responsibility (FR)



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

OBJECTIVE 1: Maintain an appropriate/stable tax rate

Initiative 1: Manage 2013 Bond Program

Initiative 2: Maintain public understanding and trust

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

OBJECTIVE 2: Invest in maintenance of infrastructure and facilities

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

Initiative 2: Implement planned facilities maintenance

Initiative 3: Maintain Town-owned stormwater infrastructure

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

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

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

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

OBJECTIVE 4: Develop funding strategy for future needs

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

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

Initiative 3: Leverage funding opportunities with partners

Efficient and Timely Service Delivery (SD)



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

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

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

Initiative 2: Reinforce planning partnerships with regional partners

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

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

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

Initiative 2: Privatize or use contract services when appropriate

Initiative 3: Continue efficient use of resources

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

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

Initiative 2: Focus on retention of high-performing personnel

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

OBJECTIVE 4: Nurture a culture of excellent customer service

Initiative 1: Maintain adequate staffing levels

Initiative 2: Enhance access to government and relevant information

Initiative 3: Inspire a shared vision among staff

Orderly Growth (OG)



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

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

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

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

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

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

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

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

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

OBJECTIVE 3: Implement comprehensive economic development plan

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

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

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

Quality of Life (QL)



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

OBJECTIVE 1: Provide a safe and inviting community

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

Initiative 2: Promote and expand beautification programs in key corridors

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

OBJECTIVE 2: Support and encourage an active and engaged citizenry

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

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

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

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

Initiative 1: Engage underrepresented communities and entrepreneurs

Initiative 2: Support and enhance services for aging population

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

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

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

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

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

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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

March 5, 2018

OBJECTIVES

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

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

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

CAPITAL IMPROVEMENT PROGRAM POLICIES

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

CAPITAL IMPROVEMENT PROGRAM POLICIES (cont.)

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

DEBT POLICIES

General

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

Tax Supported Debt

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

FUND BALANCE POLICIES

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

REVENUE SAVINGS PROGRAM

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

REVENUE SAVINGS PROGRAM (cont.)

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

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

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

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

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

BUDGET DEVELOPMENT POLICIES

General

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

BUDGET DEVELOPMENT POLICIES (cont.)

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

Revenues

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

Expenditures

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

CASH MANAGEMENT & INVESTMENT POLICIES

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

CASH MANAGEMENT & INVESTMENT POLICIES (cont.)

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

ACCOUNTING

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

PURCHASING

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

FIXED ASSETS

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

FIXED ASSETS (cont.)

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

RISK MANAGEMENT

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

ECONOMIC DEVELOPMENT

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

CURRENT INITIATIVES

ENHANCE CAPITAL PLANNING PROCESS

As part of the FY 2020 budget development process, staff implemented a revised Capital Improvement Planning (CIP) process. This revised process focused on engaging staff from multiple departments to ensure all future capital needs were identified. In addition, this process allowed for impacted staff to have input in the process which resulted in efficiencies and enhanced planning efforts. In FY 2021, the process will be modified to incorporate additional public input and to utilize data to evaluate projects when possible. In addition, staff is working to refine the process of forecasting long-term operating impacts associated with projects. In FY 2021, staff hopes to develop standardized guidelines for how specific projects will impact the operating budget.

IMPROVE LONG-TERM FINANCIAL FORECAST

In FY 2020, staff developed the Town's first five-year forecast for budget planning purposes. Initial efforts focused on identifying significant operating requirements in future years and developing a detailed forecast for ad valorem taxes. This allowed for staff and Town Council to discuss initiatives and available resources in future budget years. In FY 2021, staff will refine forecasts for major revenue and expenditure categories. In addition, staff will work to further integrate the five-year forecast with the CIP as this will reinforce the impact of capital decisions on the operating budget.



TOWN OF GARNER
FY 2019-2020 BUDGET MESSAGE

To: Honorable Mayor and Town Council
From: Rodney Dickerson, Town Manager
Date: April 30, 2019
Re: Town Manager's Budget Message for FY 2019-2020

I am honored to present the Recommended Fiscal Year 2019 – 2020 Budget. This budget was prepared following a comprehensive review of future year requirements and anticipated revenues. As part of this process, staff identified a variety of structural issues that will need to be addressed in future years. I believe this budget is a critical first step to addressing those needs. It meets the core needs necessary to address increased service demands while allowing time for analysis in future years. Our goal is to develop a roadmap for success that ensures Garner remains an attractive place to live, work and play.

The Town continues to grow at a rapid pace. According to the Town's Planning Department, Garner's population increased by over 2,000 people, or nearly 7 percent, during the last year. Based on the first quarter of 2019, staff anticipates approximately 300 single family homes and townhomes to be inspected during the year. Future growth is anticipated as the development community continues to plan future subdivisions within the Town's limits. I believe this growth is critical for the future success of our Town, but it does present operational challenges.

The cost of services such as solid waste, elections and property maintenance have and will continue to grow as the Town expands. The Town has limited control over these costs as they are based primarily on population and regional trends. In addition, the Town has made a variety of decisions designed to meet service demands, and to operate more effectively, that have a cost impact. As part of the FY 2019 – 2020 budget, funding of \$365,000 is being redirected to support street resurfacing efforts. In addition, the Town is in the process of transitioning away from using debt financing to pay for vehicles and is attempting to limit the use of fund balance as a revenue source. All of these choices will ultimately have a positive impact on the Towns' operations but they also all have an impact on the operating budget.

Based on the multiple factors impacting the Town’s operating budget, staff prepared a five-year forecast of baseline operating requirements and revenue projections. The forecast indicated that baseline operating expenditures will exceed revenues over the next five years. While growth is anticipated to be robust, the Town’s current funding streams are insufficient to meet baseline requirements. As a result, I am recommending an increase of 3 cents to the property tax rate. This would result in a FY 2019 - 2020 property tax rate of 56.25 cents per \$100 of assessed valuation.

The decision to raise taxes was only made after performing a review of the impact on Town residents and how it affects our competitiveness in the region. As the chart below summarizes, Garner households have the lowest tax burden in Wake County. This will remain the case after the recommended tax increase. I believe it’s critical that Garner remain an affordable place to live but if we are going to be a regional leader, and provide an array of services to our residents, we must remain competitive with our rates. This will allow us to provide the services residents depend on and that enhance their quality of life.

Wake County Municipalities	Property Tax Rate	Annual Property Tax ¹	Annual Solid Waste Fees	Annual Water & Sewer Charges	Annual Storm Water Fees	TOTAL
Garner	\$0.5325	\$974	\$0	\$684	\$0.00	\$1,658
Knightdale	\$0.4300	\$827	\$178	\$684	\$48.00	\$1,737
Fuquay-Varina	\$0.4325	\$983	\$171	\$787	\$0.00	\$1,942
Morrisville	\$0.3900	\$1,201	\$0	\$759	\$24.96	\$1,986
Raleigh	\$0.4382	\$1,154	\$187	\$676	\$60.00	\$2,078
Wake Forest	\$0.5200	\$1,403	\$0	\$684	\$0.00	\$2,087
Wendell	\$0.4900	\$774	\$264	\$1,092	\$0.00	\$2,131
Apex	\$0.4150	\$1,263	\$235	\$655	\$0.00	\$2,153
Cary	\$0.3500	\$1,228	\$204	\$759	\$0.00	\$2,191
Holly Springs	\$0.4325	\$1,277	\$192	\$734	\$36.00	\$2,239
Rolesville	\$0.4800	\$1,399	\$264	\$684	\$0.00	\$2,348
Zebulon	\$0.5920	\$840	\$231	\$1,329	\$24.00	\$2,425
Average	\$0.4586	\$1,110	\$161	\$794	\$16.08	\$2,120

*Rates and fees based on FY 2018 - 2019 totals as prepared by the City of Raleigh

¹ Home values used to calculate property tax totals are based on the average tax value of homes according to Wake County tax records

With the additional funding generated from the tax increase, the Town will be able to meet several core requirements. A Facility Maintenance Technician will allow Public Works to properly maintain the Town's 56 buildings and shelters with a combined 190,964 square footage. Similarly, a Parks and Grounds Athletic Supervisor will oversee all the athletic maintenance in town, amenities around athletic fields, and special event setup and take down. A Construction Inspector will right size the inspection workload in the Engineering Department and ensure that both public and private projects are being conducted properly. Finally, funding is included to perform sod maintenance at local parks required, due to heavy field usage.

The Town will also be able to make some strategic investments as part of this budget. Funding will allow the Garner Economic Development Corporation to transition from a singular focused entity into a Town wide economic development non-profit. The Town is also taking advantage of a grant opportunity that will cover 85 percent of the costs associated with salary requirements and outfitting two police officers required to meet service demands. Finally, funding will allow the Town to run a six-month series of promotional articles on the WRAL website.

While this budget does include some new items, it's important to note that there are a significant number of reductions and deferred departmental funding requests. In total, budget reductions of \$416,925 have been recommended. Many of these have the potential to impact Town operations but were determined to be necessary given the limited funding available. In addition, department requests totaling \$1.5 million and fourteen full-time positions have been deferred. I believe many of these requests deserved consideration but could not be funded in the current budget. As a result, I believe it will be necessary for staff to work with Council over the coming years to define our priorities and to determine how we can produce a budget that accomplishes our goals.

The work required to ensure the Town's budget matches our priorities has just begun but I believe this budget is a critical first step. It will allow the Town to meet residents' and businesses' service demands while maintaining the lowest average tax impact in the region. It puts us in a better position to meet the baseline operating and personnel requirements that have been driving growth. It will put the Town in a strong position while we continue the processes of defining the budget priorities that are important to Council and the Town's residents. I look forward to working with both Council and residents in the coming years during this process as we make sure Garner is positioned to be an attractive place to live, work and play.

Respectfully submitted,



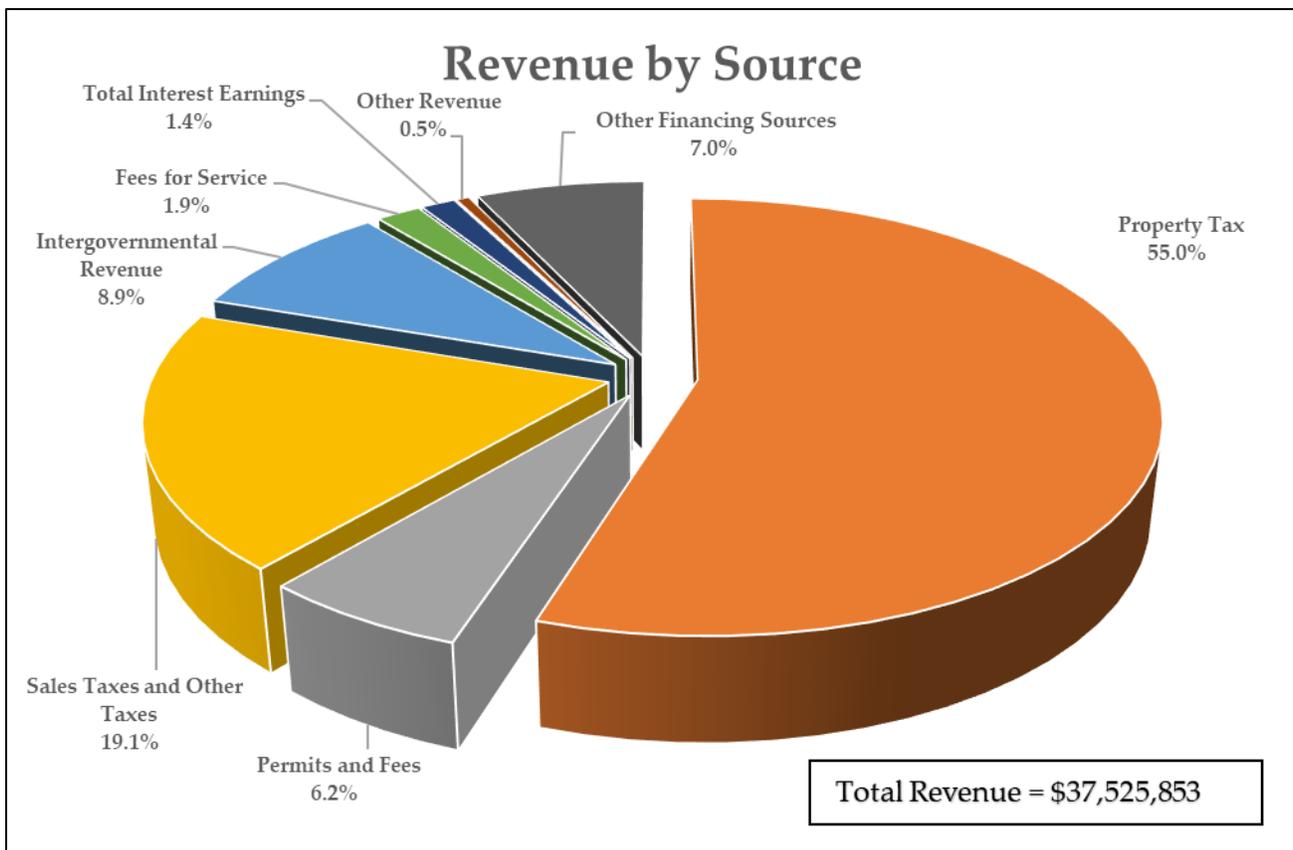
Rodney Dickerson
Town Manager

FY 2019 – 2020 GENERAL FUND SUMMARY

The total FY 2019 - 2020 Town of Garner Recommended Budget is \$37,525,853, an increase of \$2,293,771, or 6.5 percent, over the FY 2018-19 Adopted Budget. Growth is primarily related to baseline operating and personnel requirements and funded decision packages which are critical to the Town’s operations. Additional revenue is available primarily due to growth in Property Taxes, Sales Tax and Other Taxes, Fees for Service and Interest Earnings. Details on both the revenue and expenditure adjustments are included in the sections that follow.

REVENUE SUMMARY

The FY 2019 – 2020 Recommended Budget includes revenue of \$37,525,853, an increase of \$2,293,771, or 6.5 percent, over the FY 2018 – 2019 Adopted Budget. This increase is primarily based on growth in the Property Taxes, Sales Tax and Other Taxes, Fees for Service and Interest Earnings categories. As illustrated below, the Town’s ability to grow is highly dependent on the Property Tax and Sales Tax and Other Taxes categories, which are anticipated to generate 74.1 percent of the Town’s revenue.



Property Taxes

The projected Town-wide value of assessed property for the FY 2019- 2020 Recommended Budget has increased by \$190.7 million, or 5.5 percent, over the estimate included in the FY 2018- 2019 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 seven fiscal years after several years of declining values or limited growth. Current workload metrics in the Planning and Inspection Department's indicate this trend will continue.

History of Assessed Values

Fiscal Year	Real	Public Service	Personal	Total Value	Percent Change
2019 - 20	3,028,000,000	134,000,000	525,000,000	3,687,000,000	5.5%
2018 - 19	2,883,264,000	134,000,000	479,000,000	3,496,264,000	4.8%
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 property tax rate for the FY 2019 - 2020 Recommended Budget is proposed to increase by 3 cents to 56.25 cents per \$100 of assessed valuation. This increase is required to address increased baseline requirements and critical new items necessary to meet increased demand. Based on the proposed tax increase, and growth in assessed valuation, property tax revenue is anticipated to increase \$2,087,469, or 11.2 percent, over the FY 2018 - 2019 Adopted Budget.

Permits and Fees

The FY 2019 – 2020 Recommended Budget includes an increase of \$59,100, or 2.6 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on the Town increasing the Motor Vehicle Fee as part of the FY 2018 – 2019 Adopted Budget. Based on the timing of the increase, the new rate could not be applied at the start of the FY 2018 - 2019 fiscal year. As a result, the Town will see an increase in FY 2019 – 2020 as the fee will be applied for the entire year. In addition, higher subdivision fees have been included based on a significant increase in this

category during the current fiscal year. These increases are partially offset by a decrease in Building Permit Fees based on a reduction in one-time revenues associated with Amazon.

Sales Taxes and Other Taxes

The FY 2019 – 2020 Recommended Budget includes an increase of \$311,135, or 4.5 percent, over the FY 2018 – 2019 Budget. This is primarily based on a budgeted increase of 4.5 percent for Sales Tax. Staff anticipates additional growth in the community due to new residential and commercial developments. As a result, additional Sales Tax receipts are anticipated.

Intergovernmental

The FY 2019 – 2020 Recommended Budget includes a decrease of \$11,187, or 0.3 percent, from the FY 2018 – 2019 Adopted Budget. This is primarily based on a decrease of \$96,895 in budgeted revenues associated with grants. Based on the unpredictable nature of grant funding, staff has determined that it's best to recognize these revenues when received during the year. This decrease is partially offset by an increase in Utility Franchise Tax revenues based on this category's performance during the current year and the NC League of Municipalities forecast.

Fees for Service

The FY 2019 – 2020 Recommended Budget includes an increase of \$121,637, or 21.2 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on an increase of \$102,212, or 43.8 percent, in Recreation Fees. The Town's Recreation Center will be open during FY 2019 – 2020 and is anticipated to generate significant revenue. In addition, the Parks Recreation and Cultural Resources Department will take over the youth basketball program from the Optimist Club. This activity is anticipated to generate revenue of \$19,500.

Interest Earnings

The FY 2019 – 2020 Recommended Budget includes an increase of \$130,000, or 31.7 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on significant growth in year-to-date collections and indications from the Federal Reserve that interest rates will remain at or above the current level.

Other Revenue

The FY 2019 – 2020 Recommended Budget includes an increase of \$42,750, or 26.2 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on growth in the Wake County Landfill Reimbursement category based on the current year performance. In addition, staff

anticipates a new revenue source as the Town will implement a Procurement Card Program in FY 2019 – 2020. This program will allow the Town to generate revenue when using a procurement card to make purchases.

Other Financing Sources

The FY 2019 – 2020 Recommended Budget includes a decrease of \$517,891, or 16.8 percent, from the FY 2018 – 2019 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 2019 – 2020 Recommended Budget includes funding of \$381,201 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>\$182,150</u>
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Funding of \$182,150 has been included to cover the cost of two positions in Public Works. Of this total, funding of \$94,457 is included to cover the cost of one Parks and Grounds Supervisor position for nine months. This total includes funding of \$51,887 for personnel related costs, \$32,000 for a vehicle and \$10,570 for various operating requirements. In addition, funding of \$87,693 is included to cover the cost of a Building Maintenance Technician position for nine months. This total includes funding of \$40,558 for personnel related costs, \$35,500 for a vehicle and \$11,635 for various operating requirements.

The Parks and Grounds Supervisor position will improve span of control issues within Public Works as noted in the FY 2016 – 2017 pay and class study. As a result, managers within the Public Grounds Management Division will be able to spend more time in the field managing, and overseeing, work related tasks instead of in the office performing administrative duties. This will allow the division to enhance efforts associated with duties such as athletic field maintenance, special event setup and take down and performing annual maintenance.

The Building Maintenance Technician position will allow the Facilities Division to manage maintenance requirements at the Town's new Recreation Center. The Division is already challenged to meet requirements associated with existing Town facilities and the new Recreation Center will have a significant impact on workload. As a result, this position is critical as it will allow for basic maintenance requirements to be met at all Town facilities which will extend the lifecycle and performance of building assets with a significant cost to replace.

Construction Inspector Position \$95,213

Funding of \$95,213 has been included to cover the cost of a Construction Inspector position in Engineering. This total includes funding of \$69,213 for personnel related costs, \$23,000 for a vehicle and \$3,000 for various operating requirements.

This position is required as the workload of the existing position has grown to the point where there is not adequate time devoted to each of the current projects to ensure that the work of both public and private projects is being completed properly. This position will right size the workload in the department and allow for additional projects, which are anticipated in FY 2019 – 2020, to be properly inspected.

Unified Development Ordinance \$50,000

Funding of \$50,000 has been included to cover the FY 2019 – 2020 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. It's important to note that this is the final funding increment for this project.

Police Grant Positions \$35,898

Funding of \$35,898 has been included to cover the cost of two Police Officer positions. This total includes funding of \$13,198 for personnel related costs, \$17,750 for two vehicles and \$4,950 for various operating requirements. It is important to note that the costs associated with these positions have been significantly reduced as the department anticipates receiving a grant which would cover 85 percent of the year one funding requirements.

These positions are required based on growth in the Town's population and land area over the last several years. As the Town's population has increased, the department has received significantly more calls for service and is required to travel further distances based on the Town's land area growth. In addition, the department anticipates receiving a grant for these positions which covers 85 percent of the year one costs associated with funding personnel and

startup costs to outfit the officers. This results in savings of approximately \$204,000 for the Town.

WRAL Campaign \$9,000

Funding of \$9,000 has been included to cover the costs associated with running a six-month series of promotional articles about the Town on the WRAL website. This will result in a total of 12 articles being published about the Town. Staff anticipates these articles having significant promotional value as the WRAL website receives a significant amount of web traffic. This will allow for information to be shared about the exciting events and initiatives occurring within the Town to be communicated with a wide audience.

Middle School Camp \$8,940

Funding of \$8,940 has been included to cover the costs associated with providing a middle school camp. The Town's current camp, Camp Kaleidoscope, is at max capacity and allows for middle schoolers and younger children to attend. Adding an additional camp would expand capacity and allow for children to interact with their peers. It's important to note that revenue of \$6,600 would reduce the net cost of this camp to \$2,340 in FY 2019 – 2020.

Based on the timing of when the fiscal year starts, this camp will only run for 3 weeks during FY 2019 – 2020. In future years, the camp will run for several more weeks. As a result, additional funding of \$20,615 would be required in FY 2020 – 2021. This increase would be offset by additional revenue of \$17,600 resulting in a net cost of \$3,015.

Summary of Reductions and Unfunded Decision Packages

The FY 2019 – 2020 Recommended Budget includes reductions of \$416,925 and unfunded decision packages totaling \$1,521,394. Several of the reductions may have a direct impact on the Town's operations in FY 2019 – 2020 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.

Reductions Utilized to Balance the FY 2019 - 2020 Budget

Department	Reduction Total	Impact
Town wide	\$50,000	A decrease of \$50,000 would require the Town to centrally budget anticipated position turnover within Departments. This may require departments to extend vacancies during the year which would result in operational deficiencies.
Town wide	\$10,000	A decrease of \$10,000 would require funding associated with auto maintenance and repair to be budgeted in a central location. Pooling the available funding should generate efficiencies limiting the impact of this reduction.
Town wide	\$7,500	A decrease of \$7,500 would result from the Town implementing an employee savings initiative program. A cross departmental team of employees would be developed to identify inefficiencies within the Town. In addition, a savings forum would be established on the Town's website which would allow all employees to provide ideas on how the Town could generate efficiencies.
Town wide	Unknown	A one-time decrease would result from the Town hiring a consultant to review prior year billings to identify overpayments and inaccurate billings.
Economic Development	\$5,000	A decrease of \$5,000 would limit staff's ability to hold site consultant visits with partner agencies. This could have an impact on the Town's economic development efforts.
Economic Development	\$1,000	A decrease of \$1,000 would require staff to reduce efforts associated with supporting the retention of existing companies and visiting headquarters of companies with locations in Garner. This could have an impact on the Town's economic development efforts.
Neighborhood Development	\$4,000	A decrease of \$4,000 would result in a reduced number of participants in Garner 101 and eliminating the Neighborhood Leadership Academy. This would reduce

		community outreach efforts and impact resident's ability to learn about the Town's operations.
Communications	\$8,000	A decrease of \$8,000 would prevent the Communications Division from purchasing new video camera equipment. This would limit the quality of video staff produces to promote Town events and initiatives.
Communications	\$1,000	A decrease of \$1,000 would prevent the Communications Division from purchasing a Sling Studio switcher which would allow for live streaming with multiple cameras.
Communications	\$5,000	Additional revenue of \$5,000 would offset the cost of the new twice a year Town of Garner magazine. This would reduce the quality of the magazine as advertisements generally result in less attractive final product.
Inspections	\$6,000	A decrease of \$6,000 would reduce the number of temporary staffing hours in the Inspections Department. This could limit the Department's ability to provide a mandated service. If funding proves to be insufficient, a funding adjustment will be required.
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 training on how to utilize the Town's human resource system. This is a manageable reduction but will prevent the Town from creating a core group of trained users that could then train other staff members.
Human Resources	\$20,000	A decrease of \$20,000 would eliminate funding for an assessment center. This would limit the Town's ability to recruit for a critical position and may require a funding adjustment during the fiscal year.
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 issues.
Information Technology	\$20,500	A decrease of \$20,500 would result in the Town's guest wireless network not being replaced. This reduction is manageable, but it should be noted that the network could fail during the fiscal year and fund balance, or another funding source, would have to be utilized to replace the system.
Information Technology	\$18,000	A decrease of \$18,000 would result in the Town only replacing the batteries on various servers/switches. If this proves to be insufficient a funding adjustment would be required during the fiscal year.
Public Works	\$48,968	A decrease of \$48,968 is based on reducing the budget associated with streetlight utilities. This reduction is based on a review of prior year experience and current costs. This reduction may have a limited impact but would require the department to request additional funding, or absorb the cost, if costs exceed the new budget.
Public Works	\$54,000	A decrease of \$54,000 would result in the fence at Lake Benson Park not being replaced. The fence is deteriorating and not replacing it would have a significant impact on the aesthetic appeal of the park.
Public Works	\$10,159	A decrease of \$10,159 reduces the future contract rate increase in the Solid Waste contract to 2.0 percent. Staff originally budgeted an increase of 3.0 percent but currently believes the increase will be closer to 2.0 percent. If the final amount is higher than 2.0 percent then a funding adjustment may be required.
Public Works	\$34,050	A decrease of \$34,050 would reduce funding available for mulching town parks and facilities. This will limit staff's ability to apply additional mulch during the year which impacts the aesthetic appeal of parks and Town facilities.

Public Works	\$30,000	A decrease of \$30,000 would require various energy savings initiatives to be implemented on a town wide basis. This could increase the number of too hot / too cold calls that Facilities responds to and result in uncomfortable conditions for some employees and the general public.
Parks	\$39,728	A decrease of \$39,728 would reduce Temporary staffing in Youth and Athletics. This may impact the Department's ability to provide adequate staffing for various programs. If insufficient funding is available to meet programmatic requirements, then a funding adjustment will be required.
Parks	\$10,000	A decrease of \$10,000 would reduce departmental supplies in Youth and Athletics. This may impact the Department's ability to provide adequate materials for various programs. If insufficient funding is available to meet programmatic requirements, then a funding adjustment will be required.
Parks	\$4,300	A decrease of \$4,300 would result in various new community events for teens, dog owners and other segments of the community not being implemented.
Parks	\$6,170	A decrease of \$6,170 would result from the department not hiring additional field staff at White Deer Park. The department proposed hiring additional staff to interpret nature and to patrol the park to enhance visibility.
Police	\$2,000	A decrease of \$2,000 would require the Police Department to reduce printing of various brochures and annual reports. This reduction could be mitigated by including these items online.
Police	\$5,000	A decrease of \$5,000 would require the Police Department to reduce the number of administrative training sessions attended by staff.

Police	\$2,000	A decrease of \$2,000 would reduce funding available for IT equipment and supplies in the Police Department.
Police	\$2,400	A decrease of \$2,400 would reduce funding available to perform maintenance at the 912 7 th Avenue facility.

Decision Packages Not Funded as Part of the FY 2019 - 2020 Budget

Department / Request	Funding Total	Request Summary
Communications – Communication Specialist	\$69,719	This position would support all town departments by performing work associated with social media outreach; website design and maintenance; blogs/vlogs/economic development video scripting content; making fliers/brochures; special event planning and marketing; and, report design and dissemination.
Human Resources - Risk Manager	\$84,960	This position would be responsible for all safety initiatives, the risk management program and would take over responsibilities from the HR staff for workers compensation administration, FMLA administration, fit for duty, light duty and leave of absence management.
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.
Finance - Convert Part-Time Office Assistant Position to Full-Time	\$27,205	Making this position full-time would allow the Finance Department to manage increased work load and to meet non-critical requirements in a more timely manner.
Parks - Park Administrative Support Specialist	\$69,919	This position would perform various administrative tasks which are currently being performed by the department's senior management. This would allow for a dedicated position to manage administrative functions and for senior management to focus on higher level tasks.
Parks - Park Program Manager (Part-Time)	\$46,731	This position would manage activities and programs at the Town's recreation center. Having a permanent part-time position would result in enhanced continuity and would minimize administrative challenges associated with seasonal staff.
Parks - New Park Planner Position	\$89,206	This position would assist senior management in the Department with activities such as park planning, development, management and maintenance. This is necessary due to the potential growth of park development projects, maintenance needs and the requirement to identify alternative funding needs to meet growing demand in future years.
Avery Street Recreation Center Maintenance	\$48,200	This request would allow for various maintenance related improvements to be made at the Avery Street Recreation Center. Specifically, this would allow for new paint, new carpet for offices and corridor areas, new furniture and office reconfigurations and new wall padding.

Fire Services - Administration Battalion Chief	\$84,647	This position was requested to support efforts associated with long range plans, developing a standard of cover, performance indicators and accreditation. 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.
Police - Community Liaison Officer	\$123,041	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 Next Door 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 - School Resource Officer	\$138,887	This position would allow for a second School Resource Officer to be added to South Garner High School which will be adding 11th graders in FY 2020. This position would allow for an appropriate student to staff ratio to be maintained following the addition of an additional grade.
Police - Breaching Door Trainer	\$6,280	This equipment would allow the special response team (SRT) to practice a variety of door breaching methods. This would help to ensure that the SRT is able to successfully breach a door during critical situations.
Police - Cubicles	\$16,924	Additional cubicles would allow the department to reorganize their office configuration to accommodate additional personnel growth.
Police - License Plate Readers	\$273,000	License Plate Readers would serve as an investigative tool to aid police in recovering stolen vehicles, locating criminals, assisting in the security of large public locations, and conducting other intelligence and investigative activities. The devices would be located at various locations within the Town and would enhance the Police Department's ability to investigate and solve crimes.
Police - Segway	\$7,379	A Segway would allow school resource officers at Garner Magnet High School to quickly respond to events throughout the school's campus.

Public Works - Building Maintenance Day Porter	\$55,481	This position would perform janitorial services which are currently being performed by building maintenance technicians. This would allow for a dedicated position to perform these tasks and would allow building maintenance technicians to focus on higher level tasks.
Public Works - Convert Three-Part Time Grounds Maintenance Workers to Full-Time	\$143,467	Making these positions full-time would allow the Town to stop relying on seasonal positions which are challenging to recruit for and generally perform at a lower level. In addition, this would increase the number of hours staff is available which will allow the department to provide more consistent maintenance of the town facilities, parks, sports fields, and open spaces.
Public Works - Convert Four Part-Time Street Maintenance Workers to Two Full-Time Positions	\$112,848	Making these positions full-time would allow the Town to stop relying on seasonal positions which are challenging to recruit for and generally perform at a lower level. As a result, the town would be able to provide improved right of way maintenance which consists of mowing, trimming, edging and litter removal.
Public Works - Sidewalk Maintenance Pilot Program	\$10,000	This program would allow the town to begin collecting data on the condition of sidewalks in a specific area of town. This information would be used to address immediate trip hazards that could be removed by a grinding process.
Engineering - Capital Improvement Plan Project Manager	\$92,500	This position would allow for a dedicated project manager to oversee public infrastructure projects. Currently, the Assistant Town Engineer manages both public infrastructure projects and private development plan reviews as well as supervising staff. This limits this positions ability to provide the day to day management of critical projects that is required for successful implementation.

Summary of Employee Benefits

The FY 2019 – 2020 Recommended Budget includes an increase in Personnel costs of \$732,472, or 4.45 percent, over the FY 2018 – 2019 Adopted Budget. A significant portion of this total is based on an increase of \$553,151, or 5.37 percent, in Salaries. Of the increase in Salaries, \$250,999 is associated with merit-based salary adjustments for existing employees. An additional increase of \$116,153 is associated with new positions recommended for approval. The remaining increase is primarily due to positions approved out of cycle during FY 2018 – 2019 and positions approved in the FY 2018 – 2019 budget that were not funded for the entire year. The final salary cost driver is the highly competitive job market in the region. The Town is consistently challenged to recruit qualified applicants and is often forced to pay full market value for new hires.

The FY 2019 – 2020 Recommended Budget also includes an increase of \$217,125, or 15.8 percent, over the FY 2018 – 2019 Budget in Retirement costs. This increase is primarily due to the Local Government Employees’ Retirement System Board of Trustees decision to increase the contribution rate from 7.75 percent to 8.95 percent for regular employees and 8.50 percent to 9.70 percent for law enforcement. The Board of Trustees voted for additional increases in future years that will have a similar impact. Staff will monitor this issue and update Council as developments occur.

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

Town of Garner Total Budgeted Personnel Costs				
	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 18-19</u>	<u>FY 2019-20</u>
<u>Category</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Recommended</u>
				<u>Budget</u>
Salaries	\$9,707,440	\$9,973,423	\$10,307,362	10,860,513.00
Temporary Salaries	\$597,071	\$600,665	\$753,703	756,519.00
Longevity	\$190,610	\$184,757	\$161,511	170,478.00
FICA	\$843,979	\$841,531	\$895,459	938,259.00
Retirement	\$1,245,699	\$1,311,112	\$1,372,202	1,589,327.00
Group Insurance	\$1,635,124	\$1,947,328	\$2,225,020	2,201,601.00
Overtime	\$80,071	\$79,649	\$86,865	89,483.00
Temp - Overtime	\$2,300	\$2,300	\$2,300	0.00
LEO Separation Pay	\$264,310	\$304,441	\$263,354	249,242.00
Retiree Healthcare	\$325,729	\$351,694	\$404,048	348,874.00
Retiree Payout ¹	\$39,047	\$33,105	\$0	0.00
Total	\$14,931,380	\$15,630,005	\$16,471,824	\$17,204,296
<i>% Change</i>	4.27%	4.68%	5.39%	4.45%
<i>\$ Change</i>	\$563,983	\$698,625	\$841,819	\$732,472

¹ Beginning in the FY 2018 - 2019 Recommended Budget, payouts have been budgeted for in the impacted Department.

Vehicle & Equipment Replacement Program

As part of the FY 2018 – 2019 budget, the Town made several changes to the Vehicle & Equipment Replacement Program (VERT) that resulted in savings and a more efficient system. Staff reviewed the existing program and determined that providing consistent annual funding of \$750,000, with an escalation factor for inflation and the addition of new vehicles to the fleet, would allow for the fleet to be replaced in the recommended timeframe. In prior years, the Town provided funding based on the needs of an individual year which resulted in significant fluctuations and challenged the operating budget. The new baseline funding model along with a multi-year operating fund, provides the flexibility of moving savings from one year to the next so staff can plan for years with higher than normal replacement requirements.

As part of the FY 2018 – 2019 budget, staff 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. In FY 2018 - 2019, the Town began the process of utilizing annual appropriations to cover the cost. This transition is being phased in over a multiple year period as the Town is required to make debt payments for previous purchases in addition to covering the cost of new vehicles. As a result, fund balance has been utilized to cover a portion of the cost associated with vehicles in FY 2019 – 2020. Currently, staff anticipates that fund balance will only be required again in FY 2020 – 2021.

The chart below summarizes the vehicles being replaced or added in FY 2019 – 2020:

<u>Department</u>	<u>Vehicle/Equip.</u>	<u>Replacement Cost</u>	<u>Powell Bill Eligible</u>
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police¹	Marked Tahoe (New Position)	\$8,850	No
Police¹	Marked Tahoe (New Position)	\$8,850	No
Engineering	Pickup (New Position)	\$23,000	No
Public Works	Van (New Position)	\$35,500	No
Public Works	Pickup Truck	\$32,000	No
Public Works	Snow Plow Pickup	\$67,000	Yes
Public Works	Pickup	\$35,000	Yes
Public Works	Tandem Dump Truck	\$161,000	Yes

Public Works	Snow Plow Pickup	\$67,000	Yes
Public Works	Stand on Mower	\$12,000	Yes
Public Works	Gang Reel Mower	\$60,000	No
Public Works	Verticutter Mower	\$43,500	No
Public Works	Dump Truck Tires	\$9,280	No
Public Works	Poly Water Tank	\$8,838	No
Public Works	Trailer	\$12,000	No

¹Funding totals reduced based on the Town receiving a grant that covers 85 percent of the costs associated with outfitting two police officers. The actual cost of a fully outfitted Tahoe is \$59,000.

Information Technology Requirements

The FY 2019 – 2020 budget continues the multi-year approach of funding information technology (IT) equipment. As part of the FY 2018 – 2019 budget, the Town performed an in-depth analysis to determine the annual cost required to fund IT requirements over a multi-year period. This analysis determined that annual funding of \$170,000 would be required to meet replacement requirements. As part of the FY 2019 – 2020 budget, funding of \$163,500 has been included to meet this need. While additional funding is required, this is a critical first step as it will allow for essential equipment to be replaced in an appropriate timeframe. This will enhance staff performance and ensure that the Town’s data storage, backup capabilities and other critical IT needs are met.

Funding included in FY 2019 – 2020 is required to cover the following items:

- Backup Device (Police) - \$12,000 to 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.
- Replacement Virtualization Hardware - \$148,500 to replace the Town’s virtual server and desktop equipment. This includes the replacement six virtual host servers, a modular network switch, two fabric interconnects, and ninety zero clients. This equipment is 7 years old and is being recommended for replacement due to anticipated end of support, technology advancement and equipment age.
- Server/Switch Battery Backup - \$3,000 to replace the internal batteries of the Town’s battery backup devices housed within the IT datacenter. These are being recommended for proactive replacement due to the current age of the batteries and the critical nature of the equipment these devices support.

FUND BALANCE SUMMARY

Fund Balance

Per the Town's Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$17.727 million at the end of FY 2017- 2018. At the end of FY 2018- 2019, staff is projecting unassigned fund balance to be approximately \$16.227 million. Of this, \$1,679,703 remains committed to offset the debt associated with the bond program. This leaves approximately \$14.5 million (equal to 38.8 percent of the Town's budgeted expenditures) in unassigned fund balance. This decrease in percentage is primarily attributable to the Town utilizing fund balance to cover the cost associated with purchasing the Yeargan Property for a future park site.

The FY 2019-2020 budget includes \$625,976 in appropriations from unassigned general fund balance for the following one-time capital purposes:

- Second of three installments associated with reducing vehicle debt (\$266,628)
- Funding to cover the costs associated with the November 2020 election (\$120,000)
- Replacement of various capital requirements for Fire (\$163,045)
- Third and final installment to update the Unified Development Ordinance (\$50,000)

The total amount of fund balance proposed to be used in the FY 2019 – 2020 Recommended Budget is \$271,265 or 30.2 percent less than the FY 2018- 2019 approved amount. Staff will continue to monitor fund balance in relation to compliance with our fund balance policy and ensure 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 two pieces of equipment noted in the VERT section and to balance the budget for this program (\$278,497);
- Water/Sewer balance will be used to make the FY 2019 – 2020 appropriation to capital reserves for capacity fee debt service (\$414,281);
- Stormwater Infrastructure for retention pond maintenance in FY 2019 – 2020 (\$45,000)
- Bond Debt Capital Reserve Funds will be used for FY 2019 – 2020 debt service in accordance with the purpose of the plan (\$1,227,244).

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 5 of the plan (comparing the FY 2018-19 budget to the proposed FY 2019-20 budget), staff projects the combined increase for qualifying revenues to be 4.93 percent, which exceeds the minimum 1 percent threshold for triggering the plan into action. Based on the approved plan, a total of \$306,929 will be added to the Town's prior year cumulative amount of \$1,137,106 for a total contribution to the Revenue Savings Plan of \$1,444,035.

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 \$1,227,244 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 \$1,679,703. The Town's transfer of \$1,444,035 to the Revenue Savings Plan will bring the cumulative total reserved in the Revenue Savings Plan to \$4,289,892.

TOWN OF GARNER
RECOMMENDED POSITIONS FY 2019-20

DEPARTMENT/DIVISION	FY 2016-17 Full-time Equivalent	FY 2017-18 Full-time Equivalent	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent
ADMINISTRATION				
Town Manager	4.00	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	1.00	2.00	2.00	2.00
Neighborhood Improvement	1.00	1.00	1.00	1.00
ADMINISTRATION TOTAL	10.00	11.00	11.00	11.00
FINANCE				
Finance Administration	6.00	6.62	6.62	6.62
FINANCE TOTAL	6.00	6.62	6.62	6.62
ECONOMIC DEVELOPMENT				
Economic Development	2.00	2.00	2.00	2.00
ECONOMIC DEVELOPMENT TOTAL	2.00	2.00	2.00	2.00
PLANNING				
Planning Administration	3.00	7.00	7.00	7.00
Land Use Permits and Enforcement	2.00	-	-	-
Community Planning and Appearance	1.00	-	-	-
PLANNING TOTAL	6.00	7.00	7.00	7.00
BUILDING INSPECTIONS				
Building Inspections	8.00	10.00	11.00	11.00
BUILDING INSPECTIONS TOTAL	8.00	10.00	11.00	11.00
ENGINEERING				
Engineering	6.00	6.00	6.00	7.00
ENGINEERING TOTAL	6.00	6.00	6.00	7.00
INFORMATION TECHNOLOGY				
Information Technology	3.00	3.00	4.00	4.00
INFORMATION TECHNOLOGY TOTAL	3.00	3.00	4.00	4.00
POLICE				
Police Administration	73.50	73.50	75.50	77.50
Police Operations	0.00	0.00	0.00	0.00
POLICE TOTAL	73.50	73.50	75.50	77.50
PUBLIC WORKS				
Public Works Administration	5.00	5.00	4.00	4.00
Streets/Powell Bill	14.00	14.00	16.00	16.00
Public Grounds Management	13.00	13.00	13.00	14.00
Building Maintenance	4.00	4.00	5.00	6.00
Fleet Maintenance	4.00	4.00	4.00	4.00
PUBLIC WORKS TOTAL	40.00	40.00	42.00	44.00

(Continued on next page.) 1 on next page.)

**TOWN OF GARNER
RECOMMENDED POSITIONS FY 2019-20**

DEPARTMENT/DIVISION	FY 2016-17 Full-time Equivalent	FY 2017-18 Full-time Equivalent	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent
PARKS, RECREATION, & CULTURAL RESOURCES				
Parks, Recreation, & Cultural Resources Administration	3.00	2.00	2.00	2.00
Adult & Senior	2.00	2.00	2.00	2.00
Outdoor Adventure	2.00	2.00	1.00	1.00
Marketing and Special Events	0.00	0.00	0.00	0.00
Arts & Cultural Resources	3.00	4.00	4.00	4.00
Youth & Athletic	2.50	3.00	6.00	6.00
PARKS, RECREATION, & CULTURAL RESOURCES TOTAL	12.50	13.00	15.00	15.00
TOTAL - GENERAL FUND EMPLOYEES	167.00	172.12	180.12	185.12
FTE per 1,000 Population	6.10	6.03	5.88	5.66

STAFFING SUMMARY FY 2019-2020

Major Staffing Changes

Regular positions allocated in prior year:	178.12
Positions Eliminated:	(0.00)
Positions Added Mid-Year (Council Approved)	2.00
<u>Recommended New Positions</u>	<u>5.00</u>
Total Recommended Regular Positions:	185.12

The total number of positions recommended for FY 2019-2020 is 178.12, compared to 170.12 in the FY 2018- 2019 Adopted Budget. This is based on the approval of 2.0 positions during FY 2018 – 2019 budget year to meet IT project management and inspection related requirements. In addition, the FY 2019 – 2020 Recommended Budget includes 5.0 positions. These positions are summarized below:

Facilities Maintenance Technician – Public Works

This position will allow the Facilities Division to manage maintenance requirements at the Town's new Recreation Center. The Division is already challenged to meet requirements associated with existing Town facilities and the new Recreation Center will have a significant impact on workload. As a result, this position is critical as it will allow for basic maintenance requirements to be met at all Town facilities which will extend the lifecycle and performance of building assets with a significant cost to replace.

Parks and Grounds Supervisor – Public Works

This position will improve span of control issues within Public Works as noted in the FY 2016 – 2017 pay and class study. As a result, managers within the Public Grounds Management Division will be able to spend more time in the field managing, and overseeing, work related tasks instead of in the office performing administrative duties. This will allow the division to enhance efforts associated with duties such as athletic field maintenance, special event setup and take down and performing annual maintenance.

Construction Inspector – Engineering

This position is required as the workload of the existing position has grown to the point where there is not adequate time devoted to each of the current projects to ensure that the work of both public and private projects is being completed properly. This position will right size the workload in the department and allow for additional projects, which are anticipated in FY 2019 – 2020, to be properly inspected.

Police Officers – Police

These positions are required based on growth in the Town's population and land area over the last several years. As the Town's population has increased, the department has received

significantly more calls for service and is required to travel further distances based on the Town's land area growth. In addition, the department anticipates receiving a grant for these positions which covers 85 percent of the year one costs associated with funding personnel and startup costs to outfit the officers. This results in savings of approximately \$204,000 for the Town.

Annual Position Review

The annual pay and class review is in the process of being finalized. Staff will provide a summary of recommended classification changes, and a funding plan, for Council to review prior to taking formal action on the FY 2019 – 2020 Adopted Budget.

**Town of Garner
PAY PLAN**

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

Town of Garner
PAY PLAN

<u>SALARY GRADE</u>	<u>Minimum Rate</u>	<u>Maximum Rate</u>	<u>Full Range Minimum - Maximum</u>	<u>Developmental Segment Hourly/Annually</u>	<u>Market Segment Hourly/Annually</u>	<u>Proficiency Segment Hourly/Annually</u>
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**

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
23	21.28	33.01	44,262 - 68,661	21.28 - 23.93 44,262 - 49,774	23.94 - 29.89 49,795 - 62,171	29.90 - 33.01 62,192 - 68,661
24	22.36	34.68	46,509 - 72,134	22.36 - 25.12 46,509 - 52,250	25.13 - 31.40 52,270 - 65,312	31.41 - 34.68 65,333 - 72,134
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

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

Town of Garner
POSITION CLASSIFICATION PLAN

<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 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

Town of Garner
POSITION CLASSIFICATION PLAN

<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
20	18.38	28.52	38,230 - 59,322	Communications Specialist Deputy Town Clerk Payroll Specialist Planning Technician Lead Police Services Officer Senior Administrative Support Specialist	N N N N N N
21	19.30	29.94	40,144 - 62,275	Code Compliance Officer Events Coordinator Fire Inspector Marketing Coordinator Senior Fleet Mechanic	N N N N 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
22** (Police)	20.26	31.44	45,038-69,891 **based on 2,223 hrs/yr	Police Officer I Police Officer II	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
23** (Police)	21.28	33.01	47,305-73,381 **based on 2,223 hrs/yr	Police Officer - First Class	N

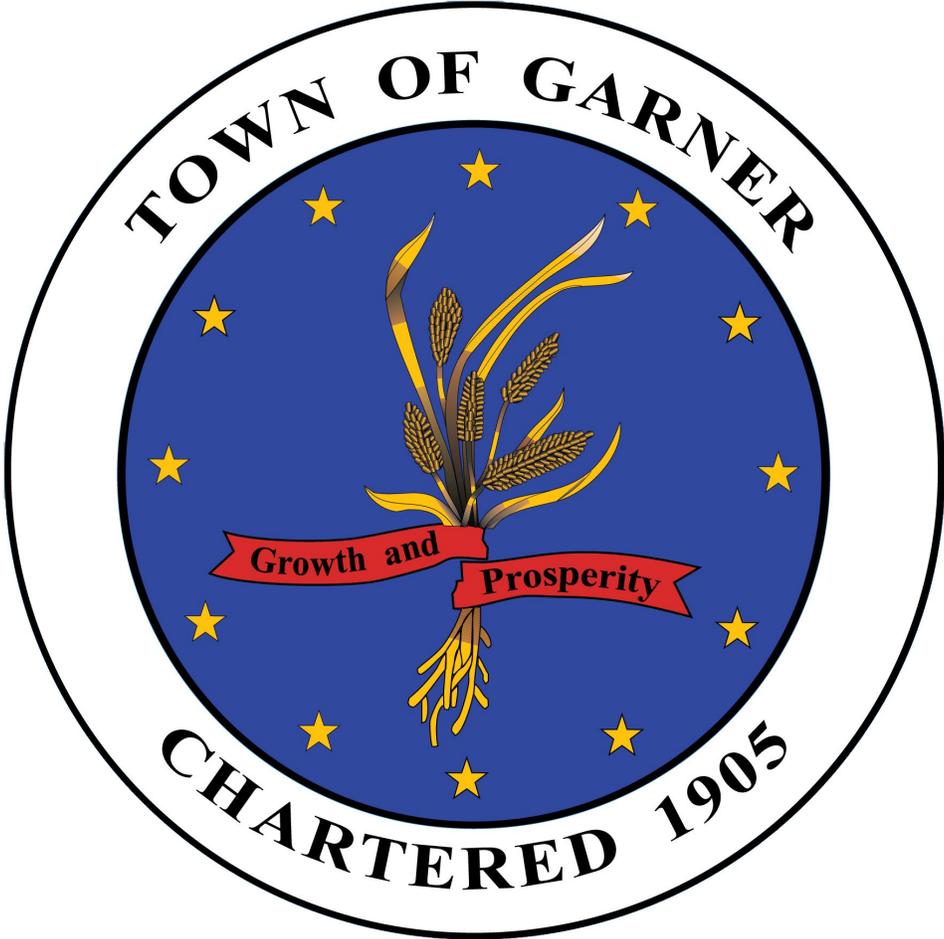
Town of Garner
POSITION CLASSIFICATION PLAN

<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 Construction Inspector Engineering Technician Human Resources Analyst	N N N N
24** (Police)	22.36	34.68	49,706-77,094 **based on 2,223 hrs/yr	Police Officer - Senior Officer	N
25	23.46	36.40	48,797 - 75,712	Chief Code Compliance Officer Downtown Development Manager Planner II	N E N
26	24.63	38.20	51,230 - 79,456	Building Codes Inspector III Cultural Arts and Events Manager Fire Codes Administrator Neighborhood Improvement Manager Outdoor Education and Parks Manager Purchasing Officer Recreation Center and Programs Manager	N E N N E E E
27	25.85	40.12	53,768 - 83,450	Facilities Manager Information Technology Systems Specialist Public Works Grounds Superintendent Public Works Streets Superintendent Recreation Superintendent Senior Planner	N N N N N E
28	27.17	42.13	56,514 - 87,630	Accounting Services Manager Budget and Special Projects Officer Building Codes Inspections Supervisor Information Technology Systems Analyst Principal Planner Town Clerk	E E N N E E
28** (Police)	27.17	42.13	60,399-93,655 **based on 2,223 hrs/yr	Police Sergeant**	N
29	28.52	44.25	59,322 - 92,040	Assistant Parks, Recreation, and Cultural Resources Director Communications Manager Information Technology Systems Administrator Stormwater Engineer	E E E E
30	29.94	46.44	62,275 - 96,595	Assistant Public Works Director Planning Services Manager Police Lieutenant	E E E
31	31.44	48.79	65,395 - 101,483	Assistant Town Engineer	E

Town of Garner
POSITION CLASSIFICATION PLAN

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
32	33.01	51.21	68,661 - 106,517	Information Technology Manager Police Captain	E E
33	34.68	53.77	72,134 - 111,842	Economic Development Director	E
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 Public Works Director Town Engineer	E E E E
37	42.11	65.70	87,589 - 136,656	Police Chief	E
38	44.22	68.99	91,977 - 143,499	Assistant Town Manager - Development Services Assistant Town Manager - Operations	E E

**TOWN OF GARNER
NORTH CAROLINA**



FY 2019 - 2020 Recommended Budget
General Fund Summary

TOWN OF GARNER
GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended
Property Taxes				
Ad Valorem Taxes-Current Year	\$ 17,914,821	\$ 18,442,006	\$ 18,442,006	\$ 20,529,475
Ad Valorem Taxes-Prior Year	25,408	60,500	60,500	60,500
Ad Valorem Tax Rental Vehicles	20,264	22,500	22,500	22,500
Pay in Lieu of Taxes	1,511	800	800	800
Tax Penalty and Interest	30,560	44,000	44,000	44,000
Total Property Taxes	\$ 17,992,564	\$ 18,569,806	\$ 18,569,806	\$ 20,657,275
Permits and Fees				
Fee in Lieu of Parkland	\$ 642,926	\$ -	\$ -	\$ -
Sidewalk Fees	40,964	40,000	40,000	40,000
Engineering Inspection Fees	34,075	35,000	35,000	35,000
Retention Pond Fees	3,200	-	-	-
Water Cap Replacement Fee	9,500	-	-	-
Sewer Capacity Replacement Fee	9,500	-	-	-
Water Acreage Fees	9,909	-	-	-
Sewer Acreage Fees	9,909	-	-	-
Motor Vehicle Fees - General Fund	120,614	123,333	123,333	-
Motor Vehicle Fees - Roads	244,882	516,667	516,667	730,000
Business Registration Fee	34,320	17,000	17,000	30,000
Dog Licenses	930	500	500	800
Subdivision Fees	21,120	15,000	15,000	45,000
Board of Adjustment Fees	800	1,200	1,200	800
Site Plan / Permit Fees	19,008	25,000	25,000	30,000
Rezoning Fees	8,489	6,000	6,000	15,000
Sign Permit Fees	6,025	7,100	7,100	7,100
Annexation and Street Closing	1,350	1,200	1,200	1,200
Special Event Permit	750	700	700	700
Building Permit Fees	1,051,517	1,155,000	1,183,236	1,057,500
Inspection Plan Review Fee	33,961	40,000	40,000	55,000
Fire Inspection Fees	14,090	30,000	30,000	15,000
Inspection Fee - After Hours	1,440	1,480	1,480	1,480
Homeowners Recovery Fees	(109)	-	-	-
Rental Property Owner Registration Fee	-	-	-	-
Police - DDACTS Partnership	-	-	-	-
Police Outside Employment	241,753	225,000	225,000	225,000
Taxi Cab Inspection Fee	50	-	-	-
False Alarm Charges	20,850	10,300	10,300	20,000
Total Permits and Fees	\$ 2,581,823	\$ 2,250,480	\$ 2,278,716	\$ 2,309,580

(continued)

TOWN OF GARNER
GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended
Sales Tax and Other Taxes				
ABC Revenue	128,675	135,000	135,000	145,000
Local Government Sales Tax 1%	2,881,166	3,075,037	3,075,037	3,213,414
Local Government Sale Tax 1/2%	3,326,920	3,616,838	3,616,838	3,779,596
Solid Waste Disposal Tax	19,049	20,000	20,000	20,000
Total Sales Tax and Other Taxes	\$ 6,355,810	\$ 6,846,875	\$ 6,846,875	\$ 7,158,010
Intergovernmental Revenue				
Beer and Wine Tax	\$ 125,603	\$ 135,000	\$ 135,000	\$ 135,000
Utility Franchise Tax	1,851,089	1,866,000	1,866,000	1,925,000
Video Programming Fees	246,785	249,000	249,000	249,000
Build America Bond Reimbursement	75,910	73,770	73,770	67,000
PEG Channel Reimbursement	40,269	63,166	63,166	53,000
PEG Media Cost Share	13,514			26,500
Powell Bill Distribution	741,526	745,000	745,000	762,144
Norfolk Southern Foundation	2,000	-	-	-
Wake County Reimbursement	10,824	-	-	-
Gen Purpose Grant Senior Center	10,939	10,000	10,000	-
Federal Asset Forfeiture	3,477	-	-	-
USDOJ Vest Grant	6,480	3,575	3,575	-
USDOJ Body Camera Grant	-	83,320	83,320	-
GHSP Equipment Grant	24,500	-	-	-
GHSP DWI Officer Grant	14,299	-	-	-
School Resource Officer	68,298	106,136	106,136	106,136
Total Intergovernmental Revenue	\$ 3,235,513	\$ 3,334,967	\$ 3,334,967	\$ 3,323,780
Fees for Service				
Recreation Fees	\$ 238,543	\$ 233,348	\$ 233,348	\$ 335,560
PRCR Sponsorships	-	-	-	-
Auditorium Concessions	3,601	3,500	3,500	3,600
Facility Rental Fees	222,061	260,000	260,000	251,825
Special Refuse Collection Fees	5,115	3,775	3,775	3,775
Refuse Cart Fees	29,955	25,000	25,000	35,000
City of Raleigh - Collection Fees	3,453	4,000	4,000	4,000
Wake County - Collection Fees	936	950	950	950
GVFR - Fuel Sales	-	-	-	-
NCDOT Mowing Agreement	-	23,000	23,000	23,000
Dental Insurance Premiums	118,575	-	-	-
City of Raleigh - Gasoline Sales	-	-	-	-
City of Raleigh - Street Repairs	49,897	20,000	20,000	37,500
Total Fees for Service	\$ 672,136	\$ 573,573	\$ 573,573	\$ 695,210

TOWN OF GARNER
GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended
Investment Earnings				
Interest Earned	\$ 360,123	\$ 410,000	\$ 410,000	\$ 540,000
Total Investment Earnings	\$ 360,123	\$ 410,000	\$ 410,000	\$ 540,000
Other Revenue				
Procurement Card Program	\$ -	\$ -	\$ -	\$ 10,000
Check Service Charges	75	-	-	-
Wake County Landfill Reimbursement	73,154	95,000	95,000	115,000
Grounds Fee - School Commons	9,000	9,000	9,000	7,500
Miscellaneous Revenue	28,497	15,000	20,000	20,000
Veterans Memorial Bricks	8,175	-	1,340	-
Land/Lease Rental Income	7,689	-	-	-
Firehouse Police Light Grant	-	-	-	-
NCLM Vest Grant	-	-	-	-
Code Enforcement Fines	17,146	20,000	20,000	25,000
Insurance Proceeds	24,779	-	-	-
Scrap Material Sales	1,820	2,000	2,000	2,000
Econ Development Partnerships	-	-	-	-
Back Yard Hen Permits	75	-	-	-
Miscellaneous Assessments	705	-	-	-
Sewer Assessments	2,337	4,000	4,000	4,000
Interest on Assessments	677	1,000	1,000	700
Miscellaneous Land Use Charges	13,433	5,250	5,250	13,500
Officer Fees	7,509	10,000	10,000	7,500
Animal Control Violation	150	-	-	-
Parking Violations	590	2,000	2,000	800
Parks Contributions & Grants	-	-	-	-
Contributions	-	-	-	-
Total Other Revenue	\$ 195,811	\$ 163,250	\$ 169,590	\$ 206,000
Total General Fund Revenues	31,393,780	32,148,951	32,183,527	34,889,855
(continued)				
Other Financing Sources				
Transfer From Stormwater Infra. Reserve	\$ -	\$ 45,000	\$ 45,000	\$ 45,000
Transfer From Water/Sewer Debt Reserve	-	428,893	428,893	414,281
Transfer from Future Capital Reserve	-	-	-	-
Sale of Fixed Assets	53,213	45,000	45,000	45,000
Appropriated Fund Balance-Powell Bill	-	518,740	518,740	278,497
Appropriated Fund Balance-Public Safety	-	-	34,765	-
Proceeds from Debt Issuance	660,000	-	-	-
Transfer from Bond Debt Capital Reserve	-	1,148,257	1,148,257	1,227,244
Appropriated Fund Balance	-	897,241	2,732,879	625,976
Total Other Financing Sources	\$ 713,213	\$ 3,083,131	\$ 4,953,534	\$ 2,635,998
Total Revenues & Financing Sources	\$ 32,106,993	\$ 35,232,082	\$ 37,137,061	\$ 37,525,853

TOWN OF GARNER
GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET EXPENDITURE SUMMARY

Expenditures by Program/Department	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019-2020	FY 2019-2020
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
<i>Governing Body</i>					
Town Council	\$ 271,767	\$ 243,669	\$ 243,669	\$ 415,395	\$ 415,395
Legal Services	124,811	93,617	93,617	128,617	128,617
Total Governing Body	396,578	337,286	337,286	544,012	544,012
<i>Administration</i>					
Town Manager	588,730	654,552	654,552	695,307	695,307
Town Clerk	147,644	165,310	165,310	173,185	173,185
Human Resources	266,922	318,065	318,065	452,170	320,010
Communications	229,528	282,075	282,075	393,862	309,143
Neighborhood Improvement	99,328	137,456	137,456	142,341	137,841
Safety	7,363	10,924	10,924	9,935	9,935
Total Administration	1,339,515	1,568,382	1,568,382	1,866,800	1,645,421
<i>Finance</i>	779,319	852,265	910,012	858,627	831,422
<i>Economic Development</i>					
Economic Development	255,245	249,875	254,875	254,425	248,125
Economic Development Incentives	-	-	70,000	-	-
Economic Development Partners	110,639	52,539	52,539	97,869	97,869
Total Economic Development	365,884	302,414	377,414	352,294	345,994
<i>Planning</i>	660,319	759,690	789,190	777,481	775,731
<i>Building Inspections</i>	959,138	1,097,915	1,088,855	1,229,054	1,216,554
<i>Engineering</i>	608,480	610,780	648,076	831,038	740,938
<i>Information Technology</i>	542,859	545,135	586,697	710,986	704,736
<i>Police</i>	8,344,855	7,898,857	7,933,622	8,615,768	7,935,016
<i>Fire and Rescue</i>	3,282,609	3,408,021	3,408,021	3,512,966	3,418,742
<i>Public Works</i>					
Administration	367,469	409,421	409,421	411,878	411,728
Streets	1,692,669	2,098,652	2,098,652	2,926,289	2,746,973
Powell Bill	802,927	1,255,329	1,772,329	1,154,641	1,154,641
Public Grounds Management	1,033,282	1,043,532	1,043,532	1,391,051	1,165,734
Snow Removal	36,653	10,318	26,118	34,890	34,890
Solid Waste	1,895,799	1,952,169	1,952,169	2,149,317	2,136,083
Public Facilities Management	879,549	1,025,862	1,025,862	1,172,751	1,111,470
Fleet Management	328,725	364,507	364,507	402,596	401,096
Total Public Works	7,037,073	8,159,790	8,692,590	9,643,413	9,162,615

(continued)

TOWN OF GARNER
GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET EXPENDITURE SUMMARY

Expenditures by Program/Department	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised Budget	FY 2019-2020 Department Request	FY 2019-2020 Manager Recommended
<i>Parks, Recreation and Cultural Resources</i>					
Administration	\$ 313,697	\$ 323,542	\$ 323,542	\$ 513,362	\$ 353,937
Cultural Arts & Events	472,095	557,405	557,405	585,397	581,097
Marketing and Special Events	-	38,935	38,935	41,359	41,359
Youth & Athletic	371,306	703,598	703,598	940,456	795,497
Adult & Senior	299,833	303,986	303,986	308,328	307,852
Outdoor Adventure	131,578	149,104	150,444	159,294	153,124
Program Partners	146,574	177,140	177,140	156,785	156,785
Total PRCR	1,735,083	2,253,710	2,255,050	2,704,981	2,389,651
<i>Debt Service</i>					
Principal	2,520,206	2,555,492	2,555,492	2,511,113	2,511,113
Interest	1,227,799	1,162,237	1,162,237	1,247,242	1,247,242
Total Debt Service	3,748,005	3,717,729	3,717,729	3,758,355	3,758,355
<i>Special Appropriations</i>					
Retirement	685,690	687,549	687,549	617,756	617,756
Town Insurance	611,113	560,910	560,910	594,376	594,376
Subsidized Programs	55,732	68,004	68,004	68,574	66,305
Office Administration	15,450	41,745	41,745	40,712	167,713
Total Special Appropriations	1,367,985	1,358,208	1,358,208	1,321,418	1,446,150
<i>Other Funds</i>					
Capital Projects	-	-	946,464	-	-
Multi-year Operating Fund	107,625	100,000	257,565	50,000	50,000
Vehicle and Equipment Replacement	-	486,701	486,701	817,000	538,700
IT Equipment Replacement	-	209,200	209,200	202,000	163,500
Total Other Funds	107,625	795,901	1,899,930	1,069,000	752,200
<i>Transfers</i>					
Transfer to Capital Reserve	114,000	428,893	428,893	414,281	414,281
Transfer to Revenue Savings Plan	-	1,137,106	1,137,106	1,444,035	1,444,035
Total Transfers	114,000	1,565,999	1,565,999	1,858,316	1,858,316
Total General Fund Expenditures	\$ 31,389,327	\$ 35,232,082	\$ 37,137,061	\$ 39,654,509	\$ 37,525,853

REVENUE SAVINGS PLAN FY BUDGET FOR FY 2019-20

	Revenue Category							TOTALS	
	Property Tax- Current Year*	ABC Revenues	Sales Tax 1 cent	Sales Tax 1/2 cent	Heavy Equipment Rental Tax	Beer & Wine Tax	Utility Franchise Taxes		Video Programming Fees
FY 18-19 Budget	\$16,970,109	\$135,000	\$3,075,038	\$3,616,838	\$0	\$135,000	\$1,866,000	\$249,000	\$26,046,985
FY 19-20 Budget	\$17,883,543	\$145,000	\$3,213,414	\$3,779,596	\$0	\$135,000	\$1,925,000	\$249,000	\$27,330,553
% Increase (Decrease)	5.38%	7.41%	4.50%	4.50%	0.00%	0.00%	3.16%	0.00%	4.93%
							Amount Above 1% Threshold		\$1,023,098

		Revenue Savings Calculation	
		Amount of Increase Above 1% Threshold	\$1,023,098
		X Applicable Multiple %	30.00%
		Applicable FY 2018-19 Amount	\$306,929
		+ Plus Prior Year Amount	\$1,137,106
		Total FY 2018-19 Revenue Savings Appropriation	\$1,444,035
	FY 14-15 Budget:	\$46,313	
	FY 15-16 Budget:	\$337,046	
	FY 16-17 Budget:	\$258,301	
	FY 17-18 Budget:	\$205,859	
	FY 18-19 Budget	\$289,587	
	Previous Year Total	\$1,137,106	

DEBT CAPACITY MODEL CALCULATION

Total Old Debt

2010 Bonds Principal	\$175,000	
BB&T Installment Principal	\$564,000	
PNC Installment Principal	\$470,113	
2010 Bonds Interest	\$221,298	
BB&T Installment Interest	\$75,532	
PNC Installment Interest	\$15,755	
<i>Subtotal</i>		\$1,521,697

Total New Bond Debt

Principal-2014 Bonds	\$250,000	
Principal-2015 Bonds	\$590,000	
Principal-2018 Bonds	\$120,000	
Interest-2014 Bonds	\$300,775	
Interest-2015 Bonds	\$473,037	
Interest-2018 Bonds	\$148,725	
<hr/>		
<i>Subtotal</i>		<hr/> \$1,882,537

Total All Debt \$3,404,234

Less Available Funding Sources:

2013 Appropriation for Debt	(\$759,047)	
2.75 Cent Tax Allocation	(\$1,003,662)	
Water/Sewer Capacity Fees	(\$414,281)	
<hr/>		
Total Revenue Available for Debt		<hr/> (\$2,176,990)

Net Debt

Amount to Draw from Bond Debt Reserve \$1,227,244

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

ANALYSIS OF AD VALOREM TAX BASE AND ANTICIPATED LEVY

Tax Base	Projected 2018-19	Estimated 2019-20
Real Property Valuation	\$2,883,264,000	\$3,028,000,000
Personal Property Valuation	208,000,000	230,000,000
Public Service Property	134,000,000	134,000,000
Motor Vehicles	271,000,000	295,000,000
Total Property Valuation	\$3,496,264,000	\$3,687,000,000
Estimated Loss on Appeal	\$6,572,770	\$7,511,737
Total Property Valuation	\$3,489,691,230	\$3,679,488,263
<u>Tax Rate</u>		
General Fund (including debt service)		\$0.5625 per \$100
<u>2019-20 Tax Levy</u>		
\$3,679,455,263 x \$ 0.5625/100		\$20,697,121
Less Estimated .81% Uncollected		(167,647)
Total Anticipated Collections		\$20,529,475

NOTES:

1. Each cent of the property tax rate will yield revenues of approximately: \$364,968

FY 2019 -2020 DEBT SERVICE SCHEDULE

Below is a summary of the debt service payments due for FY 2019 - 2020.

Purpose	Original Debt	Principal Due	Interest Due	Total Payment
General Purpose				
2013 Refinancing of 2006 Capital Projects ¹	\$ 7,242,800	\$ 470,113	\$ 15,755	\$ 485,868
Public Improvements 2010 ²	6,050,000	175,000	221,298	396,298
2017 Refinancing of 2011 Capital/Capacity ³	3,400,000	564,000	75,532	639,532
General Obligation 2014 ⁴	8,905,000	250,000	300,775	550,775
General Obligation 2015 ⁵	14,670,000	590,000	473,037	1,063,037
General Obligation 2018 ⁶	4,050,000	120,000	148,725	268,725
Vehicles/Equipment FY 16-17 ⁷	700,000	178,000	5,098	183,098
Vehicles/Equipment FY 17-18 ⁸	672,000	164,000	7,022	171,022
Total General Purpose Debt Service				<u><u>\$ 3,758,355</u></u>

Notes:

1. 2006 Projects included improvements to Centennial Park, East Main Street facility, Garner Performing Arts Center, Garner Senior Center, and purchase of water and sewer capacity. This debt was refunded in FY 2013-14 to reduce the interest rate.
2. 2010 Improvements included roadway improvements to Timber Drive and Vandora Springs Road and White Deer Park.
3. 2011 Projects included purchase of water and sewer capacity and improvements to the Public Works facility. This facility. This debt was refunded in FY 2016-17 to reduce the interest rate and purchase the Meadowbrook property.
4. 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.
5. 2015 Projects include Town Hall, Indoor Recreation Center, park enhancements, streets, and sidewalks.
6. 2018 Projects include multiple street and sidewalk projects, parks recreational facilities and redevelopment improvements.
7. Installment financing included the replacement of: two Inspections vehicles, four Public Works trucks, one Dump Truck, seven Police vehicles, one Parks Mini-Bus, a Salt Brine Machine and Applicator, one Tractor, and a Ball Field Machine.
8. Installment financing for the replacement of: one Inspections vehicles, one Information Technology . vehicle, one Dump Truck, eight Police vehicles, one Parks Mini-Bus, one Wheel Loader, and one Wide Area Mower.

TOWN OF GARNER
CAPITAL OUTLAY ITEMS FY 2019-20 GENERAL FUND BUDGET

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

Capital Assets

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	RECOMMENDED
Police	Vehicle Replacement (7) and New Vehicles (2)	\$ 481,231	\$ 262,931
Police	License Plate Readers	273,000	-
Public Works - Powell Bill	Annual Street Resurfacing Program	1,340,000	1,340,000
Public Works - Powell Bill	Snow Plow Pickup	67,000	67,000
Public Works - Powell Bill	Pickup	35,000	35,000
Public Works - Powell Bill	Tandem Dump Truck	161,000	161,000
Public Works - Powell Bill	Snow Plow Pickup	67,000	67,000
Public Works - Powell Bill	Stand on Mower	12,000	12,000
Public Works - Facilites	Van	35,500	35,500
Public Works - Grounds	Pickup	32,000	32,000
Public Works - Grounds	Gang Reel Mower	60,000	60,000
Public Works - Grounds	Verticutter Mower	43,500	43,500
Public Works - Grounds	Dump Truck Tires	9,280	9,280
Public Works - Grounds	Poly Water Tank	8,838	8,838
Public Works - Grounds	Trailer	12,000	12,000
Engineering	Pickup	23,000	23,000
Information Technology	Replacement Virtualization Hardware	148,500	148,500
Information Technology	Replacement Barracuda Backup	12,000	12,000
TOTAL		\$ 2,820,849	\$ 2,329,549

Operating Capital

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	RECOMMENDED
Communications	Videocameras	8,000	-
Communications	Sling Studio Switcher	1,000	-
Public Works	Replacment Trash Cans	8,700	8,700
Police	Ballistic Vests	16,650	16,650
Police	Breaching Door Trainer	6,280	-
Police	Segway	7,379	-
Police	Cubicles	16,924	-
TOTAL		\$ 64,933	\$ 25,350

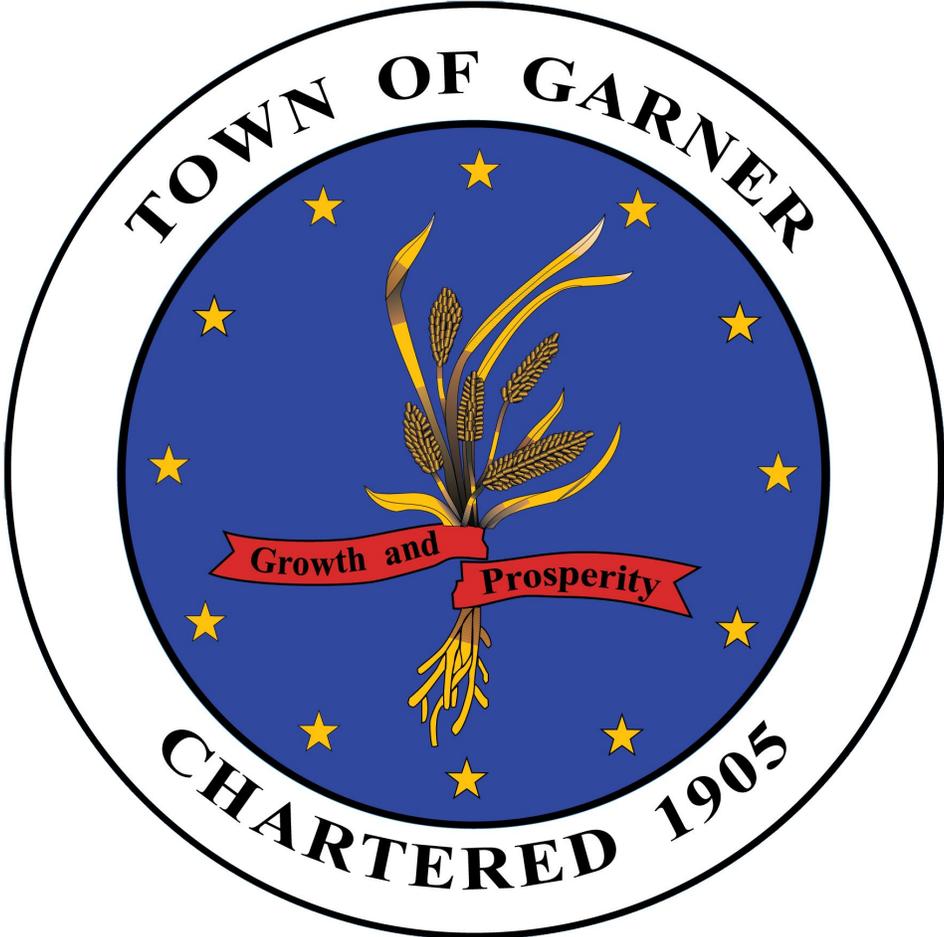
PROJECTED FUND BALANCE AT JUNE 30, 2019

Fund total fund balance June 30, 2018		\$ 30,594,188
Estimated increase (decrease) in fund balance for FY 2019 ¹		(2,700,000)
Estimated total fund balance June 30, 2019		27,894,188
<i>Less:</i>		
Nonspendable fund balance	45,752	
Restricted by:		
State statutes	3,358,985	
Powell Bill	773,055	
Law Enforcement	40,479	
Committed for:		
Veteran's Memorial	65,024	
Stormwater infrastructure	267,441	
Water/sewer capacity	2,405,673	
Public safety needs	1,276	
Revenue Savings Plan	1,033,414	
Other projects	1,530,730	
Assigned to:		
Next year's budget ²	1,452,546	
Encumbrances	692,952	
Total estimated restricted, committed, or assigned fund balance		11,667,327
Estimated unassigned fund balance		\$ 16,226,861
Total projected budget for FY 2019-20	\$ 37,525,853	
Fund balance policy percentage minimum for operations	30%	
Fund balance policy minimum dollars for operations		11,257,756
Fund balance available above policy minimum ³		\$ 4,969,105

Notes:

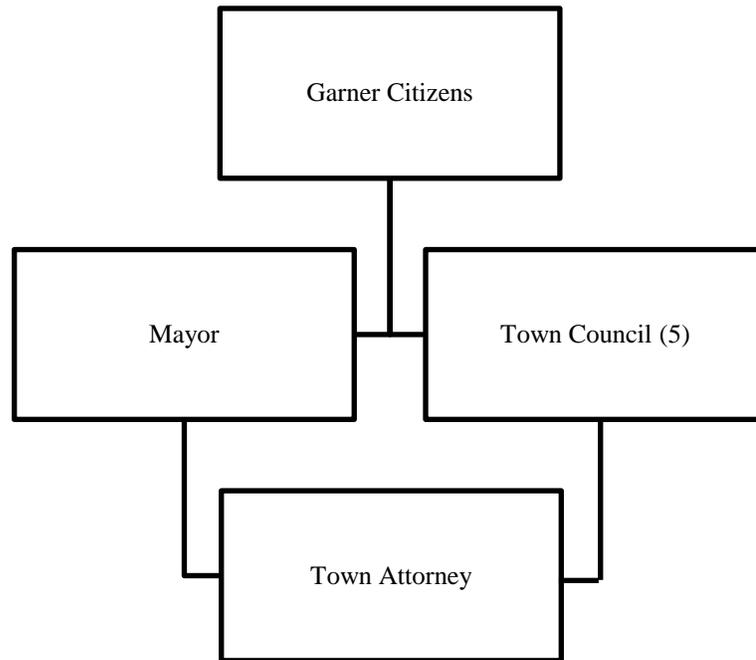
1. Estimated increase in fund balance is the estimated difference between revenues and other financing sources over estimated expenditures and transfers to Capital Project Funds as of April 25, 2019.
2. Assigned to next year's budget is the cost of one-time or capital expenditures, public safety needs, and Powell Bill funds for vehicle and equipment replacements.
3. Amount includes the remaining \$1.679 million of the original \$6.9 million of unassigned fund balance allowed for use as part of the Debt Capacity Model.

**TOWN OF GARNER
NORTH CAROLINA**



FY 2019 - 2020 Recommended Budget
Department Narratives

Governing Body



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 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Town Council	\$271,767	\$243,669	\$243,669	\$415,395	\$415,395
Legal Services	\$124,811	\$93,617	\$93,617	\$128,617	\$128,617
Total Expenditures	\$396,578	\$337,286	\$337,286	\$544,012	\$544,012

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 2018 – 2019 Accomplishments

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

Goals

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

Governing Body

Objectives for Fiscal Year 2019-2020

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 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Town Council					
Salaries Temporary	\$51,646	\$51,792	\$51,792	\$51,792	\$51,792
FICA	3,541	3,962	3,962	3,962	3,962
Group Insurance	69,680	77,247	77,247	76,358	76,358
Professional Services	37,207	38,250	38,250	38,250	38,250
Postage	271	100	100	100	100
Telephone	638	636	636	0	0
Printing	0	55	55	110	110
Travel and Training	7,186	9,345	9,345	9,895	9,895
Special Events	12,698	14,775	14,775	16,675	16,675
Equipment Rental	817	910	910	910	910
Property Tax	3,274	1,250	1,250	1,250	1,250
Department Supplies	1,214	1,800	1,800	1,800	1,800
Contract Services	2,452	4,300	4,300	4,300	4,300
Election Costs	35,134	0	0	163,045	163,045
Dues and Subscriptions	46,009	39,247	39,247	46,948	46,948
Total Town Council	\$271,767	\$243,669	\$243,669	\$415,395	\$415,395

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

An increase of \$128,681 is primarily based on one-time costs associated with the November 2020 election.

Governing Body

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 2018-2019 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 2019-2020

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

Governing Body

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Legal Services					
Professional Services	\$84,000	\$84,000	\$84,000	\$120,000	\$120,000
Postage	0	42	42	42	42
Travel & Training	893	2,845	2,845	1,845	1,845
Filing Fee	245	1,200	1,200	1,200	1,200
Department Supplies	45	480	480	480	480
Contract Services	39,629	5,000	5,000	5,000	5,000
Dues and Subscriptions	0	50	50	50	50
Total Legal Services	\$124,811	\$93,617	\$93,617	\$128,617	\$128,617

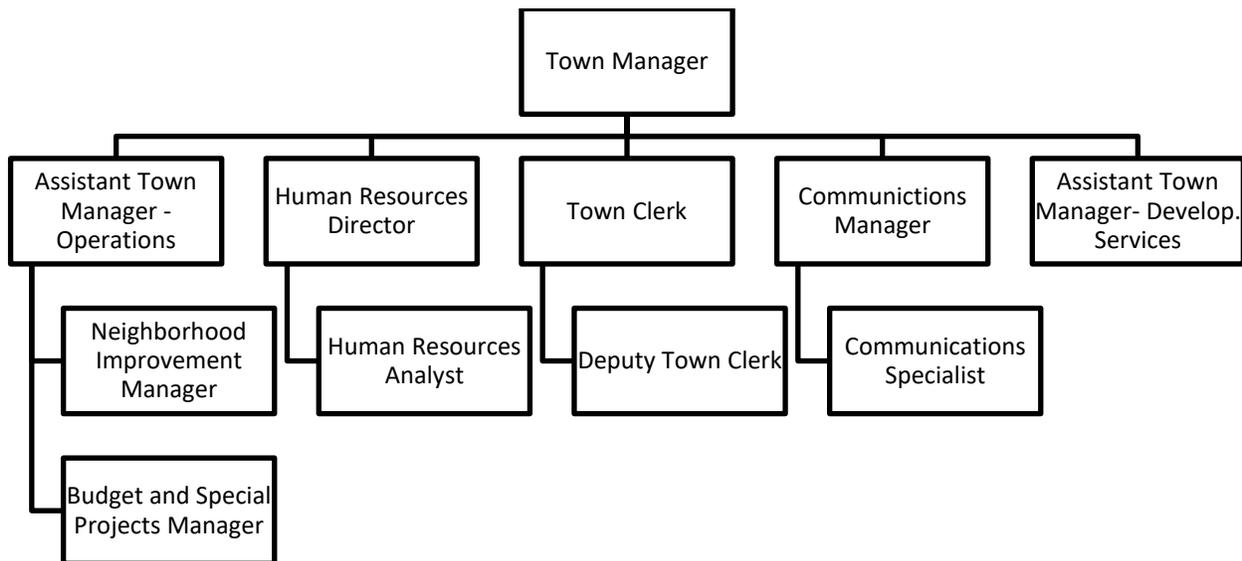
FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

An increase of \$35,000 is based on a rate increase associated with the Town's contracted attorney.

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 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Town Manager	\$588,730	\$654,552	\$654,552	\$695,307	\$695,307
Town Clerk	147,644	165,310	165,310	173,185	173,185
Human Resources	266,922	318,065	318,065	452,170	320,010
Communications	229,528	282,075	282,075	393,862	309,143
Neighborhood Improvement	99,328	137,456	137,456	142,341	137,841
Safety and Compliance	7,363	10,924	10,924	9,935	9,935
Total	\$1,339,515	\$1,568,382	\$1,568,382	\$1,866,800	\$1,645,421

Administration Department

TOWN MANAGER

Mission

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

Summary

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

Fiscal Year 2018-2019 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 2018-2019 adopted operating and capital budgets and development of the 2019-2020 budget.
- Continued initiative to improve the Town's budget document and Capital Improvement Plan through various initiatives.
- Implemented fiscal policies and practices that have allowed the Town to achieve a credit rating of AAA from Standard & Poor's Services.

Goals

1. Provide focused leadership and implement Council goals and policy directives. (FR, SD, OG, QL)
2. Manage operations of all Town departments to ensure delivery of efficient and effective services. (SD)

Administration Department

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

Objectives for Fiscal Year 2019-2020

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

Authorized Positions

Category	FY 2018-19 Adopted	Positions Requested	FY 2019-20 Recommended
Town Manager	1	-	1
Assistant Town Manager - Operations	1	-	1
Assistant Town Manager - Develop. Services	1	-	1
Budget and Special Projects Manager	1	-	1
Total	4	-	4

Administration Department

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Town Manager					
Salaries	\$398,819	\$461,309	\$461,309	\$480,858	\$480,858
Longevity	5,502	5,674	5,674	5,842	5,842
FICA	28,715	32,487	32,487	33,481	33,481
Group Insurance	46,814	55,773	55,773	55,277	55,277
Retirement	52,245	59,452	59,452	67,992	67,992
Professional Services	187	1,750	1,750	1,000	1,000
Postage	195	0	0	200	200
Telephone	2,490	2,544	2,544	2,544	2,544
Travel & Training	25,656	22,507	22,507	27,545	27,545
Equipment Rental	20,770	3,600	3,600	10,662	10,662
Department Supplies	972	3,050	3,050	3,500	3,500
Supplies United Way	1,827	1,500	1,500	1,500	1,500
Contract Services	380	456	456	456	456
Dues and Subscriptions	4,158	4,450	4,450	4,450	4,450
Total Town Manager	\$588,730	\$654,552	\$654,552	\$695,307	\$695,307

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

An increase of \$40,755 is primarily associated with personnel related adjustments.

Administration Department

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 2018-2019 Accomplishments

- Compiled agenda packets and advertising for Council meetings, Planning Retreats, Committee meetings, and joint meetings with partners.
- Responded to public records requests and compiled data for several lawsuits.
- Provided orientation for newly appointed advisory board members.
- Planned, provided meals, and snacks for numerous events, receptions and meetings (Council Meetings and Retreat, Staff Retreat, Employee Breakfast, Advisory Board orientation and recognition, James R. Stevens Service to Garner award).
- Completed scanning/indexing of 30 percent of ordinances created prior to 2002.
- Implemented annual Records Retention Program with initial destruction of 170 boxes.

Goals

1. Provide public notice of all official meetings and prepare agenda and minutes for all Town Council regular meetings, special meetings, emergency meetings, work sessions and Committee meetings. (SD1, SD4, SD4.2)
2. Provide meeting notifications and pending list of upcoming agenda items to management and all department heads. (SD4.3)
3. Manage permanent records and Town Clerk and Town Council department records. (SD2.3)
4. Respond to public records requests in a timely manner with accurate information. (SD4.2)
5. Manage Town boards/commissions and task forces that are appointed by Council. (QL2)

Administration Department

6. Serve as a liaison with the citizens and the Town Council, helping those citizens that we can help and for others ensuring that correspondence and phone messages are routed to the appropriate persons for prompt response. (SD4, QL2)
7. Make arrangements for special events and take responsibility for various special projects that do not fall under any specific department or department manager. (SD2.3, QL2, SD4.3)

Objectives for Fiscal Year 2019-2020

1. Make agendas and all supporting documents available for review by the public on the Town's website.
2. Ensure that all Council meetings are properly noticed.
3. Post meeting minutes on the town's website and process meeting documents in a timely manner. Ensure all official documents are scanned and indexed for preservation and information.
4. Respond to citizens, Council and staff requests within 24 hours.
5. Respond to public record requests for records in our possession within two business days or respond with an action plan.
6. Provide orientation to newly appointed board/commission members within 45 days of appointment.
7. Administer Records Management Program.
8. Work with Wake County Board of Elections to coordinate a voting site.
9. Complete scanning/indexing of 40 percent of ordinances created prior to 2002.

Administration Department

Position Summary

Category	FY 2018-19		FY 2019-20
	Adopted	Positions Requested	Recommended
Town Clerk	1	-	1
Deputy Town Clerk	1	-	1
Total	2	-	2

Budget Summary

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Town Clerk					
Salaries	\$107,182	\$118,521	\$118,521	\$123,277	\$123,277
Salary OT	0	300	300	0	0
FICA	8,250	9,113	9,113	9,477	9,477
Group Insurance	11,678	12,291	12,291	12,173	12,173
Retirement	13,715	15,144	15,144	17,232	17,232
Postage	26	75	75	75	75
Telephone	663	636	636	636	636
Printing	0	0	0	75	75
Travel & Training	2,895	5,740	5,740	6,740	6,740
Recording Fee	598	900	900	1,100	1,100
Advertisement	0	500	500	250	250
Department Supplies	1,877	1,600	1,600	1,600	1,600
Dues and Subscriptions	760	490	490	550	550
Total Town Clerk	\$147,644	\$165,310	\$165,310	\$173,185	\$173,185

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$7,875 is primarily associated with personnel related adjustments.

Administration Department

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 2018-2019 Accomplishments

- Use of cross functional team of staff to update Town policy manual.
- Bi-weekly publishing of our employee newsletter, SNAPSHOT.
- Wellness Committee providing staff with a number of health-related events and activities, including lunch and learn seminars and a health fair.
- Cross functional teams actively participated in the Aetna “fit and festive” challenge.
- In-depth review and analysis of alternative health care options to reduce overall health care costs.
- In partnership with the Police Department, began project with Triangle J Foundation to enhance Police Officer recruitment and retention.
- In partnership with the Fire Department, offered Incident Command System training to all staff.
- In partnership with the Police Department, conduct Active Assailant training for all staff.
- In partnership with Inspections, created emergency operations plan template for all Town buildings.

Goals

1. Provide a competitive salary and benefit package and developing the full potential of our work force by providing training and development for career enhancement. (SD4)
2. Ensure that Town of Garner employees are given the tools, training, and motivation to operate in the most efficient and effective manner. (SD4)
3. Promote and recruit the best-qualified people, recognizing and encouraging the value of diversity in the work place. (SD4, QL2, QL6)
4. Provide a work atmosphere that is safe, healthy and secure. (SD4)

Administration Department

5. Establish, administer, and effectively communicate sound policies, rules and practices that treat employees with dignity and equality while maintaining Town compliance with employment and labor laws. (SD4, QL7)

Objectives for Fiscal Year 2019-2020

1. Maintain/Enhance our pay and benefits programs to achieve our attraction and retention goals.
2. Continue to provide high level customer service to our staff members.
3. Strive to achieve the Town's strategic objectives and fiscal targets.

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Recommended
Human Resources Director	1	-	1
Human Resources Analyst	1	-	1
Risk Manager	0	1	0
Total	2	1	2

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Human Resources					
Salaries	\$147,892	\$155,697	\$155,697	\$220,389	\$160,389
Longevity	1,000	1,000	1,000	1,000	1,000
FICA	11,675	11,974	11,974	17,013	12,423
Group Insurance	21,373	23,701	23,701	35,250	23,250
Retirement	19,177	19,912	19,912	31,604	23,234
Professional Services	16,891	16,000	16,000	16,400	16,400
Postage	278	150	150	150	150
Telephone	662	636	636	636	636
Printing	0	0	0	0	0
Travel & Training	1,428	6,866	6,866	6,026	6,026
Organizational Training	7,250	8,700	8,700	14,750	14,750
CPR Training	0	0	0	450	450
Emp Recognition	3,343	3,850	3,850	7,400	7,400
Equipment Rental	121	121	121	0	0
Advertisement	0	0	0	5,000	5,000
Recruitment	65	20,500	20,500	20,000	0

Administration Department

Department Supplies	690	800	800	1,000	1,000
Contract Services	27,498	32,660	32,660	61,502	34,302
Dues and Subscriptions	398	1,798	1,798	2,100	2,100
Wellness Program	4,983	6,000	6,000	6,000	6,000
Educational Assistance	2,200	7,700	7,700	5,500	5,500
Total Human Resources	\$266,922	\$318,065	\$318,065	\$452,170	\$320,010

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$1,945 is primarily associated with compensation related adjustments.

Administration Department

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 2018-2019 Accomplishments

- Communications won three awards from N.C. Association of Government Information Officers for video, writing and media relations work
- Worked closely with the Economic Development to successfully manage messaging and media relations for Amazon announcement
- 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 10,190 to 11,580 year to year—13.6 percent growth; **Twitter**: from 4,505 to 4,959—10.1 percent growth; also grew **Instagram** followers from 1,156 to 1,660, a 43.6 percent increase)
- Enhanced promotion of garner info app led to 14.9 percent increase in users between mid-August 2018 and mid-March 2019
- Earned positive local TV news coverage of special events on several occasions by submitting footage and information
- Worked with Garner Chamber of Commerce to produce an attractive and informative new visitors map of Garner
- Produced outstanding short videos on PRCR facilities and programming (one overall marketing video and one on Lake Benson boathouse)

Administration Department

- Made popular video on the new mural project in Downtown Garner; over 32,000 views on Facebook and partnered with Visit Raleigh for exposure on that brand's Facebook page
- Communications Manager continued to serve as a mentor and coach to All-America City finalists and advisor to other communities considering applying for the award
- Started live-streaming Town Council meetings on Facebook Live
- Worked with PRCR staff and outside partners (e.g. Towne Players) to help sell out shows at GPAC
- Worked seamlessly with Police, Public Works and Garner Fire-Rescue on Emergency Operations Center during Hurricane/Tropical Storm Florence and provided public timely, accurate and comprehensive information during event

Goals

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

Objectives for Fiscal Year 2019-2020

- Work with various departments and other key partners to produce special marketing products (print, video and digital) for targeted audiences
- Refine and enhance website content
- Get additional crisis communications training
- Look to reach more people by live video streaming events and meetings
- Continue to gain recognition for the Town by winning statewide and national awards
- Look for additional opportunities for professional development

Administration Department

Position Summary

Category	FY 2018- 2019 Adopted	Positions Requested	FY 2019- 2020 Recommended
Communications Manager	1	-	1
Communications Specialist	1	1	1
Total	2	1	2

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Communications					
Salaries	\$109,113	\$133,904	\$133,904	\$182,908	\$137,908
FICA	7,010	10,129	10,129	13,979	10,537
Group Insurance	25,504	31,090	31,090	43,351	31,351
Retirement	13,669	16,860	16,860	25,522	19,245
Professional Services	5,398	3,000	3,000	27,800	18,800
Postage	2,038	500	500	500	500
Telephone	1,171	1,272	1,272	1,272	1,272
Printing	7,826	2,000	2,000	9,500	9,500
Travel & Training	3,164	5,250	5,250	5,660	5,660
Advertisement	6,801	7,800	7,800	7,300	7,300
Department Supplies	595	500	500	500	500
Equipment non-capital	3,633	0	0	9,000	0
Contract Services	42,983	68,405	68,405	65,345	65,345
Dues and Subscriptions	622	1,365	1,365	1,225	1,225
Total Communications	\$229,528	\$282,075	\$282,075	\$393,862	\$309,143

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$27,068 is primarily associated with personnel related adjustments and the addition of a new twice a year magazine.

Administration Department

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 2018 - 2019 Accomplishments

- Partnered with Rebuilding Together of the Triangle to provide home repairs for families in the incorporated Town limits.
- Working with Parks, Recreation, Cultural Resources in planning "community day" event at Rand Mill Park as a pilot program.
- Worked with other departments to assess the condition of the town in response to citizen concerns.
- Development plan for addressing outdoor storage at several locations and offered solutions to property owners.
- 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

Objectives for Fiscal Year 2019- 2020

- Resume and grow Mid-day Garner 101.
- Partner with NC Housing Finance Agency and Rebuilding Together of the Triangle 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 Garner Info for outstanding citizen complaints and inquiries.
- Create Neighborhood Report Card designed to analyze current conditions in Garner neighborhoods.

Administration Department

Position Summary

Category	FY 2018-19 Adopted	Positions Requested	FY 2019-20 Recommended
Neighborhood Improvement Manager	1	-	1
Total	1	-	1

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Neighborhood Improvement					
Salaries	\$67,023	\$67,278	\$67,278	\$70,792	\$70,792
Longevity	1,400	1,400	1,400	1,400	1,400
FICA	4,663	5,254	5,254	5,536	5,536
Group Insurance	12,324	14,552	14,552	14,438	14,438
Retirement	8,576	8,984	8,984	10,072	10,072
Telephone	634	636	636	636	636
Travel & Training	922	2,370	2,370	2,495	2,495
Development Support	0	27,600	27,600	27,600	27,600
Auto Maintenance & Repair	0	500	500	500	0
Fuel	49	282	282	272	272
Department Supplies	3,737	8,600	8,600	8,600	4,600
Total Neighborhood Improvement	\$99,328	\$137,456	\$137,456	\$142,341	\$137,841

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$385 is primarily associated with personnel related adjustments partially offset by reductions to balance the FY 2019 – 2020 Budget.

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

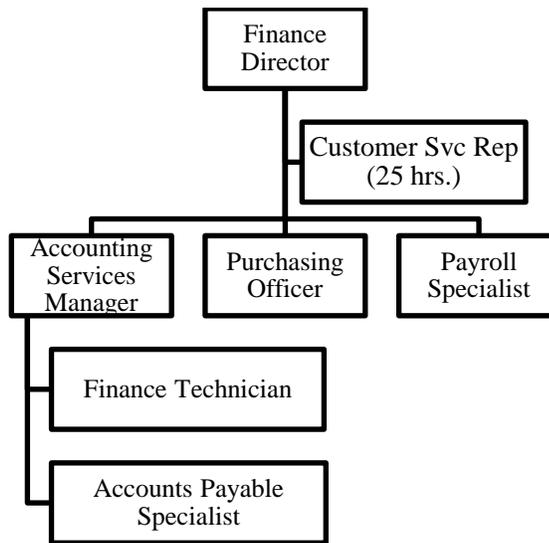
	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Safety					
Travel & Training	\$173	\$1,675	\$1,675	\$500	\$500
CPR Training	0	0	0	361	361
Department Supplies	0	300	300	0	0
Contract Services	4,742	4,874	4,874	4,874	4,874
Dues and Subscriptions	757	675	675	800	800
Employee Safety	1,691	3,400	3,400	3,400	3,400
Total Safety	\$7,363	\$10,924	\$10,924	\$9,935	\$9,935

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- A decrease of \$989 is primarily based on a reduction in Department Supplies.

Finance Department



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

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 2018 - 2019 Accomplishments

- The CAFR received the Certificate of Achievement for Excellence in Financial Reporting. This was the 29th 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 22nd Distinguished Budget Award for the FY 2018-19 budget document.
- The Town was upgraded in its rating from Standard & Poor's to AAA, and maintained its rating 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 2019-2020

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

Expenditure Summary

Division	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Finance Administration	\$779,319	\$852,265	\$910,012	\$858,627	\$831,422
Total	\$779,319	\$852,265	\$910,012	\$858,627	\$831,422

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Recommended
Finance Director	1	-	1
Accounting Services Manager	1	-	1
Purchasing Officer	1	-	1
Customer Service Rep	0.62	0.38	0.62
Accounts Payable Specialist	1	-	1
Finance Specialist	1	-	1
Payroll Specialist	1	-	1
Total	6.62	0.38	6.62

Finance Department

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Finance					
Salaries	\$386,122	\$414,210	\$414,210	\$399,247	\$386,747
Salary OT	22	0	0	0	0
Longevity	1,777	1,908	1,908	2,808	2,808
FICA	29,051	32,957	32,957	30,741	29,781
Group Insurance	58,552	65,025	65,025	71,389	59,389
Retirement	49,659	54,501	54,501	55,907	54,162
Professional Services	39,072	57,914	57,914	46,200	46,200
Postage	2,540	2,903	2,903	2,903	2,903
Telephone	663	636	636	636	636
Printing	3,915	2,915	2,915	3,200	3,200
Travel & Training	3,889	8,087	8,087	7,525	7,525
Equipment Rental	5,608	4,948	4,948	3,915	3,915
Department Supplies	3,521	2,700	2,700	10,550	10,550
Copier Supplies	3,907	7,850	7,850	0	0
Contract Services	114,361	119,084	176,831	143,932	143,932
Tax Collections	75,987	76,187	76,187	79,234	79,234
Dues and Subscriptions	675	440	440	440	440
Total Finance	\$779,319	\$852,265	\$910,012	\$858,627	\$831,422

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- A decrease of \$20,843 is primarily due to compensation related adjustments as several positions are anticipated to be vacant during the fiscal year.

Economic Development



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

Fiscal Year 2018-2019 Accomplishments

- Amazon announced they would locate a 2.6 million SF fulfillment facility in Garner on the former Garner Technology Center Site creating 1,500 jobs, investing \$200 million and generating roughly \$45 million in new annual payroll to the community.
- The Garner Economic Development Corporation was awarded a Triangle Business Journal Space Award for their work on recruiting Amazon to Garner.
- 20,000 sq. ft. of new industrial flex and office space is under construction on Raynor Rd. and is being pre-leased.
- Development continues at White Oak as new pads are prepared for more restaurant and retail space.
- The Trojan Business Alliance hosted over 50 high school students in March for the Trojan Career Prep Program.

Goals

1. Foster a business friendly environment that promotes commercial and industrial growth in a responsible manner.(OD5) (FR1) (OD1)
2. Improve existing retail assets and continue to grow Garner as a destination for shopping and entertainment. (OD5) (FR1) (OD1)
3. Foster an environment that recognizes innovation, creativity and makes Garner an attractive place for startup businesses to locate.(OD5) (FR1) (OD1) (OD3)
4. Promote Garner as the ideal place to build and own a home. (QL2)(OD1)(OD5)
5. Manage the Garner Main Street Program to meet the North Carolina and National Main Street Center Accreditation goals. (SD1, SD2, SD4, OD2, OD3, QL 2, QL 3, QL4, QL5, QL7)
6. Continue implementation of the Historic Downtown Garner Plan. (FR2, OD1, OD3, OD4, OD5, QL5, QL6, QL7)
7. Develop and nurture public/private partnerships to facilitate a comprehensive approach to downtown revitalization. (OD3, OD5, QL2, QL3, QL4, QL5, QL 6, QL7)

Fiscal Year FY 2019 – 2020 Objectives

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

Economic Development

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Economic Development	\$255,245	\$249,875	\$254,875	\$254,425	\$248,125
Economic Incentives	0	0	70,000	0	0
Economic Development Partners	110,639	52,539	52,539	97,869	97,869
Total Expenditures	\$365,884	\$302,414	\$377,414	\$352,294	\$345,994

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Adopted
Economic Development Director	1	-	1
Downtown Development Manager	1	-	1
Total	2	-	2

Economic Development

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Economic Development					
Salaries	\$133,370	\$140,521	\$140,521	\$145,122	\$145,122
FICA	10,365	10,750	10,750	11,101	11,101
Group Insurance	21,347	23,563	23,563	23,219	23,219
Retirement	17,096	17,872	17,872	20,253	20,253
Postage	19	1,275	1,275	20	20
Telephone	1,325	1,272	1,272	1,272	1,272
Printing	466	2,710	2,710	2,710	2,710
Travel & Training	7,861	8,980	8,980	7,940	7,940
Business Recruitment	13,507	18,248	18,248	18,098	13,098
Business Retention and Expansion	0	1,700	1,700	1,700	700
Development Assistance	950	1,000	1,000	1,000	1,000
Auto Maintenance & Repair	0	300	300	300	0
Equipment Rental	150	150	150	0	0
Advertisement	2,300	2,500	2,500	2,500	2,500
Fuel	304	470	470	453	453
Department Supplies	318	600	600	600	600
Promotional Supplies	1,018	1,600	1,600	1,600	1,600
Building Façade Grant Program	9,250	5,000	5,000	5,000	5,000
Contract Services	33,585	10,800	15,800	11,000	11,000
Dues and Subscriptions	2,014	2,387	2,387	2,210	2,210
Total Economic Development	\$255,245	\$249,875	\$254,875	\$254,425	\$248,125

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- A decrease of \$1,750 is primarily associated with reductions required to balance the FY 2019-2020 Budget.

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 Economic Development Corporation

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

Garner Chamber of Commerce

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

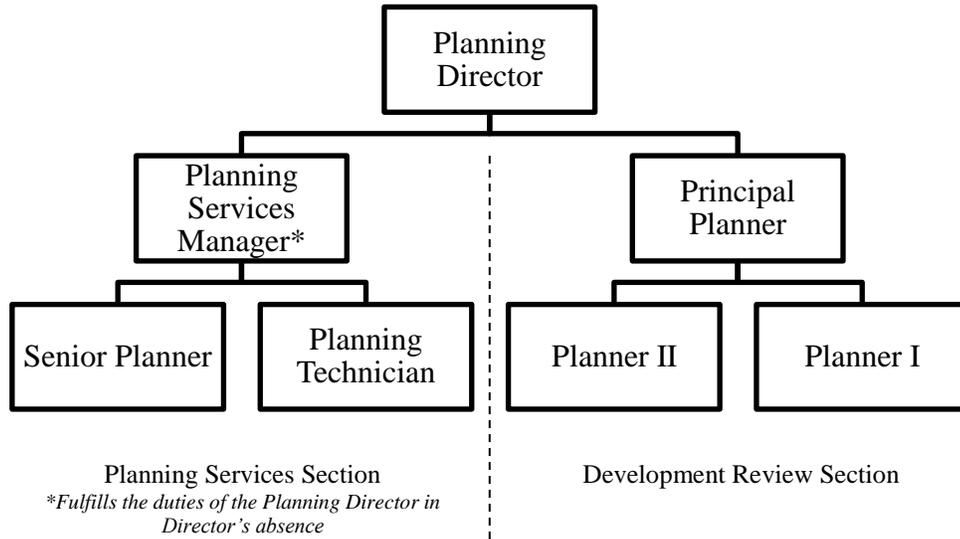
Downtown Garner Association

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

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Downtown Garner Association	\$14,691	\$19,359	\$19,359	\$19,869	\$19,869
Garner Chamber of Commerce	\$18,678	\$33,000	\$33,000	\$33,000	\$33,000
Garner Economic Development Corp	\$0	\$0	\$0	\$45,000	\$45,000
Economic Development Incentives	\$0	\$0	\$70,000	\$0	\$0
Downtown Grant Program	\$75,000	\$0	\$0	\$0	\$0
Railroad Protective Liability	\$2,000	\$0	\$0	\$0	\$0
Total	\$110,369	\$52,359	\$122,359	\$97,869	\$97,869

Planning Department



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

Planning Department

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

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

Fiscal Year 2018-2019 Planning Department Accomplishments

- Filled Planning Technician vacancy with less than 3 months of down time - 12 weeks.
- Managed the highway beautification program along US 70 and US 401.
- Received award of LAPP funding for ROW and Construction phases for intersection realignment plans at Ackerman, Hebron Church, and White Oak roads.
- Successfully completed on-call consultant selection for future transportation planning and design projects including:
 - Conceptual design for Jones Sausage Road,
 - Transit planning study for Garner, and
 - Designing Lake Drive improvements.
- Finished selection of consulting firm to assist the Town in re-writing the Unified Development Ordinance.
- Preliminarily approved 1,013 new single-family and townhome residential lots within the first 9 months of the fiscal year.

Planning Department

Goals

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

Objectives for FY 2019-2020 Budget

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

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Planning	\$660,319	\$759,690	\$789,190	\$777,481	\$775,731
Total	\$660,319	\$759,690	\$789,190	\$777,481	\$775,731

Planning Department

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Recommended
Planning Director	1	-	1
Planning Services Manager	1	-	1
Senior Planner	1	-	1
Principal Planner	1	-	1
Planner II	1	-	1
Planner I	1	-	1
Planning Technician	1	-	1
Total	7	-	7

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Planning					
Salaries	\$404,782	\$468,093	\$468,093	\$493,659	\$493,659
Salaries Temporary	5,822	0	0	0	0
Longevity	6,782	2,908	2,908	4,312	4,312
FICA	31,545	35,765	35,765	37,492	37,492
Group Insurance	64,928	87,552	87,552	86,448	86,448
Retirement	52,529	59,541	59,541	68,565	68,565
Professional Services	19,379	6,000	9,200	14,700	14,700
Postage	932	2,000	2,000	2,000	2,000
Telephone	816	2,748	2,748	2,940	2,940
Printing	283	885	885	1,590	1,590
Travel & Training	5,482	13,989	13,989	15,143	15,143
Auto Maintenance & Repair	512	500	500	1,750	0
Equipment Rental	14,313	11,775	11,775	4,095	4,095
Record Fee	26	208	208	208	208
Advertisement	428	2,400	2,400	2,400	2,400
Fuel	795	564	564	724	724
Department Supplies	4,623	5,070	5,070	5,820	5,820
Equipment non-capital	6,440	0	0	0	0
Contract Services	37,446	54,068	80,368	30,099	30,099
Dues and Subscriptions	2,456	5,624	5,624	5,536	5,536
Total Planning	\$660,319	\$759,690	\$789,190	\$777,481	\$775,731

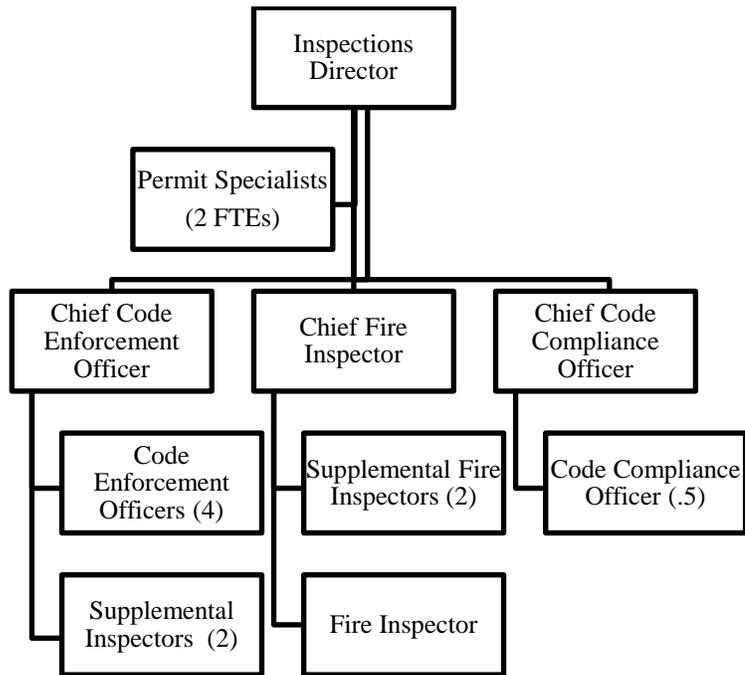
Planning Department

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$16,041 is primarily associated with personnel related adjustments.

Inspections Department



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

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

Fiscal Year 2018-2019 Accomplishments

- Performed 12,160 trade inspections
- Assisted Town of Garner in all initiatives and town building projects
- Began Project Axis
- Completed over 500 hours of continuing education
- One Inspector received additional Standard Certifications
- Hired one fulltime inspector
- Code Compliance officer received CZO (certified zoning administration officer certification)
- Co-sponsored GWBCO – Continuing Education Conference for Electrical Contractors
- Inspectors Active in all State and National Trade Associations
- Completed data input on all Fire Maintenance inspections in Fire House and completed back log of outdated fire inspections though 2017
- Fully utilizing the Compliance Engine for fire maintenance inspections and fully completed Fire House Software integration for Fire Inspections in partnership with GVFR

Goals

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

Inspections Department

Objectives for Fiscal Year 2019-2020

1. Continue to comply with legislative orders and annual documentation and reports.
2. Continue to look for ways to meet both growth and new legislation affecting inspections and inspections schedules
3. Complete Garner 101 presentations
4. Complete Seminar to Electrical Contractors in partnership with GWBCO.
5. Continue to work with IT to tweak data base and add benefits where possible for efficiency and performance measures.
6. Establish procedures and policy for implementation of performance measures.
7. Support roles in the Trade associations for inspectors
8. Continue to support the TRC and our role as code administrators.

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Inspections	\$959,138	\$1,097,915	\$1,088,855	\$1,229,054	\$1,216,554
Total	\$959,138	\$1,097,915	\$1,088,855	\$1,229,054	\$1,216,554

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Inspections Director	1	-	1
Chief Codes Enforcement Officer	1	-	1
Chief Fire Inspector	1	-	1
Chief Code Compliance Officer	1	-	1
Code Compliance Officer	0	-	0
Fire Inspector	1	-	1
Code Enforcement Officer III	4	-	4
Development & Permitting Specialists	2	-	2
Total	11	0	11

Inspections Department

Budget Summary

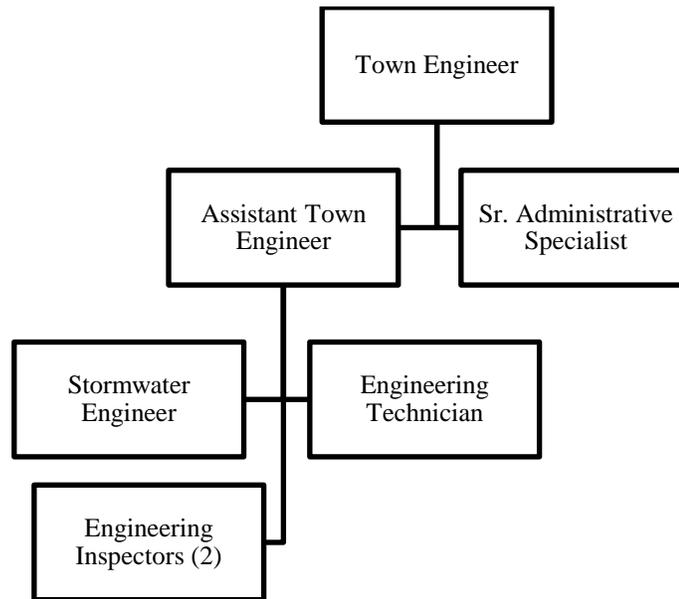
	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Inspections					
Salaries	\$532,122	\$616,406	\$649,206	\$704,174	\$704,174
Salary OT	373	9,160	9,160	9,160	9,160
Salaries Temporary	79,096	134,171	76,875	124,700	118,700
Longevity	11,900	12,311	12,311	12,897	12,897
FICA	45,139	55,051	60,695	62,461	62,461
Group Insurance	104,486	129,747	135,357	140,385	140,385
Retirement	70,018	80,212	84,394	105,565	105,565
Postage	850	1,045	1,045	3,500	3,500
Telephone	5,287	5,235	5,235	6,144	6,144
Printing	165	750	750	750	750
Travel & Training	11,829	22,000	22,000	21,190	21,190
Equipment Maintenance & Repair	57	100	100	100	100
Auto Maintenance & Repair	5,679	6,000	6,000	6,500	0
Equipment Rental	377	369	369	4,095	4,095
Fuel	4,661	5,640	5,640	5,430	5,430
Department Supplies	6,793	4,950	4,950	4,950	4,950
Equipment non-capital	2,550	0	0	2,500	2,500
Uniforms	898	3,150	3,150	3,150	3,150
Contract Services	5,094	7,323	7,323	7,323	7,323
Dues and Subscriptions	2,641	4,295	4,295	4,080	4,080
Vehicles	69,123	0	0	0	0
Total Inspections	\$959,138	\$1,097,915	\$1,088,855	\$1,229,054	\$1,216,554

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$118,639 is primarily associated with a position approved during the FY 2018 – 2019 budget year.

Engineering Department



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 2018-2019 Accomplishments

- Continued work on the Garner Recreation Center
- Finalized the design of New Rand Road
- Finalized the design of Vandora Springs Sidewalk

Engineering Department

- Finalized the design of Spring Drive and Vandora Sidewalk
- Finalized the design of the Timber Drive connector
- Annual street resurfacing project
- Finalized the design of the Ackerman Road / Hebron Church Road roundabout at While Oak Road

Goals

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

Objectives for Fiscal Year 2019-2020

1. Design additional street and sidewalk projects to be funded by the 2013 bond sal.
2. Timely review of plans and inspections of projects
3. Coordinate project designs with submittal dates for grants and LAPP funds available
4. Continue to update Capital Project Budget and tracking system for construction projects.
5. Finalize the construction of New Rand Road
6. Finalize the construction of Vandora Springs Sidewalk
7. Finalize the construction of Spring Drive and Vandora Sidewalk
8. Finalize the construction of the Timber Drive connector
9. Finalize the construction of the Ackerman Road / Hebron Church Road roundabout at While Oak Road

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Engineering	\$608,480	\$610,780	\$648,076	\$831,038	\$740,938
Total	\$608,480	\$610,780	\$648,076	\$831,038	\$740,938

Engineering Department

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Town Engineer	1	-	1
Assistant Town Engineer	1	-	1
Senior Administrative Support Specialist	1	-	1
Stormwater Engineer	1	-	1
Capital Projects Manager	0	1	0
Engineering Technician	1	-	1
Construction Inspector	1	1	2
Total	6	2	7

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Engineering					
Salaries	\$409,917	\$413,634	\$444,634	\$573,149	\$508,149
Longevity	9,297	7,892	7,892	4,763	4,763
FICA	31,102	31,854	34,226	43,792	38,792
Group Insurance	68,695	73,347	73,347	97,041	85,041
Retirement	53,697	53,091	57,015	78,966	71,466
Postage	252	227	227	275	275
Telephone	2,772	2,106	2,106	2,110	2,110
Printing	529	200	200	200	200
Travel & Training	2,230	4,844	3,744	6,650	6,650
Auto Maintenance & Repair	7,712	600	600	600	0
Equipment Rental	10,132	8,500	8,500	4,095	4,095
Fuel	2,554	1,786	1,786	2,987	2,987
Department Supplies	1,559	1,940	1,940	1,940	1,940
Equipment non-capital	710	0	0	3,000	3,000
Stormwater	4,819	4,806	5,906	4,900	4,900
Uniforms	100	135	135	300	300
Contract Services	1,776	4,260	4,260	4,720	4,720
Dues and Subscriptions	625	1,558	1,558	1,550	1,550
Total Engineering	\$608,480	\$610,780	\$648,076	\$831,038	\$740,938

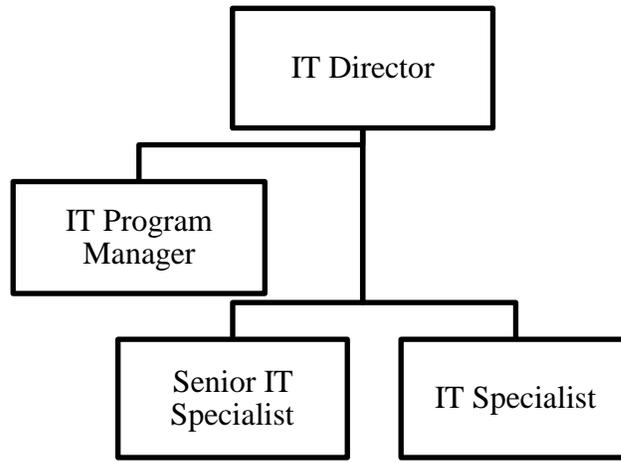
Engineering Department

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$130,158 is primarily associated with the addition of an Engineering Inspector position.

Information Technology Department



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.

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 2018-2019 Accomplishments

- Completed a department reorganization which included the addition of an IT manager position and IT career ladder to address our current and future needs.
- Updated backup and recovery solutions.
- Developed new training and reference manual for the IT department
- Deployed new storage devices.

Information Technology Department

- Deployed new Police patrol laptops
- Replaced physical PC's for all Town departments.

Goals

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

Fiscal Year FY 2019 – 2020 Objectives

1. Design and install IT systems for new recreational facility.
2. Assess current network and locate problem areas.
3. Upgrade virtual server and desktop environment.
4. Deploy and test building to building wireless connectivity for business use.
5. Design and implement new file storage and information sharing strategy using Office365 resources.
6. Upgrade to current stable version of Windows on all desktop and servers.
7. Update additional software, network equipment, scanning software, and computers when necessary.

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Information Technology	\$542,859	\$545,135	\$586,697	\$710,986	\$704,736
Total	\$542,859	\$545,135	\$586,697	\$710,986	\$704,736

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Information Technology Director	1	-	1
IT Program Manager	1	-	1
Senior IT Specialist	1	-	1
IT Specialist	1	-	1
Total	4	-	4

Information Technology Department

Budget Summary

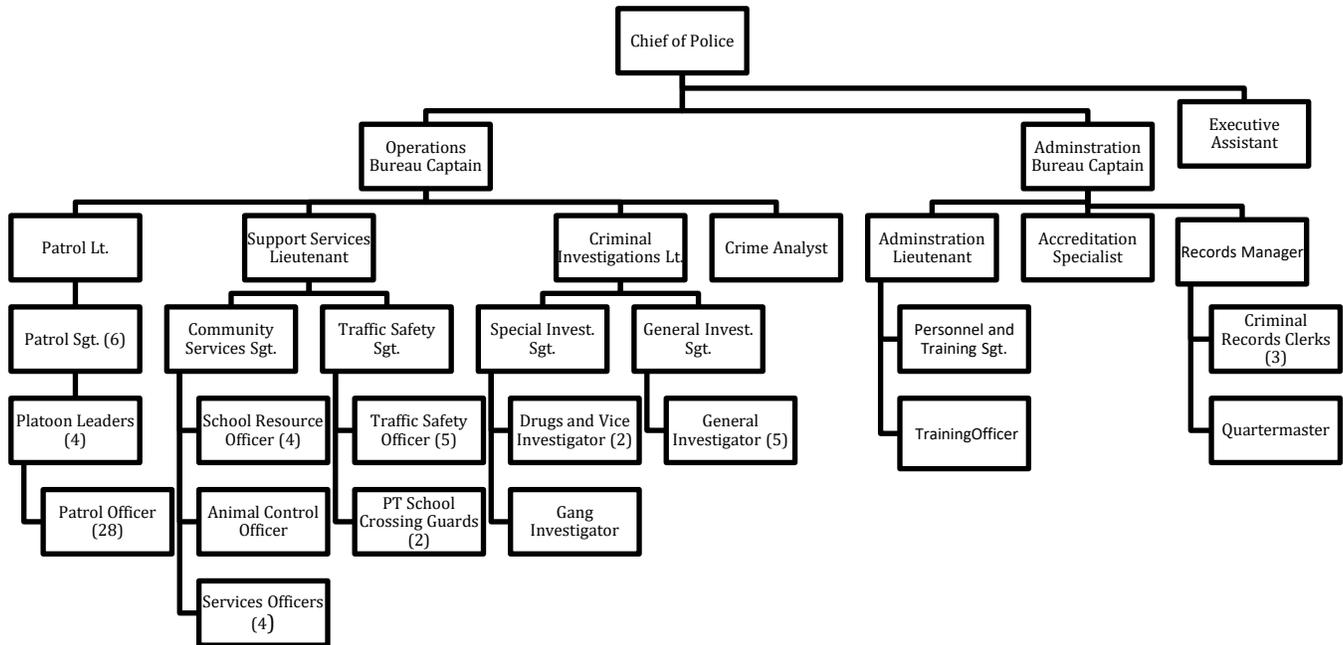
	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Information Technologies					
Salaries	\$201,923	\$226,733	\$255,733	\$309,196	\$309,196
Longevity	2,000	1,000	1,000	1,000	1,000
FICA	15,302	17,269	19,488	23,717	23,717
Group Insurance	31,781	40,911	44,651	41,115	41,115
Retirement	26,181	28,715	32,413	43,299	43,299
Professional Services	2,857	3,500	3,500	3,500	3,500
Postage	1	26	26	26	26
Telephone	75,416	91,908	91,908	92,544	92,544
Travel & Training	2,235	4,368	4,368	13,550	13,550
Auto Maintenance & Repair	0	250	250	250	0
Equipment Rental	121	121	121	1,033	1,033
Fuel	81	376	376	376	376
Department Supplies	10,578	10,700	10,700	10,700	10,700
Equipment Rental	54,717	37,416	40,321	0	0
Contract Services	94,573	81,342	81,342	170,180	164,180
Dues and Subscriptions	435	500	500	500	500
Vehicles	24,659	0	0	0	0
Total Information Technologies	\$542,859	\$545,135	\$586,697	\$710,986	\$704,736

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$159,601 is primarily associated with an IT Program Manager being established during the FY 2018 – 2019 budget year.

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

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 2018-2019 Accomplishments

- Implemented the second phase of the body-worn camera program.
- Implemented and utilized "E" and "F" platoons during peak demand staffing hours to answer calls for service and reduce the ratio of officers to supervisor to an acceptable range.
- Continued implementation of intelligence led policing practices with the incorporation of I-2 software and Pen-Link software.
- All sworn staff were trained in the One-Mind campaign.
- Partnered with other town departments and civic groups to lower crime and improve community safety; implemented barber shop rap sessions.
- Hosted community meetings at various businesses to engage the community and allow for feedback on police performance.
- Implemented bi-monthly training sessions to support officers with maintaining the required fitness level necessary to complete the (POPAT) in the minimum time as established by the Fitness Committee's 2018 recommendation.

Goals

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

Police Department

Objectives for Fiscal Year 2019-2020

1. Maintain fiscal responsibility by continuing to build upon the success of using the Citizens and Police Together (CAPT) volunteer team as a way to extend police resources at little or no cost.
2. Create additional opportunities for non-enforcement activities and interaction through continued officer involvement in Police Athletics and Activities League (PAAL) in area schools.
3. Maintain traffic enforcement and education as a priority through anti-texting training with high school students and continued emphasis on DWI enforcement and education.
4. Utilize new records management system (RMS) to better document criminal incidents, calls for service, and suspicious persons and incidents.
5. Continued enhancement of officer wellness by providing training in the prevention of officer suicide, resources to debrief after exposure to critical incidents, and through annual POPAT testing.
6. Enhance leadership training by providing advanced leadership training to newly promoted supervisors, reopening the on-line leadership academy through Wake Tech, and through succession planning.

Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Department Request	FY 2018-19 Manager Recommended
Police	\$8,344,855	\$7,898,857	\$7,933,622	\$8,615,768	\$7,935,016
Total	\$8,344,855	\$7,898,857	\$7,933,622	\$8,615,768	\$7,935,016

Police Department

Position Summary

Category	FY 2018- 2019 Adopted	Positions Requested	FY 2019- 2020 Recommended
Chief of Police	1	-	1
Police Captain	2	-	2
Police Lieutenant	4	-	4
Police Sergeant	9	-	9
Accreditation Specialist	0.5	-	0.5
Sr. Administrative Support Specialist	1	-	1
Investigator	8	-	8
Police Officer	32	2	34
Traffic Safety Officer	5	-	5
School Resource Officer	5	1	5
Animal Control Officer	1	-	1
Records Manager	1	-	1
Criminal Records Clerk	3	-	3
Quartermaster	1	-	1
Community Liaison Officer	0	1	0
Training Officer	1	-	1
Crime Analyst	1	-	1
Total	75.5	4.0	77.5

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Police					
Salaries	\$4,407,216	\$4,410,658	\$4,410,658	\$4,594,046	\$4,484,845
Salary OT	49,294	47,000	47,000	50,000	50,000
Salary Temporary	56,062	90,000	90,000	90,000	90,000
Outside Employment	210,543	225,000	225,000	225,000	225,000
Longevity	101,792	85,806	85,806	93,391	93,391
Separation Allowance	0	0	0	0	0
FICA	361,790	369,511	369,511	381,594	374,203
Group Insurance	809,330	937,468	937,468	919,510	890,110
Retirement	613,196	606,368	606,368	685,614	670,487
Professional Services	13,688	13,400	13,400	13,600	13,600
Postage	1,064	1,000	1,000	1,200	1,200
Telephone	18,080	16,008	16,008	18,500	18,500
Printing	1,570	3,000	3,000	3,000	3,000

Police Department

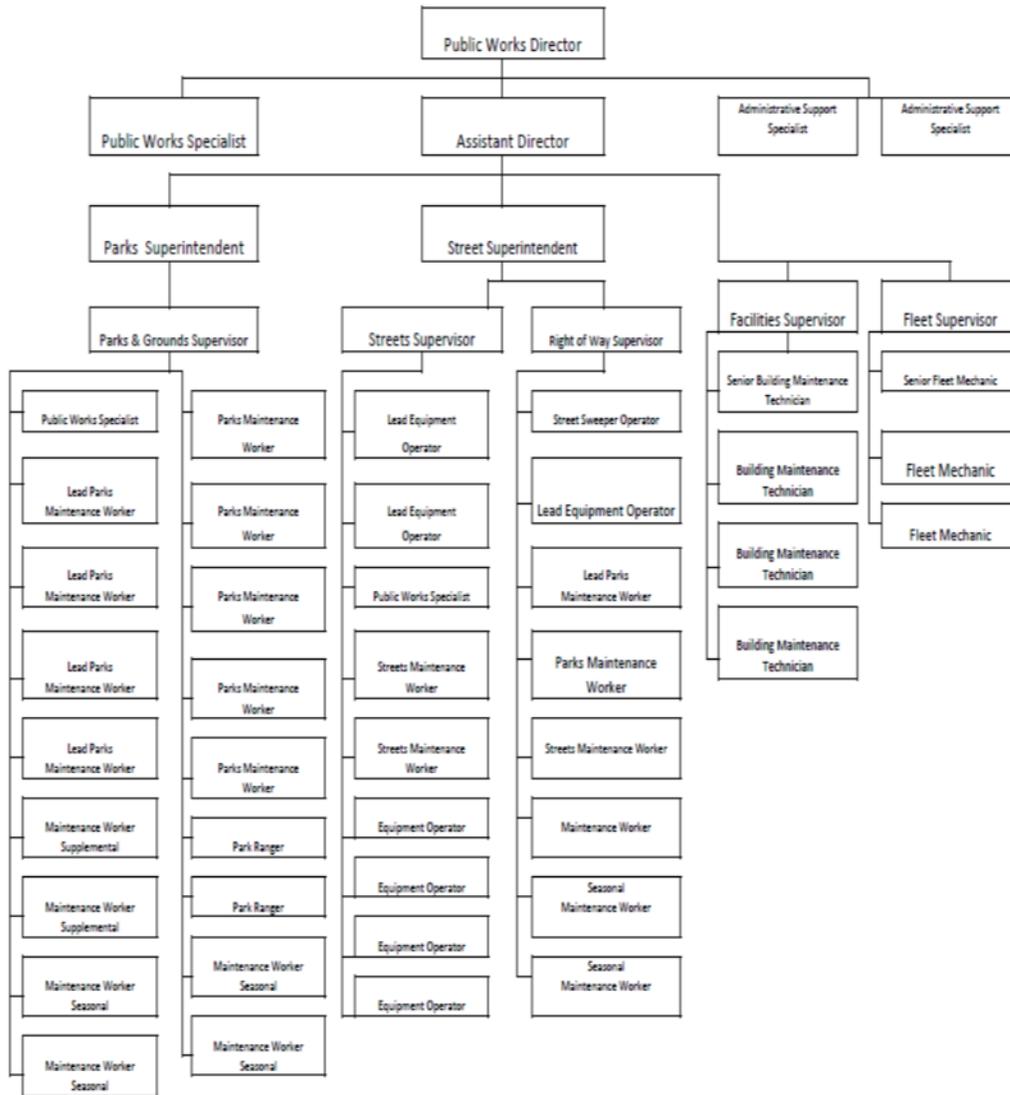
Travel & Training	54,232	69,043	69,043	71,578	66,578
Special Events	6,860	7,950	7,950	11,450	11,450
Parking	177	350	350	350	350
Equipment Maintenance & Repair	1,913	6,645	6,645	6,950	6,950
Auto Maintenance & Repair	88,123	56,000	56,000	150,000	0
Equipment Rental	23,596	19,950	19,950	19,323	19,323
Fuel	125,317	134,205	134,205	132,340	132,340
Department Supplies Supp	54,455	56,279	56,279	70,646	70,646
Department Supplies Asset Forfeiture	0	0	34,765	0	0
Equipment non-capital	574,057	112,275	112,275	142,225	60,212
Vet Supplies	8,214	8,000	8,000	10,000	10,000
Drug Info	0	1,000	1,000	1,000	1,000
Uniforms	49,433	58,250	58,250	75,974	66,354
Contract Services	418,145	547,541	547,541	556,977	556,977
Dues and Subscriptions	2,278	3,500	3,500	4,500	4,500
Psychological Exam	7,724	12,650	12,650	14,000	14,000
Equipment	100	0	0	273,000	0
Vehicles	286,608	0	0	0	0
Total Police	\$8,344,855	\$7,898,857	\$7,933,622	\$8,615,768	\$7,935,016

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$36,159 is primarily based the Town funding fifteen percent of the cost associated with two grant positions.

Public Works



Mission

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

Summary

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

Public Works

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

Fiscal Year 2018-2019 Public Work Department Accomplishments

- Used bulk paint on athletic fields resulting in a more aesthetically pleasing and longer lasting line which saves the town money.
- All sports fields were prepped and played on at a 95% rate with a record-breaking amount of rainfall.
- Increased drainage to GRP infield 2, SGP infield 1 and WDP playground to prevent standing water.
- Replaced and relocated water faucet at NGP dog park to minimize water usage.
- Completed trash collections on schedule with a low complaint per customer rate.
- Completed both spring and fall “unprepared” cleanups on schedule.
- Completed 68 code enforcement requests within three days of receiving request.
- Implemented new Brine application routes to include additional street coverage.
- Assisted New Bern, NC with Hurricane Florence cleanup efforts.
- Performed snow/ice and hurricane storm clean up response to 4 storm events.
- Completed Retention Pond Maintenance on every pond twice throughout the year.
- Converted the domestic water supplies from wells at Centennial and Thompson Rd. Parks and connected them to the City water supply, eliminating the need for reportable well testing through NC DEQ.
- Performed non-reportable well testing at the Meadowbrook property.
- Performed in-house maintenance on athletic field lighting.
- Converted 120 E. Main (Downtown Development Office Bldg.) to all energy efficient LED lighting.
- Converted Avery St. Gymnasium to energy efficient LED Flat Panel lighting that meets NCHSAA lighting standards for Gym athletic programs and events.
- Implemented a Service Agreement for the Elevator in New Town Hall.
- Performed in-house HVAC maintenance on approximately 400 tons of units.
- Installed new 12 Ton Climate Control System in the Public Works Fleet Garage.
- Installed (2) 3 Ton HVAC Systems with Air Handlers and Condensing Units in the new Meadowbrook Property.
- Installed new well pump for Thompson Rd. Park irrigation system.
- Facilitated extensive repairs to the Depot Museum due to public vehicle damage that included new electrical service, new HVAC System and major structural repairs.
- Surplused 16 vehicles and 3 pieces of equipment generating an estimated \$50,346.00 in revenue.
- Introduced Nitrogen Fill Station to convert all Vehicles over to Nitrogen for better maintained pressures, tire wear and long-term fuel use reduction for Town vehicles.

Public Works

- Supported the Town’s budget process by providing the VERT team fleet detailed reports.
- Continued building data base for Fleet Services for the town.
- Derek Walsh, Grounds Superintendent, served as President of the North Carolina Sports Turf Managers Association.
- Mark Hale, Facilities Supervisor, served as a member of the Executive Board of the Facilities and Grounds Division of the American Public Works Association – N.C. Chapter.
- Tyson Langdon, Assistant Public Works Director, served as a member on the Executive Board of the American Public Works Association- N.C. Chapter.
- Forrest Jones, Public Works Director, served as a member of the Executive Board of the Streets Division of the American Public Works Association – N.C. Chapter.

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Administration	\$367,469	\$409,421	\$409,421	\$411,878	\$411,728
Streets	\$1,692,669	\$2,098,652	\$2,098,652	\$2,926,289	\$2,746,973
Powell Bill	\$802,927	\$1,255,329	\$1,772,329	\$1,154,641	\$1,154,641
Public Grounds Management	\$1,033,282	\$1,043,532	\$1,043,532	\$1,391,051	\$1,165,734
Snow Removal	\$36,653	\$10,318	\$26,118	\$34,890	\$34,890
Solid Waste	\$1,895,799	\$1,952,169	\$1,952,169	\$2,149,317	\$2,136,083
Public Facilities Management	\$879,549	\$1,025,862	\$1,025,862	\$1,172,751	\$1,111,470
Fleet Management	\$328,725	\$364,507	\$364,507	\$402,596	\$401,096
Total	\$7,037,073	\$8,159,790	\$8,692,590	\$9,643,413	\$9,162,615

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)

Public Works

4. Adhere to processes identified as best practices by the American Public Works Association. (SD1, SD2, SD3)

Objectives

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

Position Summary

Category	FY 2018- 2019 Adopted	Positions Requested	FY 2019 - 2020 Recommended
Public Works Director	1	-	1
Assistant Public Works Director	1	-	1
Director Maintenance Tech	1	-	1
Administrative Support Specialist	1	-	1
Total	4	-	4

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Public Works Administration					
Salaries	\$232,816	\$244,838	\$244,838	\$253,358	\$253,358
Salary OT	0	1,300	1,300	0	0
Salaries Temporary	11,696	18,127	18,127	18,127	18,127
Longevity	3,115	3,923	3,923	3,493	3,493
FICA	17,393	20,583	20,583	19,754	19,754
Group Insurance	52,070	57,848	57,848	57,356	57,356
Retirement	30,223	34,194	34,194	36,004	36,004
Postage	56	100	100	75	75
Telephone	1,609	1,272	1,272	1,422	1,422
Travel & Training	6,766	8,170	8,170	9,700	9,700
Auto Maintenance & Repair	1,152	150	150	150	0
Equipment Rental	5,776	4,848	4,848	5,322	5,322
Advertisement	0	0	0	400	400
Fuel	406	263	263	453	453
Department Supplies	1,383	2,000	2,000	2,300	2,300
Uniforms	587	1,470	1,470	1,470	1,470
Contract Services	1,400	8,912	8,912	912	912

Public Works

Dues and Subscriptions	1,020	1,423	1,423	1,583	1,583
<hr/>					
Total Public Works					
Administration	\$367,469	\$409,421	\$409,421	\$411,878	\$411,728

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$2,307 is primarily associated with compensation adjustments.

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 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Street Supervisor	1	-	1
Lead Equipment Operator	3	-	3
Equipment Operator	5	-	5
Right-Of-Way Supervisor	1	-	1
Street Superintendent	1	-	1
Street Sweeper Operator	1	-	1
Street Maintenance Worker	3	2	3
Maintenance Technician	1	-	1
Total	16	-	16

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Street Maintenance					
Salaries	\$571,411	\$617,389	\$617,389	\$739,362	\$661,362
Salary OT	1,784	6,490	6,490	7,914	7,914
Salaries Temporary	40,326	35,000	35,000	40,000	40,000
Salaries Temporary OT	73	900	900	0	0
Longevity	12,836	13,809	13,809	12,041	12,041
FICA	48,004	52,332	52,332	63,971	58,004
Group Insurance	140,629	164,137	164,137	202,553	184,553
Retirement	75,331	80,612	80,612	111,807	100,926
Telephone	1,325	2,544	2,544	3,852	3,852
Utilities	514,084	536,716	536,716	585,684	536,716
Travel & Training	3,789	6,947	6,947	7,940	7,940
Equipment Rental	0	0	0	7,500	0
Auto Supplies	0	4,560	4,560	0	0
Department Supplies	19,315	27,845	27,845	30,630	30,630
Utility Patch	25,792	20,000	20,000	20,000	20,000
Equipment non-capital	0	11,140	11,140	12,254	12,254
Uniforms	10,127	13,615	13,615	13,615	13,615
Contract Services	227,188	283,916	283,916	336,146	326,146
Street Resurfacing	0	220,000	220,000	730,000	730,000
Dues and Subscriptions	656	700	700	1,020	1,020
Total Street Maintenance	\$1,692,669	\$2,098,652	\$2,098,652	\$2,926,289	\$2,746,973

Public Works

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$648,321 is primarily associated with an increase of \$510,000 for street resurfacing related activities.

POWELL BILL

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

Goals

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

Objectives

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

Public Works

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Powell Bill					
Equipment Maintenance & Repair	\$10,213	\$14,139	\$14,139	\$15,552	\$15,552
Auto Maintenance & Repair	54,899	53,500	53,500	60,030	60,030
Fuel	31,931	45,811	45,811	36,059	36,059
Department Supplies	50,323	56,530	56,530	45,000	45,000
Equipment non-capital	3,260	3,700	3,700	0	0
Contract Services	0	150	150	0	0
Powell Bill	135,458	135,000	135,000	635,000	635,000
Street Resurfacing - Powell Bill	295,658	530,000	1,047,000	0	0
Landfill	16,717	20,200	20,200	21,000	21,000
Equipment	102,524	332,299	332,299	342,000	342,000
Vehicles	101,944	64,000	64,000	0	0
Total Powell Bill	\$802,927	\$1,255,329	\$1,772,329	\$1,154,641	\$1,154,641

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- A decrease of \$100,688 is primarily associated with reduced vehicle requirements.

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 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Facilities Supervisor	2	-	2
Building Maintenance Technician	3	1	4
Total	5	1	6

Public Works

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Public Facility Management					
Salaries	\$217,169	\$238,364	\$238,364	\$297,159	\$280,948
Salary OT	2,898	3,839	3,839	4,442	4,442
Salary Temporary	42	0	0	0	0
Longevity	2,400	2,400	2,400	2,800	2,800
FICA	15,585	18,661	18,661	23,242	22,002
Group Insurance	56,368	69,028	69,028	69,687	69,687
Retirement	28,311	31,013	31,013	40,026	40,026
Telephone	2,257	2,556	2,556	3,716	3,716
Utilities	207,550	231,889	231,889	240,640	210,640
Water/Sewer	53,582	81,205	81,205	83,902	83,902
Travel & Training	2,649	3,875	3,875	4,115	4,115
Building Maintenance	14,555	15,940	15,940	17,525	17,525
Equipment Maintenance & Repair	36,477	29,500	29,500	36,000	36,000
Auto Maintenance & Repair	2,540	2,550	2,550	3,800	0
Equipment Rental	991	2,010	2,010	2,520	2,520
Fuel	4,458	8,990	8,990	9,091	7,281
Department Supplies	44,474	56,807	56,807	71,307	67,807
Equipment non-capital	1,335	1,000	1,000	11,490	7,490
Uniforms	2,880	3,600	3,600	5,040	4,320
Contract Services	183,028	222,635	222,635	246,250	246,250
Total Public Facility Management	\$879,549	\$1,025,862	\$1,025,862	\$1,172,752	\$1,111,470

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$85,608 is primarily associated with the addition of a Facilities Maintenance Technician position.

Public Works

PUBLIC GROUNDS MAINTENANCE

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

Goals

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

Objectives

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

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Parks & Grounds Supervisor	1	1	2
Lead Parks Maintenance Worker	5	-	5
Maintenance Technician	1	-	1
Parks Maintenance Worker	6	-	6
Total	13	1	14

Public Works

Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Department Request	Manager Recommended
Public Grounds Management					
Salaries	\$492,397	\$506,514	\$506,514	\$644,226	\$578,706
Salary OT	3,334	13,698	13,698	13,689	13,689
Salaries Temporary	49,953	65,000	65,000	50,000	50,000
Salaries Temporary OT	12	1,400	1,400	1,403	1,403
Longevity	6,475	5,883	5,883	8,251	8,251
FICA	42,708	45,324	45,324	56,215	51,203
Group Insurance	127,089	141,211	141,211	164,222	137,222
Retirement	64,519	66,964	66,964	93,354	84,214
Telephone	1,106	1,056	1,056	2,935	2,935
Travel & Training	3,632	3,885	3,885	12,655	12,235
Vandalism Repair	500	500	500	500	500
Equipment Maintenance & Repair	11,884	20,841	20,841	26,841	26,841
Auto Maintenance & Repair	19,923	12,900	12,900	25,800	0
Equipment Rental	7	300	300	300	300
Fuel	20,520	25,866	25,866	25,080	23,270
Agriculture Supplies	42,912	44,500	44,500	25,500	25,500
Department Supplies	32,194	34,000	34,000	34,500	34,500
Equipment non-capital	55,565	11,700	11,700	16,790	16,790
Uniforms	10,165	11,640	11,640	15,155	12,590
Contract Services	16,847	29,000	29,000	171,550	83,500
Landfill	150	1,000	1,000	1,000	1,000
Dues and Subscriptions	240	350	350	1,085	1,085
Equipment	31,149	0	0	0	0
Total Public Grounds Management	\$1,033,282	\$1,043,532	\$1,043,532	\$1,391,051	\$1,165,734

Public Works

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$122,202 is primarily associated with the additional of a Parks and Grounds Supervisor position.

FLEET MANAGEMENT

The **Fleet Management** division within the Services Division maintains Town vehicles and equipment with the goal of minimizing repair costs and equipment downtime. This unit ensures that all Federal and State laws concerning vehicle weights, safety, and regulations, are maintained and updated as needed. This unit performs preventive maintenance and repair on approximately 145 licensed motorized vehicles, 21 licensed trailers, 111 non-licensed heavy equipment and pieces of specialized equipment, and approximately 98 smaller pieces of gasoline powered equipment. Detailed records are maintained on each item of equipment utilizing web-based software.

Goals

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

Objective

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

Public Works

Position Summary

Category	FY 2018 - 2019 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

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
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Fleet Management

Salaries	\$157,280	\$207,984	\$207,984	\$225,288	\$225,288
Salary OT	65	3,603	3,603	3,603	3,603
Salaries Temporary	10,009	0	0	0	0
Longevity	2,704	2,869	2,869	2,887	2,887
FICA	12,508	16,444	16,444	17,784	17,784
Group Insurance	36,239	54,254	54,254	48,757	48,757
Retirement	20,414	27,494	27,494	32,333	32,333
Postage	0	0	0	0	0
Telephone	678	1,380	1,380	1,380	1,380
Printing	0	0	0	0	0
Travel & Training	5,940	9,719	9,719	4,961	4,961
Equipment Maintenance & Repair	20,618	7,000	7,000	7,000	7,000
Auto Maintenance & Repair	1,397	1,500	1,500	1,500	0
Equipment Rental	0	169	169	0	0
Fuel	1,623	2,699	2,699	2,699	2,699
Department Supplies	14,861	16,046	16,046	21,622	21,622
Software	0	0	0	0	0
Equipment non- capital	14,063	0	0	4,700	4,700
Uniforms	2,410	2,410	2,410	2,880	2,880
Contract Services	9,525	9,886	9,886	10,021	10,021
Dues and Subscriptions	2,134	1,050	1,050	1,370	1,370
Equipment	16,258	0	0	13,811	13,811

Public Works

Total Fleet Management	\$328,725	\$364,507	\$364,507	\$402,596	\$401,096
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FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$36,589 is primarily related to personnel related increases.

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 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Solid Waste					
Postage	\$2,420	\$3,000	\$3,000	\$3,000	\$3,000
Printing	3,504	4,070	4,070	4,260	4,260
Auto Maintenance & Repair	9	3,075	3,075	3,075	0
Fuel	134	621	621	315	315
Department Supplies	28,525	56,548	56,548	70,100	70,100
Commercial Dumpster Collection	16,910	18,587	18,587	19,284	19,284
Residential Collection	1,586,920	1,604,595	1,604,595	1,709,984	1,699,825
Curbside Recycling	229,676	233,893	233,893	310,688	310,688
Office Paper Recycling Program	2,668	2,780	2,780	2,611	2,611
Landfill	25,034	25,000	25,000	26,000	26,000
Total Solid Waste	\$1,895,799	\$1,952,169	\$1,952,169	\$2,149,317	\$2,136,083

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$183,914 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, local bridges are monitored within one hour and treated as needed with salt or sand after operations begin. (SD2, QL1)
4. Clear major thoroughfares within 24 hours and one lane of other streets within 48 hours of a snowfall. (SD2, QL1)
5. Utilize salt brine program to pretreat main thoroughfares prior to anticipated frozen precipitation. (SD2, QL1)

Objectives

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

Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Department Request	Manager Recommended
Snow Removal					
Equipment Maintenance & Repair	\$3,034	\$0	\$0	\$7,072	\$7,072
Department Supplies	7,715	10,318	26,118	27,818	27,818
Equipment non-capital	25,904	0	0	0	0
Total Snow Removal	\$36,653	\$10,318	\$26,118	\$34,890	\$34,890

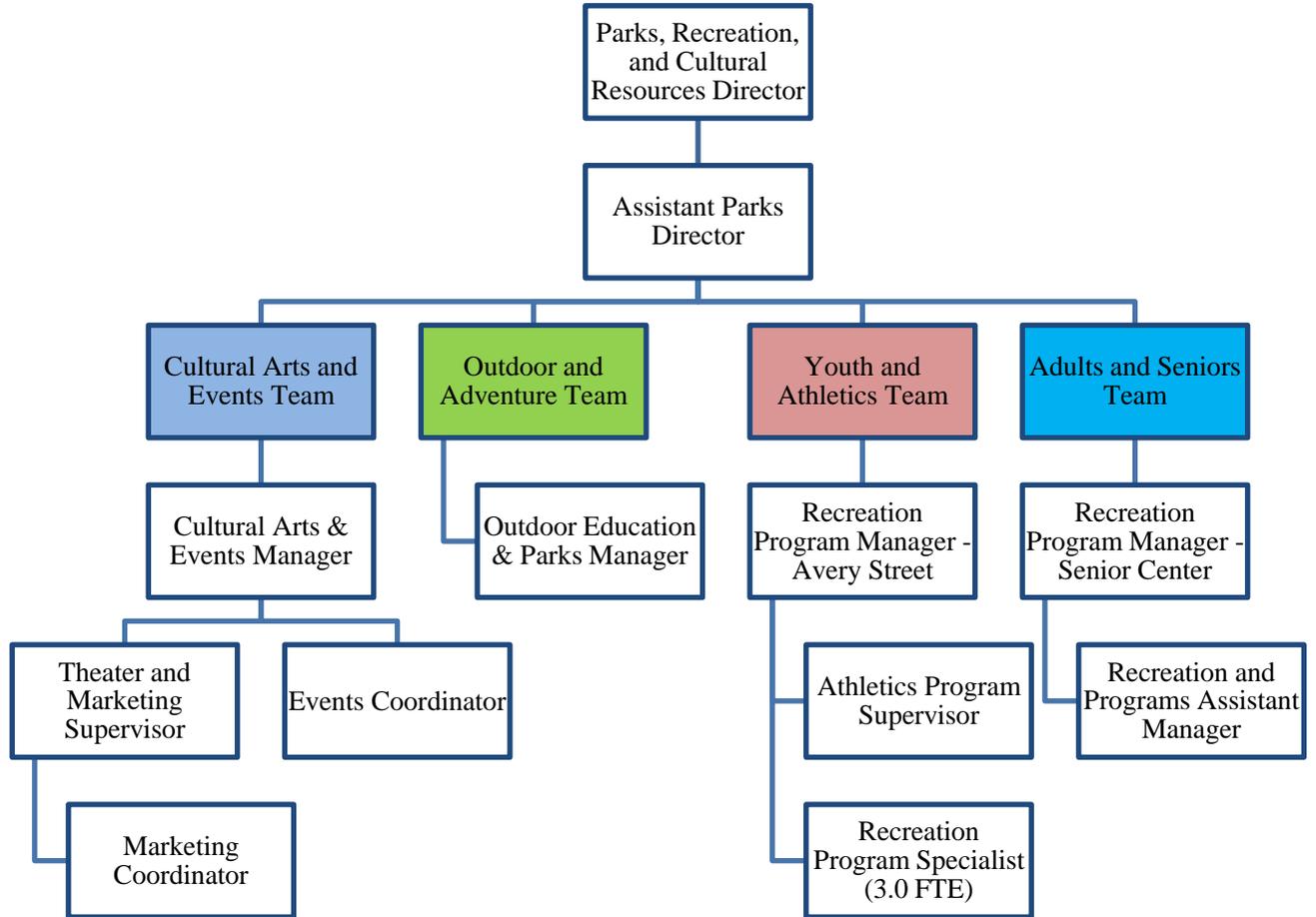
FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

Public Works

- An increase of \$24,572 is primarily associated with an increase in Department Supplies

Parks, Recreation and Cultural Resources Department



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

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 won the North Carolina Recreation and Parks Association Arts and Humanities award for the Pop-Up Art Fence Project.
- The It's Showtime! brochure won 1st Place in the 2017-2018 Best Brochure category from the North Carolina City and County Communications Excellence in Communications Awards. The brochure is a project of the Cultural Arts and Events team.
- Professional staff recognitions included Sonya Shaw being selected as President-Elect of the North Carolina Recreation and Park State Association, Rob Smith was a featured speaker at the NCRPA Marketing Summit and presented at the NCRPA state conference, Megan Young was appointed to the North Carolina Recreation and Park Association Professional Development Committee, Jack Baldwin was selected to serve on the Wake County Community Health Needs Assessment Steering Committee, Torrey Blackmar was appointed to the Wake County Human Services-Southern Regional Advocacy Committee, Nancy Hulbert earned her Certified Park and Recreation Professional (CPRP) designation from the National Recreation and Park Association, and Katie Lockhart was elected Treasurer of the North Carolina Association of Environmental Education Centers.

Expenditure Summary

Division	FY 2016-2017 Actual	FY 2017-18 Adopted	FY 2017-18 Revised	FY 2018-19 Department Request	FY 2018-19 Manager Recommended
PRCR Administration	\$313,697	\$323,542	\$323,542	\$513,362	\$353,937
Adult & Senior	\$299,833	\$303,986	\$303,986	\$308,328	\$307,852
Cultural Arts & Events	\$472,095	\$557,405	\$557,405	\$585,397	\$581,097
Marketing & Special Events	\$0	\$38,935	\$38,935	\$41,359	\$41,359
Youth & Athletic	\$371,306	\$703,598	\$703,598	\$940,456	\$795,497
Outdoor Adventure	\$131,578	\$149,104	\$150,444	\$159,294	\$153,124
Program Partners	\$146,574	\$177,140	\$177,140	\$156,785	\$156,785
Total	\$1,735,083	\$2,253,710	\$2,255,050	\$2,704,981	\$2,389,651

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 Garner Recreation Center that increase recreational opportunities for the community.
3. Develop and refine park enhancement plan for implementation of bond projects.
4. Finalize the Comprehensive Master Plan.

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
PRCR Director	1	-	1
Assistant PRCR Director	1	-	1
Park Planner	0	<i>1</i>	0
Administrative Support Specialist	0	<i>1</i>	0
Total	2	2	2

Parks, Recreation and Cultural Resources Department

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Parks & Rec Administration					
Salaries	\$200,463	\$206,254	\$206,254	\$322,945	\$211,410
Longevity	5,432	5,519	5,519	5,794	5,794
FICA	15,876	16,201	16,201	25,176	16,643
Group Insurance	21,456	23,691	23,691	47,351	23,351
Retirement	26,355	26,957	26,957	45,512	30,455
Postage	1,291	3,029	3,029	3,029	3,029
Telephone	2,445	1,272	1,272	1,272	1,272
Travel and Training	5,742	8,540	8,540	11,110	11,110
Auto Maintenance & Repair	121	250	250	300	0
Equipment Rental	6,450	6,226	6,226	15,509	15,509
Fuel	1,051	1,053	1,053	1,014	1,014
Department Supplies	2,245	3,000	3,000	4,750	4,750
Uniforms	0	0	0	300	300
Contract Services	23,165	20,000	20,000	28,000	28,000
Dues and Subscriptions	1,605	1,300	1,300	1,300	1,300
Miscellaneous	0	250	250	0	0
Total Parks & Rec Administration	\$313,697	\$323,542	\$323,542	\$513,362	\$353,937

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$30,395 is primarily associated with personnel adjustments.

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, Multicultural Festival, Trick-or-Treat the Trails, the Garner Christmas Parade and Light Up Main. Additionally, the team is responsible for marketing the Parks, Recreation and Cultural Resources Department’s programs and activities including brochure development and website management. Programming partners include Miss Garner pageant, Towne Players of Garner, Garner Chamber of Commerce, Show N Tell and Downtown Garner Association.

Goals

1. Maintain Garner Performing Arts Center as a community leader in the Town’s arts programming by providing cultural and education benefits to the community. (QL4.3)
2. Increase public awareness and attendance at Garner Parks, Recreation and Cultural Resources Department’s events and programs. (QL2.3)
3. Create memorable community wide events. (QL2.3)

Objectives

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

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Cultural Arts and Events Manager	1	-	1
Events Coordinator	1	-	1
Theatre Services Coordinator	1	-	1
Marketing Coordinator	1	-	1
Total	4	-	4

Parks, Recreation and Cultural Resources Department

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Cultural Arts & Events					
Salaries	\$196,822	\$210,058	\$210,058	\$215,294	\$215,294
Salary OT	762	675	675	675	675
Salaries Temporary	40,018	49,050	49,050	48,056	48,056
FICA	17,443	19,818	19,818	20,099	20,099
Group Insurance	47,404	50,861	50,861	54,343	54,343
Retirement	25,298	26,780	26,780	30,031	30,031
Postage	4,800	0	0	0	0
Telephone	2,122	2,544	2,544	2,544	2,544
Printing	860	1,310	1,310	1,460	1,460
Travel and Training	884	4,150	4,150	4,345	4,345
Equip Maintenance & Repair	5	1,500	1,500	1,500	1,500
Equipment Rental	22,164	1,142	1,142	0	0
Department Supplies	13,423	11,325	11,325	11,325	11,325
Uniforms	1,390	560	560	560	560
Contract Services	97,939	1,300	1,300	1,300	1,300
School Fee	535	535	535	570	570
Dues and Subscriptions	226	375	375	375	375
Total Cultural Arts & Events	\$472,095	\$557,405	\$557,405	\$585,397	\$581,097

FY 2020 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 \$23,692 is primarily associated with personnel related adjustments.

Parks, Recreation and Cultural Resources Department

Marketing and Events

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

Goals

1. To generate administrative efficiencies within the Department

Objectives

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

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Marketing & Special Events					
Postage	\$0	\$6,100	\$6,100	\$7,300	\$7,300
Printing	0	23,430	23,430	22,300	22,300
Department Supplies	0	2,500	2,500	3,675	3,675
Contract Services	0	4,909	4,909	6,084	6,084
Dues and Subscriptions	0	1,996	1,996	2,000	2,000
Total Marketing & Special Events	\$0	\$38,935	\$38,935	\$41,359	\$41,359

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$2,424 is primarily associated with an increased in Contract Services.

Parks, Recreation and Cultural Resources Department

YOUTH AND ATHLETICS

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

Goals

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

Objectives

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

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Recommended
Recreation Center & Program Manager	1	-	1
Recreation Superintendent	1	-	1
Recreation Program Specialist	4	-	4
Program Manager	0	0.66	0
Total	6	0.66	6

Parks, Recreation and Cultural Resources Department

Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Department Request	Manager Recommended
Youth & Athletics					
Salaries	\$168,535	\$263,919	\$263,919	\$326,072	\$297,404
Salary OT	0	0	0	0	0
Salaries Temporary	103,768	220,220	220,220	260,602	260,602
Longevity	3,444	3,479	3,479	3,656	3,656
FICA	20,870	35,392	35,392	37,760	35,567
Group Insurance	34,666	53,648	53,648	62,165	50,165
Retirement	22,658	33,428	33,428	40,706	36,836
Telephone	1,787	2,544	2,544	3,816	3,816
Printing	0	2,000	2,000	2,000	2,000
Utilities	0	2,792	2,792	3,650	3,650
Travel and Training	510	1,320	1,320	2,160	2,160
Building Maintenance	0	4,700	4,700	15,700	15,700
Equipment Maintenance & Repair	0	5,500	5,500	5,900	5,900
Auto Maintenance & Repair	195	300	300	300	0
Equipment Rental	1,059	3,627	3,627	3,601	3,601
Fuel	0	580	580	580	580
Department Supplies	6,094	3,150	3,150	36,818	6,220
Software	0	6,000	6,000	0	0
Uniforms	0	5,950	5,950	5,750	5,750
Contract Services	6,918	42,810	42,810	84,452	62,850
School Fee	0	15,000	15,000	7,650	7,650
Dues and Subscriptions	0	320	320	480	480
Total Youth & Athletics	\$371,306	\$703,598	\$703,598	\$940,456	\$795,497

Parks, Recreation and Cultural Resources Department

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$91,899 is primarily associated with personnel and operating requirements associated with the new Recreation Center.

ADULT AND SENIOR

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

Goals

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

Objectives

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

Parks, Recreation and Cultural Resources Department

Position Summary

Category	FY 2018 -2019 Adopted	Positions Requested	FY 2019 - 2020 Recommended
Recreation Center & Program Manager	1	-	1
Recreation Specialist - Seniors & Adults	1	-	1
Total	2	-	2

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Adult & Senior Programs					
Salaries	\$120,852	\$128,925	\$128,925	\$131,636	\$131,636
Salary OT	0	800	800	0	0
Salaries Temporary	60,930	83,479	83,479	78,555	78,555
Longevity	4,106	3,730	3,730	4,144	4,144
FICA	13,986	16,689	16,689	16,835	16,835
Group Insurance	23,822	26,319	26,319	26,031	26,031
Retirement	16,203	16,971	16,971	19,004	19,004
Telephone	1,325	1,272	1,272	1,272	1,272
Printing	0	0	0	0	0
Travel and Training	605	2,490	2,490	2,590	2,590
Travel Senior Citizens	0	894	894	2,400	2,400
Building Maintenance	0	4,650	4,650	3,700	3,700
Equipment Maintenance & Repair	0	2,715	2,715	2,715	2,715
Auto Maintenance & Repair	0	476	476	476	0
Equipment Rental	1,865	1,176	1,176	1,176	1,176
Fuel	0	300	300	300	300
Department Supplies	682	4,160	4,160	4,600	4,600
Equipment non-capital	125	0	0	0	0
Uniforms	70	600	600	400	400
Contract Services	141	8,100	8,100	12,374	12,374
Dues and Subscriptions	0	240	240	120	120
Vehicles	55,120	0	0	0	0
Total Adult & Senior Programs	\$299,833	\$303,986	\$303,986	\$308,328	\$307,852

Parks, Recreation and Cultural Resources Department

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$3,866 is primarily associated compensation adjustments.

OUTDOOR AND ADVENTURE

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

Goals

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

Objectives

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

Parks, Recreation and Cultural Resources Department

Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 -2020 Recommended
Parks and Outdoor Education Program Manager	1	-	1
Total	1	-	1

Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Outdoor Adventure					
Salaries	\$52,517	\$56,153	\$56,153	\$56,991	\$56,991
Salaries Temporary	41,231	44,508	44,508	54,170	48,000
FICA	7,832	7,792	7,792	7,765	7,765
Group Insurance	10,649	11,756	11,756	11,582	11,582
Retirement	6,934	7,137	7,137	7,926	7,926
Postage	361	0	0	0	0
Telephone	769	636	636	636	636
Printing	251	2,221	2,221	2,496	2,496
Travel and Training	231	1,060	1,060	980	980
Equipment Maintenance & Repair	387	500	500	500	500
Equipment Rental	2,379	2,452	2,452	1,409	1,409
Department Supplies	7,820	6,750	8,090	6,510	6,510
Uniforms	216	545	545	545	545
Contract Services	0	4,500	4,500	4,650	4,650
Dues and Subscriptions	0	365	365	405	405
Total Outdoor Adventure	\$131,578	\$149,104	\$150,444	\$159,294	\$153,124

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$4,020 is primarily associated with compensation related increases.

Parks, Recreation and Cultural Resources Department

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 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Department Request	Manager Recommended
Program Partners					
Garner Baseball	\$64,582	\$64,985	\$64,985	\$65,574	\$65,574
Civitan	19,013	21,705	21,705	21,569	21,569
Miss Garner	3,200	3,500	3,500	3,500	3,500
Town Players	23,650	23,650	23,650	23,650	23,650
CASL	1,429	26,077	26,077	26,460	26,460
GAYSL	16,093	14,723	14,723	16,032	16,032
Optimist Club	18,607	22,500	22,500	0	0
Total Program Partners	\$146,574	\$177,140	\$177,140	\$156,785	\$156,785

FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- A decrease of \$20,355 is primarily associated with the Optimist Club no longer organizing the Town’s basketball program.

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 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Debt Service					
Principal Bonds	\$1,000,000	\$1,005,000	\$1,005,000	\$1,135,000	\$1,135,000
Principal Leases	1,053,451	1,047,876	1,047,876	1,034,113	1,034,113
Principal Installment Loan	466,755	502,616	502,616	342,000	342,000
Interest Bonds	1,062,973	1,032,410	1,032,410	1,143,835	1,143,835
Interest Leases	151,983	110,964	110,964	91,287	91,287
Interest Installment Loans	12,844	18,863	18,863	12,120	12,120
Total Debt Service	\$3,748,005	\$3,717,729	\$3,717,729	\$3,758,355	\$3,758,355

Special Appropriations

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

Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Department Request	FY 2019-20 Manager Recommended
Retirement	\$685,690	\$687,549	\$687,549	\$617,756	\$617,756
Town Insurance	\$611,113	\$560,910	\$560,910	\$594,376	\$594,376
Subsidized Programs	\$55,732	\$68,004	\$68,004	\$68,574	\$66,305
Office Administration	\$15,450	\$41,745	\$41,745	\$40,712	\$167,713
Total	\$1,367,985	\$1,358,208	\$1,358,208	\$1,321,418	\$1,446,150

Special Appropriations

RETIREMENT

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

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Retirement					
Separation Allowance	288,489	263,354	263,354	249,242	249,242
FICA	20,653	20,147	20,147	19,640	19,640
Retire Health Insurance	376,547	404,048	404,048	348,874	348,874
Total Retirement	\$685,690	\$687,549	\$687,549	\$617,756	\$617,756

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 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Department Request	FY 2019 - 2020 Manager Recommended
Town Insurance					
Dental Claims	\$71,878	\$0	\$0	\$0	\$0
Insurance and Bonds	237,632	241,068	241,068	241,068	241,068
Workers Compensation	291,752	304,842	304,842	338,308	338,308
Unemployment Insurance	9,852	15,000	15,000	15,000	15,000
Total Town Insurance	\$611,113	\$560,910	\$560,910	\$594,376	\$594,376

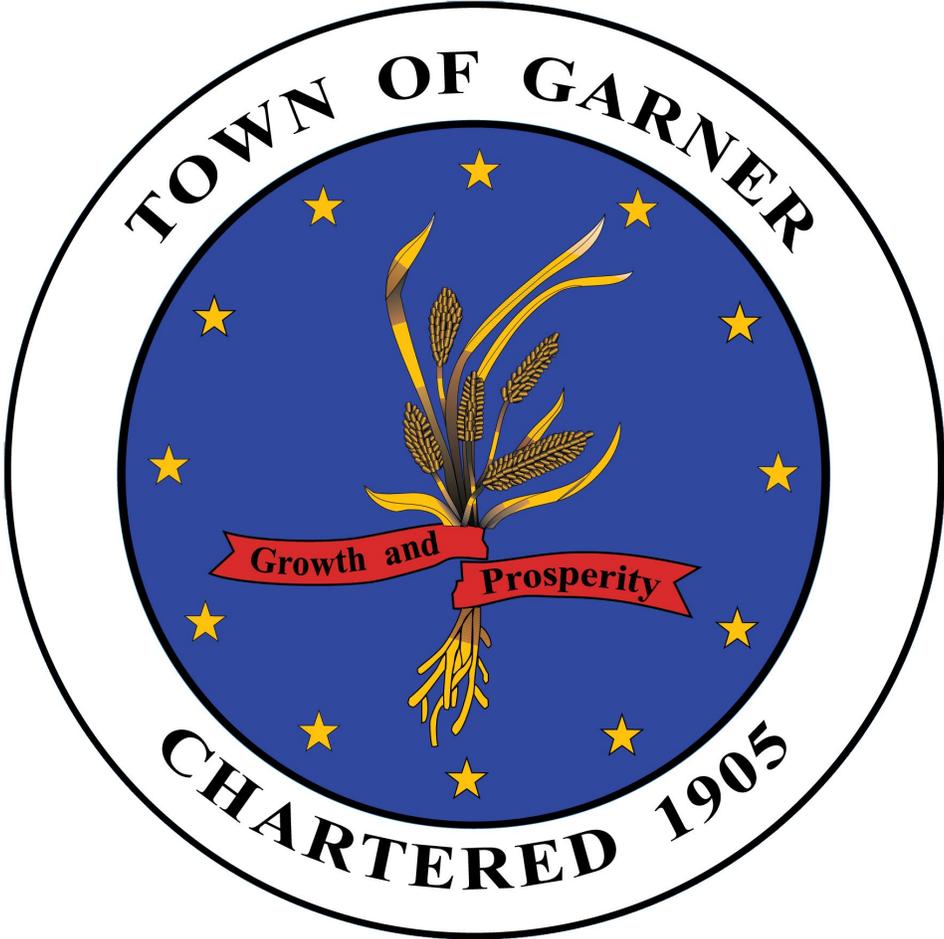
Special Appropriations

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 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Department Request	Manager Recommended
Office Administration					
Postage	-\$77	\$0	\$0	\$0	\$0
Saving Initiatives	0	0	0	0	-57,500
Vehicle Maintenance	0	0	0	0	184,501
Equipment Rental	3,996	9,061	9,061	6,699	6,699
Wake Count Hazmat	11,531	12,684	12,684	14,013	14,013
Contingency	0	20,000	20,000	20,000	20,000
Total Office Administration	\$15,450	\$41,745	\$41,745	\$40,712	\$167,713

**TOWN OF GARNER
NORTH CAROLINA**



FY 2019 - 2020 Recommended
Budget Garner Volunteer Fire and
Rescue

**Garner Volunteer Fire and Rescue
Funding Summary**

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Department	Manager
				Request	Recommended
Fire Services					
Equipment non-capital	\$138,411	\$15,424	\$15,424	\$143,122	\$133,535
Uniforms	13,770	16,985	16,985	16,985	16,985
Contract Services	89,801	61,600	61,600	61,600	61,600
Contract Services - GVFD	3,012,906	3,314,012	3,314,012	3,252,981	3,168,334
Vehicles	27,721	0	0	38,288	38,288
Total Fire Services	\$3,282,609	\$3,408,021	\$3,408,021	\$3,512,976	\$3,418,742

FY 2020 Fire Tax Budget Process Instructions for Using Budget Forms

Supplemental Materials Requested

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

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

General Instructions

- If you do not use a line-item (a row), leave it blank--do not delete unused rows.
- If you add a line-item, do so only where indicated "Other--Enter as Necessary"
- Do not use decimals. Always round to the nearest dollar.
- **Do not include expansion items in the base budget request.**

Personnel Costs

- Include only **current employees and positions** on this form. Do not include new position requests--include new positions in the Expansion Request form.
- For part-time positions, include only the part-time hours and costs that have been approved for your department.
- At the bottom of the Personnel Costs form, explain the methodology behind each benefit. For example, "Health insurance: \$5,000 per employee"
- Please explain any changes in benefit rates. For example, "updated LGERS rate", or "employer premium increased due to..." If applicable, please indicate whether rate changes reflect cost increases to your existing group policy, new coverages, a rebid of your benefits package, etc.
- Do not assume any merit increase amount for FY 2020. That amount will be budgeted centrally by Wake Budget and Management Services

Summary Form

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

Color Code



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

Submitting your Budget

Please complete your budget request using **THIS** file and email it, along with all supplemental materials, to **Michael.James@wakegov.com**. The deadline for submission is **Friday, January 25, 2019 at 5:00PM**

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

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

**Wake County Fire Tax District
FY 2020 Budget Requests - Department Information**

Contact Information:

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

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

Street Address: 914 7th Avenue
Garner, NC 27529

Telephone (1): (919) 772-1550

Telephone (2): _____

Fax: (919) 662-0158

Email Address: admin@garnerfire.com

Website: www.garnerfire.com

Board Roster & Contact Information:

Board President — Name: Steve Woodall Term Expires: 11/19/2020

Mailing Address: 504 Longview St.
Garner, NC 27529

Contact Email: swoodall8nc.rr.com

Contact Phone # (919) 772-6665

Other Information: _____

Member Secretary — Name: Kenny Walker Term Expires: 11/19/2019

Mailing Address: 3021 Benson Hwy.
Garner, NC 27529

Contact Email: walker6558@bellsouth.net

Contact Phone # (919) 524-7613

Other Information: _____

Member — Name: Joe Sample Term Expires: 11/19/2020

Mailing Address: 118 Newhaven Ct.
Garner, NC 27529

Contact Email: josamprop@aol.com

Contact Phone # (919) 602-2403

Other Information: Vice - President

Member — Name: Carl Williams Term Expires: 11/19/2020

Mailing Address: 9601 Neils Branch Rd.
Raleigh, NC 27603

Contact Email: cwilliams@pike.com

Contact Phone # (919) 669-6697

Other Information: _____

Member — Name: Jeanette Stevens Term Expires: 11/19/2020

Mailing Address: 901 Vandora Ave.
Garner, NC 27529

Contact Email: jdhaqwood@earthlink.net

Contact Phone # (919) 612-6130

Other Information: _____

Member (if applicable) — Name: Mark Wilson Term Expires: 11/17/2019

Mailing Address: 8316 Crowder Rd.
Raleigh, NC 27603

Contact Email: mawilson06@yahoo.com

Contact Phone # (919) 612-0972

Other Information: _____

Member (if applicable) — Name: Nancy Anderson Term Expires: 11/17/2019

Mailing Address: 263 Shady Hollow Ln.
Garner, NC 27529

Contact Email: nsa8234@gmail.com

Contact Phone # (518) 727-8234

Other Information: _____

Member (if applicable) — Name: Stacy Kolacz Term Expires: 11/19/2019

Mailing Address: 300 Lakeside Dr.
Garner, NC 27529

Contact Email: stacy@grafixhouse.net

Contact Phone # (919) 802-2997

Other Information: Alternate

FIRE CHIEF — Name: Matthew Poole

Mailing Address: 105 Saylor Ridge Ln.
Willow Springs, NC 27592

Contact Phone # (919) 427-9877

Other Information: _____

Other Information: _____

Subtotal - Full-time Employees																			
	208,720	1,833,790	1,322	1,347,986	3,181,776	243,406	284,769	159,089	59,992	6,640	13,760	285,952	30,336	4,544	79,000	4,349,263			
POOLED OVERTIME: MUST INCLUDE METHOD OF CALCULATION BELOW																			
Position Title (Select Compensation Guideline Equivalent Below)	Total Pooled Overtime Hours	Regular Hourly Rate	Annual Pooled Overtime				FICA	Retirement	401K									Total Cost	
Subtotal - Pooled Overtime																			
	966	76	19,607				1,500	1,525	980	-	-	-	-	-	-	-	-	23,613	
Describe Methodology for Certain Calculations																			
	Average ranking totals.																		
	Calculated at 7.78% of salary.																		
	Contributed 5% of salary.																		
	All full-time employees are entitled to longevity pay computed as a % of their salary based on years of service beginning after the 7th year.																		
	Calculated at \$10 per month for members with remaining contributions due.																		
	Life insurance - \$20,000 per employee.																		
	Health - \$4,468 per year.																		
	Dental/Vision - \$474 per year.																		
	SUTA - .060% of first \$24,300 / FUTA - .8% of first \$7,000.																		
																		Total Full-Time Personnel Costs	4,372,877

**Wake County Fire Tax District
FY 2020 Budget Requests
Debt Service**

Garner Volunteer Fire Rescue, Inc.

List of Buildings, Equipment, etc.	Creditor	Unpaid Balance as of 7/1/2019	FY 2019 Budgeted Debt Service	FY20 Minimum Annual Payments			Number of Months Left as of 7/1/2019
				Interest	Principal	Payment	
2011 Pierce Pumper Tanker	LGFCU	54,195	19,217	1,036	18,181	19,217	35
2012 Pierce Sabre Tanker	LGFCU	71,144	18,995	1,425	17,570	18,995	47
2016 Pierce Impel Pumper	LGFCU	220,251	34,630	5,710	28,920	34,630	84
2018 Rosenbauer Engine	LGFCU	457,051	57,865	12,027	45,838	57,865	107
TOTAL DEBT SERVICE				20,198	110,509	130,707	

OPERATING EXPENSES

Please Note: Use this form to list non-personnel operating expenses. For all line-items, list the amount requested. It is acceptable and may be desirable to realign budget capacity between line items to better match actual spending. Your total, net request for FY20 should not exceed the FY 19 Adopted Budget and it should be less if you received one-time expansions in FY 19. If you are asking for an amount that exceeds your FY19 Adopted Budget, you will need to submit an expansion form for the additional funds. The only exception to this is if you are experiencing rate increases that are out of your control (ex: utility rate increase). In that case, you may submit an FY20 operating request that exceeds the FY19 Budget if the sole driver of the increase is a rate increase out of your control. Just be sure to provide an explanation in column F and submit documentation from your service provider showing the rate increase.

Category	Item	FY 2019 Adopted	FY 2020 Request	Change	Explanation/Calculation of Costs	
Administrative	Office Supplies	4,590	4,590	-		
	Food Supplies (for daily use, not banquets)	3,470	3,470	-		
	Janitorial Supplies (Housekeeping)	10,000	10,000	-		
	Service Awards and Reception	3,000	3,000	-		
	Postage	4,287	4,287	-		
	Advertising	1,000	1,000	-		
	Printing - Outside Vendors			-		
	Cable/Satellite Services	4,000	4,000	-		
	Maintenance Agreements - Office Equip	14,790	14,790	-		
	Membership Dues & Subscriptions	12,995	14,795	1,800	Annual monitoring fee for fire alarms at three fire stations (System Updates noted as an expansion totals- \$9,403)	
	Computer Equipment	3,000	3,000	-		
	Software Purchase/Licensing/Maintenance		1,860	1,860	\$1,500 initial website hosting fee/\$30 month admin. fee	
	Photocopying and Duplicating Equipment	2,500	2,500	-		
	Auditing Fees	13,000	13,000	-		
PPE & Uniforms	Legal Fees/Litigation Services	1,000	1,000	-		
	Other Office Supplies/Materials			-		
	Other Professional Services Fees	21,600	21,600	-		
	PPE/NON TURNOUT GEAR ONLY	4,000	4,000	-		
	Uniform Purchases or Clothing Allowance	35,056	35,056	-		
	Safety & Health	Employee Safety Program Expenses	3,358	3,358	-	
	Equipment	Tools			-	
		Boat Supplies	500	500	-	
		Communications Equipment (NON-radio)			-	
Beeper/Pager Service				-		
Cellular Communications		11,580	11,580	-		
Radio/Pagers Repairs		2,550	2,550	-		
Maintenance & Repair - General Equipment		15,300	15,300	-		
Other Fire Related Supplies/Equipment		25,577	35,155	9,578	Replacement of current expired TR equipment- NFPA 1858 (expansion request provided)	
Training	Educational/Training Supplies			-		
	Employee Training, General Costs	22,500	22,500	-		
	Training-related Travel (including meals, lodging)	22,500	22,500	-		
	Mileage Reimbursement			-		
Medical Supplies	Prof. Training/Certification/Licensing			-		
	Medical Supplies	3,358	3,358	-		
	Medical Equipment			-		
Vehicle Fuel	Vehicle Fuels	90,667	90,667	-		
Vehicle M/R	Vehicle Maintenance & Repair Services	139,000	139,000	-		
Utilities	Telephone (land line)	9,950	9,950	-		
	Electricity	28,956	29,956	2,000	Increased due to ventilation systems in place (exhaust fans operate each time a bay door is open) Also, an additional turnout gear washer and extractor have been installed for cancer prevention program.	
	Natural Gas	3,610	3,610	-		
	Propane - Outside Agencies	3,500	3,500	-		
	Water/Sewer	5,500	5,500	-		
	Dumpster/Garbage Pickup	200	200	-		
	Other Utilities	250	250	-		
Facilities	Maintenance & Repairs - Building	24,800	24,800	-		
	Building Modifications/Renovations			-		
Insurance	Purchased Insurance & Bonding	49,500	49,500	-		
	Property Insurance Premium			-		
Other	Fire Prevention Supplies/Equip <\$5,000	10,000	10,000	-		
	Special Event Supplies/Materials	3,000	3,000	-		
	Rent of Land			-		
	Other Real Rentals (including facilities, equipment)			-		
	Engineering Services			-		
	Contract Services	61,600	61,600	-	CAD \$61,600 - Paid by TOG	
	Vehicle License	1,300	1,300	-		
	Accident Insurance	22,236	22,236	-		
	Other Equipment	6,500	6,500	-		
	Bank charges	1,000	1,000	-		
	WC CAD	3,000	3,000	-		
	Furniture Replacement			-		
	Subtotal--Operating Costs	710,080	724,318	15,238		
	Overall Increase/(Decrease) to Base*			14,238		

**Wake County Fire Tax District
FY 18 Actuals and FY 19 Budget and Projections**

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

Category	Item	Actuals	Adopted Budget	FY 2019 Actuals	FY 2019 Projection	Projected Actuals	(Under)/Over Budget
		FY 2018	FY 2019	YTD Through 12/31/18	1/1/2019 - 6/30/2019	YTD Actuals + Projection	Budget Less Projected Actuals
REVENUES							
Taxes	Government Support-Fire Tax Allocation	2,036,738		1,135,373	1,135,373	2,270,746	2,270,746
	Governmental Support-Non-County Allocation (If applicable)	3,012,906		1,546,986	1,546,986	3,093,972	3,093,972
Reimbursements	Sales Tax Reimbursement					0	0
	Fuel Tax Reimbursement					0	0
Contracts	Contracts Related to Fire Protection					0	0
	NC State Contract	424				0	0
	WC-7 Contract					0	0
Other	Rent/Lease Revenue					0	0
	Special Events					0	0
	Interest Income	1,114		12		12	12
	Appropriated Fund Balance					0	0
	State Fire Service					0	0
	Donations/Contributions					0	0
	Sale of Equipment	55,418				0	0
	Miscellaneous	1,720		12		12	12
	City & County Reimbursements	160,515		455,534		455,534	455,534
	Johnston County Taxation	49,794		24,304		24,304	24,304
Other Revenues					0	0	
Other Revenues					0	0	
		5,318,629	-	3,162,221	2,682,359	5,844,580	5,844,580
PERSONNEL EXPENSES							
		Actuals	Adopted Budget	FY 2019 Actuals	FY 2019 Projection	Projected FY 19 Actuals	(Over)/Under Budget
		FY 2018	FY 2019	YTD Through 12/31/18	1/1/2019 - 6/30/2019	YTD Actuals + Projection	Budget Less Projected Actuals
Full-Time Personnel Costs	Regular Salaries and Wages - FT	1,698,491	1,788,259	873,511	914,748	1,788,259	0
	Structural Overtime	1,347,986	1,313,777	673,993	639,784	1,313,777	0
	Longevity	58,371	58,371	59,992		59,992	1,621
	FICA - Full-Time + Structural OT Wages	238,111	237,306	122,143	115,163	237,306	0
	Retirement	237,984	234,514	142,976	91,538	234,514	0
	401(K)	157,989	155,102	79,946	75,156	155,102	0
	Merit Allocation	0	74,887			74,887	0
	Life Insurance (Full-Time Only)	14,092	14,336	5,734	8,602	14,336	0
	Health Insurance (Full-Time Only)	269,282	281,459	141,204	140,255	281,459	0
	Dental Insurance (Full-Time Only)	29,109	30,366	15,008	15,358	30,366	0
	State Fireman's Pension Fund - Full-Time	6,510	7,680			7,680	0
	Worker's Compensation	78,571	80,000	32,429	47,571	80,000	0
	Unemployment Insurance	3,866	4,486	179	4,307	4,486	0
	Pooled Overtime	20,527	29,134	24,254	4,880	29,134	0
	Pooled Overtime - FICA	1,570	2,229	1,855	374	2,229	0
	Pooled Overtime - Retirement	1,552	2,203	1,887	316	2,203	0
	Pooled Overtime - 401K	1,026	1,457	1,213	244	1,457	0
Full-Time Personnel Costs Subtotal	4,165,037	4,315,566	2,176,324	2,140,863	4,317,187	(1,621)	
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time		2,646	4,597	7,410	12,007	9,361
	FICA - Part-Time		202	352	577	929	727
	State Fireman's Pension Fund - Part-Time		120		120	120	0
	Unemployment Insurance - Part-Time		23	31	64	95	72
	Worker's Compensation - Part-Time		81		250	250	183
Part-Time Personnel Costs Subtotal	0	3,072	4,980	8,421	13,401	(10,328)	
Volunteer Compensation	Volunteer Stipends	14,050.00	13,940.00	7,690.00	6,250.00	13,940.00	-
	FICA - Volunteer Stipends	310.00	1,066.00	206.00	860.00	1,066.00	-
	State Fireman's Pension Fund - Volunteers	480.00	2,160.00		2,160.00	2,160.00	-
	Unemployment Insurance - Volunteers	28.00	35.00	0.00	35.00	35.00	-
	Worker's Compensation - Volunteers	891.00	1,458.00	891.00	567.00	1,458.00	-
Volunteer Compensation Subtotal	15,759	18,659	8,787	9,872	18,659	-	
Other	Other Systemwide Personnel Costs					0	-
	Other (Enter as necessary)	121,305	125,182	53,281	71,901	125,182	-
	Other (Enter as necessary)					0	-
Other Subtotal	121,305	125,182	53,281	71,901	125,182	-	
PERSONNEL COSTS SUBTOTAL	4,302,101	4,462,479	2,243,372	2,231,057	4,474,429	(11,949)	

OPERATING EXPENSES		Actuals	Adopted Budget	FY 2019 Actuals	FY 2019 Projection	Projected FY 19 Actuals	(Over)/Under Budget
		FY 2018	FY 2019	YTD Through 12/31/18	1/1/2019 - 6/30/2019	YTD Actuals + Projection	Budget Less Projected Actuals
Administrative	Office Supplies	3,971	4,590	3,030	1,560	4,590	-
	Food Supplies (for daily use, not banquets)	1,451	3,470	1,365	2,105	3,470	-
	Janitorial Supplies (Housekeeping)	12,869	10,000	8,903	1,097	10,000	-
	Service Awards and Reception	1,586	3,000	677	2,323	3,000	-
	Postage	5,116	4,287	2,019	2,268	4,287	-
	Advertising	500	1,000	289	711	1,000	-
	Printing - Outside Vendors		0			0	-
	Cable/Satellite Services	2,406	4,000	1,147	2,853	4,000	-
	Maintenance Agreements - Office Equip	8,330	14,790	3,977	10,813	14,790	-
	Membership Dues & Subscriptions	15,474	12,995	850	14,889	15,739	(2,744)
	Computer Equipment	4,339	3,000	1,426	1,574	3,000	-
	Software Purchase/Licensing/Maintenance		0			0	-
	Photocopying and Duplicating Equipment	2,856	2,500	1,360	1,140	2,500	-
	Auditing Fees	13,299	13,000	13,000	631	13,631	(631)
	Legal Fees/Litigation Services	0	1,000	0	1,000	1,000	-
	Other Office Supplies/Materials		0			0	-
	Other Professional Services Fees	21,600	21,600	9,000	12,600	21,600	-
PPE and Uniforms	PPE/NON TURNOUT GEAR ONLY	35,162	4,000	28,507	110	28,617	(24,617)
	Uniform Purchases or Clothing Allowance	35,270	35,056	10,860	24,196	35,056	-
Safety and Health	Employee Safety Program Expenses	32,194	3,358	16,225	343	16,568	(13,210)
Equipment	Tools		0			0	-
	Boat Supplies	0	500	33	467	500	-
	Communications Equipment (NON-radio)		0			0	-
	Beeper/Pager Service		0			0	-
	Cellular Communications	16,446	11,580	7,813	7,860	15,673	(4,093)
	Radio/Pagers Repairs	2,435	2,550	425	2,125	2,550	-
	Maintenance & Repair - General Equipment	7,834	15,300	2,666	12,634	15,300	-
Other Fire Related Supplies/Equipment	17,012	25,577	8,206	17,371	25,577	-	
Training	Educational/Training Supplies		0			0	-
	Employee Training, General Costs	11,272	22,500	4,425	18,075	22,500	-
	Training-related Travel (including meals, lodging)	14,549	22,500	6,222	16,278	22,500	-
	Mileage Reimbursement		0			0	-
	Prof. Training/Certification/Licensing		0			0	-
Medical Supplies	Medical Supplies	0	3,358	0	3,358	3,358	-
	Medical Equipment		0			0	-
Vehicle Fuel	Vehicle Fuels	51,885	90,667	27,655	63,012	90,667	-
Vehicle M/R	Vehicle Maintenance & Repair Services	155,898	139,000	51,354	87,646	139,000	-
Utilities	Telephone (land line)	12,616	9,950	6,763	6,340	13,103	(3,153)
	Electricity	25,261	28,956	14,879	14,077	28,956	-
	Natural Gas	6,126	3,610	1,575	2,035	3,610	-
	Propane - Outside Agencies	2,214	3,500	894	3,307	4,201	(701)
	Water/Sewer	7,070	5,500	3,733	1,767	5,500	-
	Dumpster/Garbage Pickup	181	200	104	96	200	-
	Other Utilities	250	250	0	250	250	-
Facilities	Maintenance & Repairs - Building	32,782	24,800	24,237	1,561	25,798	(998)
	Building Modifications/Renovations	56,016	0	6,010		6,010	(6,010)
Insurance	Purchased Insurance & Bonding	58,482	49,500	21,197	28,303	49,500	-
	Property Insurance Premium		0			0	-
Other	Fire Prevention Supplies/Equip <\$5,000	5,548	10,000	6,083	3,917	10,000	-
	Special Event Supplies/Materials	1,351	3,000	201	2,799	3,000	-
	Rent of Land		0			0	-
	Other Real Rentals (including facilities, equipment)		0			0	-
	Engineering Services		0			0	-
	Contract Services	61,600	61,600	61,600		61,600	-
	Vehicle License	1,113	1,300	0	1,300	1,300	-
	Accident Insurance	25,337	22,236	11,118	11,118	22,236	-
	Other Equipment	3,055	6,500	1,510	4,990	6,500	-
	Bank Charges	0	1,000	0	1,000	1,000	-
	WC CAD	2,651	3,000	221		221	2,779
Furniture Replacement		0			0	-	
OPERATING EXPENSES SUBTOTAL		775,407	710,080	371,559	391,899	763,458	(53,378)
TOTAL EXPENDITURE BUDGET		5,077,508	5,172,559	2,614,931	2,622,956	5,237,887	(65,327)

Wake County Fire Tax District
FY 2020 Budget Requests - SUMMARY OF BASE BUDGET REQUEST

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

Category	Item	FY 2020 Budget	
REVENUES			
Taxes	Government Support-Fire Tax Allocation		
	Governmental Support-Non-County Allocation (If applicable)		
Reimbursables	Sales Tax Reimbursement		To be deducted from your appropriation
	Fuel Tax Reimbursement		
Contracts	Contracts Related to Fire Protection		
	NC State Contract		
	WC-7 Contract		
Other	Rent/Lease Revenue		
	Special Events		
	Interest Income		
	Appropriated Fund Balance		
	State Fire Service		
	Donations/Contributions		
	Sale of Equipment		
	Other Revenues		
	Other Revenues		
	Other Revenues		
		-	
PERSONNEL EXPENSES			
Full-Time Personnel Costs	Regular Salaries and Wages - FT	1,833,790	
	Structural Overtime	1,347,986	
	Longevity	59,992	
	FICA - Full-Time + Structural OT Wages	243,406	
	Retirement	284,769	
	401(K)	159,089	
	Merit Allocation (County Staff Will Budget FY18 Amount Later)	180,000	
	Life Insurance (Full-Time Only)	13,760	
	Health Insurance (Full-Time Only)	285,952	
	Dental Insurance (Full-Time Only)	30,336	
	State Fireman's Pension Fund - Full-Time	6,640	
	Worker's Compensation	79,000	
	Unemployment Insurance	4,544	
	Pooled Overtime	19,607	
	Pooled Overtime - FICA	1,500	
	Pooled Overtime - Retirement	1,525	
Pooled Overtime - 401K	980		
	Full-Time Personnel Costs Subtotal	4,552,877	
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time	14,820	
	FICA - Part-Time	1,134	
	State Fireman's Pension Fund - Part-Time	-	
	Unemployment Insurance - Part-Time	127	
	Worker's Compensation - Part-Time	250	
		Part-Time Salaries Subtotal	16,331
Volunteer Compensation	Volunteer Stipends	8,690	
	FICA - Volunteer Stipends	665	
	State Firemen's Pension Fund - Volunteers	480	
	Unemployment Insurance - Volunteers	23	
	Worker's Compensation - Volunteers	894	
	Volunteer Compensation Subtotal	10,752	
Other	Other Systemwide Personnel Costs	145,598	
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	Other Subtotal	145,598	
	PERSONNEL COSTS SUBTOTAL	4,725,557	

Wake County Fire Tax District
FY 2020 Budget Requests - SUMMARY OF BASE BUDGET REQUEST

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

Category	Item	FY 2020 Budget		
OPERATING EXPENSES				
Administrative	Office Supplies	4,590		
	Food Supplies (for daily use, not banquets)	3,470		
	Janitorial Supplies (Housekeeping)	10,000		
	Service Awards and Reception	3,000		
	Postage	4,287		
	Advertising	1,000		
	Printing - Outside Vendors	-		
	Cable/Satellite Services	4,000		
	Maintenance Agreements - Office Equip	14,790		
	Membership Dues & Subscriptions	14,795		
	Computer Equipment	3,000		
	Software Purchase/Licensing/Maintenance	1,860		
	Photocopying and Duplicating Equipment	2,500		
	Auditing Fees	13,000		
	Legal Fees/Litigation Services	1,000		
	Other Office Supplies/Materials	-		
Other Professional Services Fees	21,600			
PPE and Uniforms	PPE/NON TURNOUT GEAR ONLY	4,000		
	Uniform Purchases or Clothing Allowance	35,056		
Safety and Health	Employee Safety Program Expenses	3,358		
Equipment	Tools	-		
	Boat Supplies	500		
	Communications Equipment (NON-radio)	-		
	Beeper/Pager Service	-		
	Cellular Communications	11,580		
	Radio/Pagers Repairs	2,550		
	Maintenance & Repair - General Equipment	15,300		
	Other Fire Related Supplies/Equipment	35,155		
Training	Educational/Training Supplies	-		
	Employee Training, General Costs	22,500		
	Training-related Travel (including meals, lodging)	22,500		
	Mileage Reimbursement	-		
	Prof. Training/Certification/Licensing	-		
Medical Supplies	Medical Supplies	3,358		
	Medical Equipment	-		
Vehicle Fuel	Vehicle Fuels	90,667		
Vehicle M/R	Vehicle Maintenance & Repair Services	139,000		
Utilities	Telephone (land line)	9,950		
	Electricity	29,956		
	Natural Gas	3,610		
	Propane - Outside Agencies	3,500		
	Water/Sewer	5,500		
	Dumpster/Garbage Pickup	200		
	Other Utilities	250		
Facilities	Maintenance & Repairs - Building	24,800		
	Building Modifications/Renovations	-		
Insurance	Purchased Insurance & Bonding	49,500		
	Property Insurance Premium	-		
Other	Fire Prevention Supplies/Equip <\$5,000	10,000		
	Special Event Supplies/Materials	3,000		
	Rent of Land	-		
	Other Real Rentals (including facilities, equipment)	-		
	Engineering Services	-		
	Contract Services	61,600		
	Vehicle License	1,300		

Wake County Fire Tax District			
FY 2020 Budget Requests - SUMMARY OF BASE BUDGET REQUEST			
<i>Please Note:</i> Gray-colored cells are linked to another spreadsheet and will automatically update--Do not change the cell formula.			
Category	Item	FY 2020 Budget	
	Accident Insurance	22,236	
	Other Equipment	6,500	
	Bank Charges	1,000	
	WC CAD	3,000	
	Furniture Replacement	-	
	Debt Service (Garner Total ONLY)	130,707	
	OPERATING EXPENSES SUBTOTAL	855,025	
	TOTAL EXPENDITURE BUDGET	5,580,582	5,580,582
			32,688
	FY 2020 Target Base Budget	4,661,903	(9,577)
			5,603,693
	Total FY 2020 Budget Request (All Inclusive for Garner)	5,711,289	
	Total FY 20 Budget Request Exclude Debt Service	5,580,582	
	County Funding Request (Less Applicable Revenue)	5,711,289	
	Budget Request Above/(Below) Target	1,049,386	
	Projected Appropriation (County Staff to Fill Out Later)		
	FY 2020 Cost Share Percentage		
	Projected FY 2020 Appropriation	-	
	Monthly Operating Appropriation	-	

FY 2020 STATION STAFFING PLANS / ASSIGNMENTS

DEPARTMENT NAME: 0								<u>EXAMPLE ONLY</u>
Station Name/Number: Station 1								
Station Address: 123 Broad Avenue, Any town, NC 27xxx								

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning <i>List Times</i> 8am to 4pm	1 FT Captain 1 FT Driver 1 FT Firefighter	1 PT Captain 1 PT Driver 2 PT Firefighters	Volunteer Pay-per-call				
Evenings <i>List Times</i> 4pm to 12am	1 FT Captain 1 FT Driver 1 FT Firefighter	1 PT Captain 1 PT Driver 2 PT Firefighters	1 PT Captain 1 PT Driver 2 PT Firefighters				
Late Night <i>List Times</i> 12am to 8am	1 FT Captain 1 FT Driver 1 FT Firefighter	Duty Crew (3 Vol)	Duty Crew (3 Vol)	1 FT Captain 1 FT Driver 1 FT Firefighter			

FIRST STATION							
DEPARTMENT NAME: Garner Volunteer Fire-Rescue, Inc.							
Station Name/Number: 1							
Station Address: 503 W. Main St.							

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
A Shift <i>24 hours</i>	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters
B Shift <i>24 hours</i>	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters
C Shift <i>24 hours</i>	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters	2 FT Captains 2 FT Lieutenants 1 FT FF 1st Class 2 FT Firefighters

SECOND STATION (if needed)

DEPARTMENT NAME: Garner Volunteer Fire-Rescue, Inc.

Station Name/Number: 2
 Station Address: 9115 Sauls Rd.

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
A Shift 24 hours	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter
B Shift 24 hours	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter
C Shift 24 hours	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter

THIRD STATION (if needed)

DEPARTMENT NAME: Garner Volunteer Fire-Rescue, Inc.

Station Name/Number: 3
 Station Address: 1695 Timber Dr.

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
A Shift 24 hours	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter
B Shift 24 hours	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter
C Shift 24 hours	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter

FOURTH STATION (if needed)

DEPARTMENT NAME: Garner Volunteer Fire-Rescue, Inc.

Station Name/Number: 4
 Station Address: 125 Spaceway Ct.

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
A Shift <i>24 hours</i>	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter	1 FT Captain 1 FT Lieutenant 1 FT FF 1st Class 1 FT Firefighter
B Shift <i>24 hours</i>	1 FT Captain 1 FT Lieutenant 2 FT Firefighter						
C Shift <i>24 hours</i>	1 FT Captain 1 FT Lieutenant 2 FT Firefighter						

FIFTH STATION (if needed)

DEPARTMENT NAME: 0

Station Name/Number: [insert station name/number]
 Station Address: [insert address]

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning <i>List Times</i>							
Evenings <i>List Times</i>							
Late Night <i>List Times</i>							

FY 2020 Expansion Request Form

Enter Expansion Name: **Garner Fire/Rescue TR equipment replacement and additions**

Total Cost (Automatic Caclulation- Do Not Enter) : **\$9,577.47**

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

Garner Fire/Rescue TR equipment replacement and additions

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	Some of the TR equipment in inventory has expired by NFPA 1858 standards.
How does this request relate to your department's mission and service delivery?	Our vision is to be the best possible fire/rescue organization through well trained and developed personnel, modern resources and equipment, and an active role in our community. We will continue to meet the ever changing needs of the community we serve. In order for our vision to be achieved, our equipment should continuously be updated to meet the standard of service that we promise to give. With the changes in technology, along with advancements in research, we can better serve the community that we vow to protect.
Who will this expansion serve and how will it improve services?	This expansion will serve the department, the staff, and better serve the citizens in our community. Time is critical in the fire/rescue service. Everything that we do is measured in relation to time. With the equipment replacement and update, the time it takes to deploy the needed TR equipment will decrease. This decrease in time will allow us to access the patient and mitigate the emergency more quickly. This also allows treatment to the patient faster and if further medical attention is needed, less down time on scene.
How does your department currently address this problem/provide service?	Garner Fire/Rescue currently has a life safety line replacement schedule of 10 years as recommended by NFPA 1858. We do not currently have a replacement schedule for the hardware associated with TR. We have had the same hardware for over a decade. The level of service has been the same since.
What is the solution proposed?	The solution proposed is to continue with the 10 year life safety rope replacement program we have in place now as recommended by the NFPA 1858. We should initially purchase the needed hardware to upgrade/replace the equipment we have and introduce a hardware replacement program. Per NFPA 1858, the procedure for hardware replacement is up to the department based on the manufacturer recommendation and departmental use of the equipment to include on scene and training.
How is this expansion related to the projected demand for future services?	With the community's current expanded growth and growth that is expected in the future the demand for more advanced techniques and equipment will be needed. The department's growth should reflect the growth of the community. Allowing the department to purchase a portion of the equipment will allow us to provide service now that is relative to our vision and prepare for future demands.
How can outcomes be measured if implemented?	Outcomes will be measured in efficiency in training, efficiency in incident mitigation, and firefighter safety. In relation to time and performance, every aspect of technical rescue should improve with the updated equipment.
What alternatives were considered?	After consulting other departments, technical rescue instructors, and equipment vendors, the only alternative is to provide the same level of service as we have for over a decade without improvements or advancements.
What are the consequences if the expansion is delayed or denied?	Delay in the expansion or denial of expansion will delay the department's efforts in delivering advanced technical rescue techniques and will hinder the progression of our life saving efforts.

FY 2019 Expansion Request Form

Enter Expansion Name: Assistant Chief /Data Analyst / Training Manager

Total Cost (Automatic Calculation- Do Not Enter) : 84,647

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

Assistant Chief /Data Analyst / Training Manager

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

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

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

Project Name:	Station Three Concrete Repair
Project Estimated Project Cost:	\$10,393.00
Estimated Start Date:	7-Jan-19
Estimated Completion Date:	1-Jan-20
Estimated Operating Costs:	NA
Project Description/Scope:	
Please see attached Wake County Facility Assesment Study	
Project Justification/Business Case	
Provide responses to <u>each</u> of the below questions.	
1. <u>What is the problem the department aims to solve?</u>	
2. <u>How does the County currently address this problem/provide service?</u>	
3. <u>Who will this project serve and how will it improve services?</u>	
4. <u>How is this project related to the projected demand for future services?</u>	

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5. How can outcomes be measured once this project is built/implemented?

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6. What alternatives were considered?

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7. What are the consequences if the project is delayed or denied?

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Cost Category	FY 2018	Comments
CAPITAL COSTS	10393	
Design		
Construction/Implementation		
Equipment		
TOTAL	\$10,393.00	
OPERATING COSTS		
Salary and Fringe Benefits		
Contracts, Other		
TOTAL	\$0.00	
FTE Authorization		
Non-County Revenue		

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

Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services		
Life safety issues in the fire station		
Areas where delays of a pending repair will increase repair costs		
Evaluation Criteria	Description	
Affects department's ability to deliver emergency services	Updating building finishes or software maintenance to maintain service delivery levels and the capital asset.	
Life safety issues in the fire station	Not mandated but improves safety up to a level prescribed by county policy or staff recommendation.	
Areas where delays of a pending repair will increase repair costs	Increases operating efficiencies to provide long term savings to the operating budget.	

Repairs, Maintenance, and Renovations Project Considerations

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

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

FY 2020 Expansion Request Form

Enter Expansion Name: Replacment of 2006 Chevy Impala

Total Cost (Automatic Caclulation- Do Not Enter) : 38,288

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

Replacment of 2006 Chevy Impala

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	Our existing 2006 Chevy Impala has recently been diagnosed with a severe manifold leak, oil leak, transmission leak, as well as starting issues. The estimated cost to repair current issues exceed \$2,000. The estimated value of the vehicle by NADA is \$1,500. It would not be cost effective to repair the issues due to the cost being more than the entire value of the car.
How does this request relate to your department's mission and service delivery?	This vehicle is used in a variety of functions for the department. Its used by admirative support staff to take care of daily business needs such as post office, office supply, and clerical duties. Its also is used as a transportation vehicle for line staff to attend training meeting, exercises, and out of town travel. Lastly it is intended to be a reserve vehicle for our on duty Battalion Chief vehcal which operates 24 hours a day.
Who will this expansion serve and how will it improve services?	Due to the manifold exhaust leak, we do not allow the vehicle to be used outside of routine intown travel. By this policy change we do not current have a reserve vehicle that can be used by staff for any tasks or travel.
How does your department currently address this problem/provide service?	In the past six months the fire chief has been issuing his assigned vehcal to support staff to perform daily functions and line staff with extended training related travel functions. The Deputy Chief has issued his assigned vehicle to the Battalion Chief in the event their car is out of service.
What is the solution proposed?	Replace the existing support vehicals with one approved by NC State Contract pricing.
How is this expansion related to the projected demand for future services?	It allows for all employees to be provided adequate resources to perform their job functions in a timely manner.
How can outcomes be measured if implemented?	We can provide activity tracking logs as to when the vehcal is used and also follow the Wake County Vehicals Replacement Schedule Matrix.
What alternatives were considered?	Repair the existing vehcal in the amount that exceeds its replacement value
What are the consequences if the expansion is delayed or denied?	Administrative and line staff will continue to use their personal vehicles to perform fire department related business.

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

Project Name:	Fire Stations Fire Alarm System Renovation
Project Estimated Project Cost:	\$9,403.00
Estimated Start Date:	1-Jul-19
Estimated Completion Date:	8-Jan-20
Estimated Operating Costs:	\$1,800 Annually
Project Description/Scope:	
<p>Fire Stations one, two, and three are not currently monitored by an active fire alarm company. This project will provide necessary upgrades to the existing systems and also cover annual fee for monitoring of the fire alarms system by a third party company.</p>	
Project Justification/Business Case	
Provide responses to <u>each</u> of the below questions.	
1. What is the problem the department aims to solve?	
Based on current building code and safety standards all fire stations should be equipped with proper fire alarm systems and monitored by a company to communicate if there is fire alarm activation in the building.	
2. How does the County currently address this problem/provide service?	
All new stations are built with an active fire alarm system as well as being monitored 24hrs. a day.	
3. Who will this project serve and how will it improve services?	
This project will serve the firefighters and EMS workers that reside in the fire stations. It will protect and notify them if a fire emergency occurs while sleeping or when the station is vacant.	
4. How is this project related to the projected demand for future services?	
It is a standard code requirement for any commercial building and fire stations built.	
5. How can outcomes be measured once this project is built/implemented?	
Outcomes may be measured by the amount of times the system is activated and or notifies staff if a fire related emergency occurs in any of the fire stations.	
6. What alternatives were considered?	
Continuing services as currently provided to the fire stations. Which is no monitoring of the current systems and out of date hardware.	
7. What are the consequences if the project is delayed or denied?	
If a fire or smoke emergency occurs in a fire station while employees are sleeping, they have a higher probability to become injured or die in the incident. If a fire or smoke emergency occurs while the station is vacant, the lack of monitoring and notification will increase the amount of property damage to the building and equipment.	

Cost Category	FY 2018	Comments
CAPITAL COSTS		
Design		
Construction/Implementation		
Equipment	\$9,403.00	Update current systems to meet code and monitoring requirements
TOTAL	\$9,403.00	
OPERATING COSTS	1800	Annual monitoring fee for three fire stations
Salary and Fringe Benefits		
Contracts, Other		
TOTAL	\$1,800.00	
FTE Authorization		
Non-County Revenue		

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

Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services		
Life safety issues in the fire station	Yes	Monitoring of the fire alarm system would notify staff in a timely manner of a fire or smoke incident
Areas where delays of a pending repair will increase repair costs	Yes	The older the current systems are the more costly they will be to upgrade
Evaluation Criteria	Description	
Affects department's ability to deliver emergency services	Updating building finishes or software maintenance to maintain service delivery levels and the capital asset.	
Life safety issues in the fire station	Not mandated but improves safety up to a level prescribed by county policy or staff recommendation.	
Areas where delays of a pending repair will increase repair costs	Increases operating efficiencies to provide long term savings to the operating budget.	

Repairs, Maintenance, and Renovations Project Considerations

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

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

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

Project Name:	Station One Generator Replacement
Project Estimated Project Cost:	\$98,214.00
Estimated Start Date:	1-Jul-19
Estimated Completion Date:	1-Jan-20
Estimated Operating Costs:	NA
Project Description/Scope:	
Please see Wake County Facility Assessment Detail Report	
Project Justification/Business Case	
Provide responses to <u>each</u> of the below questions.	
<u>1. What is the problem the department aims to solve?</u>	
The current generator is approximately 30 years old. The last two malfunctions came from broken parts which are nonexistence to order. The parts had to be fabricated from the service technician and placed the generator out of service for an inexcusable amount of time.	
<u>2. How does the County currently address this problem/provide service?</u>	
The generator was determined and justified to be replaced in the Wake County Facility Assessment Study (see attachment)	
<u>3. Who will this project serve and how will it improve services?</u>	
A generator is needed at the fire station to provide power. This station is designated our the GFR Emergency Operations Center in events of large scale emergencies (hurricanes, storms, snow and ice...) Continual power is required to operate the radio system for the EOC.	
<u>4. How is this project related to the projected demand for future services?</u>	
All fire stations have generator back up power supplies	
<u>5. How can outcomes be measured once this project is built/implemented?</u>	
The amount of times we experience loss of power can be documented.	
<u>6. What alternatives were considered?</u>	
N/a	
<u>7. What are the consequences if the project is delayed or denied?</u>	
Increased repair and replacement cost for current generator. Loss of power to FD EOC.	

Cost Category	FY 2018	Comments
CAPITAL COSTS	98214	Number derived from Wake County Facility Study
Design		
Construction/Implementation		
Equipment		
TOTAL	\$98,214.00	
OPERATING COSTS		
Salary and Fringe Benefits		
Contracts, Other		
TOTAL	\$0.00	
FTE Authorization		
Non-County Revenue		

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

Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services	YES	
Life safety issues in the fire station	YES	
Areas where delays of a pending repair will increase repair costs	YES	
Evaluation Criteria	Description	
Affects department's ability to deliver emergency services	Updating building finishes or software maintenance to maintain service delivery levels and the capital asset.	
Life safety issues in the fire station	Not mandated but improves safety up to a level prescribed by county policy or staff recommendation.	
Areas where delays of a pending repair will increase repair costs	Increases operating efficiencies to provide long term savings to the operating budget.	

Repairs, Maintenance, and Renovations Project Considerations

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

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

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

Project Name:	Garner Fire-Rescue Station Three Ventilation System
Project Estimated Project Cost:	\$25,166.00
Estimated Start Date:	1-Jul-19
Estimated Completion Date:	1-Jan-20
Estimated Operating Costs:	\$1,000 annually
Project Description/Scope:	
Station Three does not have a vehicle exhaust system to extract the contaminants from the vehicles when they are running. We would like to update the station to have a system in order to provide a safe work environment.	
Project Justification/Business Case	
Provide responses to <u>each</u> of the below questions.	
<u>1. What is the problem the department aims to solve?</u>	
Currently, the vehicles at Station three do not have a vehicle exhaust system while they are at the Station. The vehicle bay holds several apparatus (engine, heavy rescue truck, tanker, and brush truck. The vehicle bay is just large enough to fit the vehicles and have very little room for ventilation. The vehicle bay has doorway to bedrooms, the office and the kitchen areas. Because of the lay out and the close proximity of the vehicles to the doors, vehicle exhaust is filling up the bay and is getting into the living spaces. Turnout gear is also stored in the bays where the vehicle are positioned and they are getting contaminants blown on them daily.	
<u>2. How does the County currently address this problem/provide service?</u>	
The facilities committee has awarded funding in previous years for similar systems. It is based on the safety factor for firefighter living conditions.	
<u>3. Who will this project serve and how will it improve services?</u>	
The primary group that this project serves is the personnel at the station. Without the ventilation system, the personnel are inhaling and wearing gear that has contaminants in them. This issue can lead to chronic illnesses such as cancer in the personnel that are working in the station.	
<u>4. How is this project related to the projected demand for future services?</u>	
In every firestation constructed in the last decade, a system similar to this is standard based on the demand for clean air. All fire stations going forward have these systems installed upon construction.	
<u>5. How can outcomes be measured once this project is built/implemented?</u>	
Outcomes will be measured by carbon monoxide levels decreasing in the living spaces and stains on the wall of the station from the exhaust will be eliminated. Long term effects on personnel will be hard to measure but are known through studies that have been done with station ventilation systems.	
<u>6. What alternatives were considered?</u>	

The bays can be opened during mild weather climate to allow natural ventilation to occur. However this applies direct sunlight to the fire trucks which can cause paint fading and dry rotting of certain materials. This also presents a security and access issue for the station.

7. What are the consequences if the project is delayed or denied?

The personnel will continue to breath these contaminants which will lead to long term health issues with personnel and volunteers and the living spaces will continue to develop stain issues that are difficult to remove.

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

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

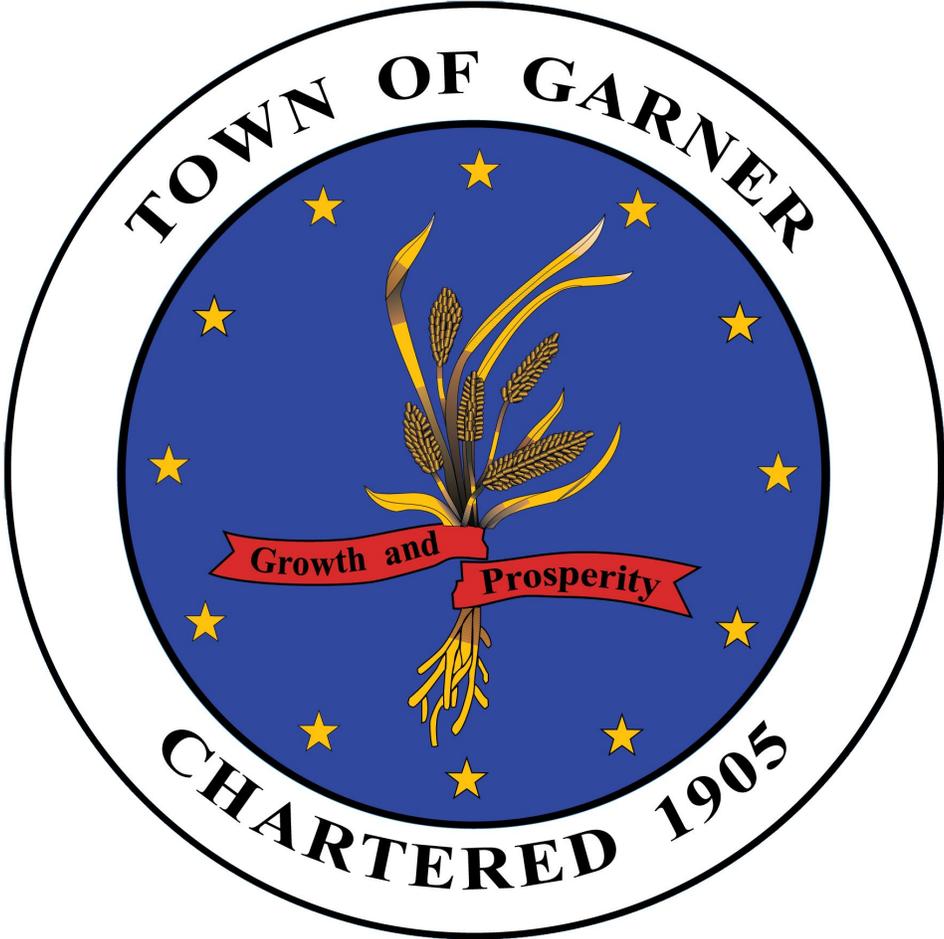
Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services	NO	
Life safety issues in the fire station	Yes	The vehicle exhaust has contaminants that are hazardous to the employee and volunteers health. The exhaust contaminants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

Repairs, Maintenance, and Renovations Project Considerations

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

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

**TOWN OF GARNER
NORTH CAROLINA**



FY 2020 - 2024 Recommended
Capital Improvement Plan

FY 2020 – 2024 Capital Improvement Plan

The FY 2020 – 2024 Recommended Capital Improvement Plan (CIP) represents a significant step forward in the Town’s long-term capital planning efforts. The Town implemented a revised CIP process that allowed staff from multiple departments to collaborate and provide input on their requirements and how decisions would impact their operations. This input allowed for the development of a CIP which fully addresses the Town’s long-term capital requirements and highlights the future impacts to the Town’s operating budget.

Overview

The development of the CIP is one of the most significant processes for the Town of Garner. The decisions made in the CIP impact the Town’s residents on a daily basis. The CIP is the sidewalks residents walk on, the parks where people take their children, and the infrastructure required to manage stormwater. These assets have a direct impact on quality of life for Garner citizens.

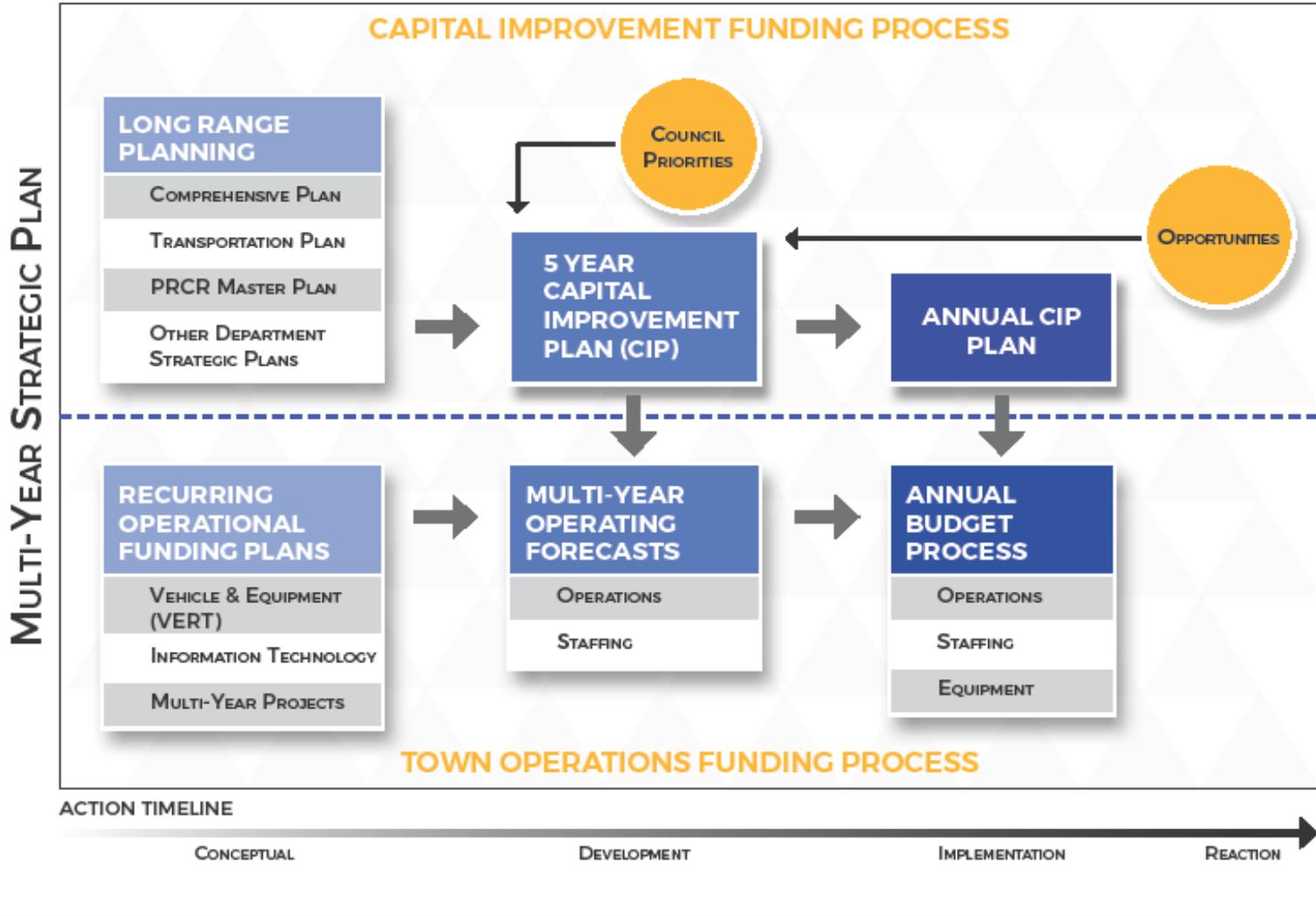
The Town’s CIP is designed to identify all capital projects that may require funding within a five-year period. Programming capital needs over an extended period allows resources to be matched with requirements, which promotes better use of the Town’s limited funding. In addition, the process of putting the CIP together has value as it ensures appropriate staff have reviewed the timeline and scope of projects to identify efficiencies and maximize Town resources.

CIP Process

The process of identifying projects for inclusion in the CIP generally begins years before the CIP is developed. On a regular basis, the Town updates long range planning documents such as the Comprehensive Plan, Transportation Plan, and the Parks, Recreation and Cultural Resources Master Plan to engage the public and elected officials in the process of identifying long-term capital requirements. These plans are then used to populate the Town’s CIP and ultimately result in a completed project. Once complete, the cost of maintaining and operating the project transition to the Town’s operating budget. This Multi-Year Planning & Budgeting System drives the Towns CIP process.



MULTI-YEAR PLANNING & BUDGET SYSTEM



The annual process of identifying, and ranking projects, for inclusion in the CIP begins each summer. At this time, Departments are tasked with completing a project summary sheet which summarizes the project and answers a variety of questions designed to evaluate each project:

Project Necessity

- Is the project needed to respond to state or federal mandates?
- What will happen if the project is not approved?
- Does the project accommodate increases in demand for service?

Fiscal Impact

- How much will the project cost?
- What are the long-term operating budget impacts?
- Are alternative funding sources available?
- Will delaying or not approving the project result in increased costs to the Town?
- Could the project be funded over multiple fiscal years?
- Does the project preserve a previous investment?

Planning Process

- Is the project consistent with the Strategic Plan, Comprehensive Plan, Transportation Plan, or departmental plan?
- Does the project increase the efficiency of service delivery?
- Who benefits from the project?
- Will any group be adversely affected by the project?

Project submissions are then reviewed and ranked by cross-departmental teams. This ensures that staff impacted by projects are aware and can share their expertise, which generates efficiencies and ensures that all aspects of a project have been considered. Staff not directly impacted by projects are able to share a non-biased perspective on which projects will benefit the Town's residents most.

Project rankings are then reviewed by the Town's Budget Team and populated into the CIP. As part of this process, the Budget Team considers multiple factors including Town Council priorities, available funding, citizen input and staff's rankings. As necessary, requesting Departments are brought in to meet with the Budget Team to ensure all projects are fully understood.

The Budget Team presents the recommended CIP to Town Council as part of their annual retreat each November. Staff reviews each project with Council and summarizes the long-term operating impact associated with each project. This helps to ensure that Council is aware of projects that will have a significant impact on future operating budgets. Council's input is captured, and revisions are made to the CIP document and project list as necessary. Finally, the CIP is approved as part of the annual budget process in June.

CIP Structure

The CIP is organized based on several core project categories that encompass the capital projects generally completed by the Town. In addition, multiple subcategories are included within each broad category to provide additional detail. The following summarizes the current CIP categories:

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

To be transparent, individual projects are color coded in the CIP based on staff's confidence in the funding estimate. Staff has a high level of confidence in the funding estimates in black font as these projects generally have an established scope and the budget estimates have been developed/reviewed by staff experts or an outside party. There is less confidence in the funding estimates in orange font as the scope of these projects may be unknown and the budget estimates have generally been developed internally by non-expert staff.

Funding Sources

Based on the limited resources of the Town, multiple funding sources are utilized to pay for projects. Diversifying revenue sources enhances the ability to fund projects in an appropriate timeframe. While the Town is constantly looking for additional options to fund projects, the list below summarizes the sources generally utilized:

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

Summary of Projects

The FY 2020 – 2024 Recommended Capital Improvement Plan (CIP) includes funding requirements totaling \$65,336,343. The plan assumes a General Fund contribution of \$0. Other funding sources include \$22,600,000 in Future Bond Proceeds, \$9,542,794 in Bond Proceeds, \$3,803,993 in Other, \$3,111,613 in Powell Bill, \$8,877,183 in Partner Agency contributions and \$7000,000 in Impact Fees. It is important to note that there are requirements without a dedicated revenue source totaling \$16,599,647.

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Parks	0	4,007,659	4,307,659	10,000,000	10,000,000	28,315,318
Transportation	11,482,316	1,735,234	4,416,934	6,880,603	1,393,968	25,909,056
General Government	100,000	500,000	3,600,000	2,968,000	0	7,168,000
Stormwater	1,249,848	0	1,105,000	0	0	2,354,848
Capital Renewal	101,113	414,409	382,149	352,482	338,969	1,589,122
Total	\$12,933,277	\$6,657,302	\$13,811,742	\$20,201,086	\$11,732,937	\$65,336,343

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	0	0	0	0	0	0
Bond Proceeds	8,100,244	892,550	550,000	0	0	9,542,794
Future Bond Proceeds	0	0	1,500,000	11,100,000	10,000,000	22,600,000
Impact Fees	0	700,000	0	0	0	700,000
Powell Bill	610,000	616,100	622,261	628,484	634,768	3,111,613
Appropriated Fund Balance	101,113	0	0	0	0	101,113
Unknown Funding Source	1,399,848	3,145,540	8,394,808	3,320,482	338,969	16,599,647
Partner Agency Funding	1,992,072	485,112	2,000,000	4,400,000	0	8,877,183
Other	730,000	818,000	744,673	752,120	759,200	3,803,993
Total	\$12,933,277	\$6,657,302	\$13,811,742	\$20,201,086	\$11,732,937	\$65,336,343

The FY 2020 - 2024 CIP includes operating requirements totaling \$477,600. Of this total, funding of \$215,000 is associated with Public Works, \$150,000 for Parks and \$165,000 for Capital Renewal related costs. There are also anticipated savings of \$52,400 in Information Technology. These costs are based on a review of operation requirements for each project. In addition, staff has reviewed the life cycle of various projects and factored in the annual cost to replace the infrastructure based on its anticipated life cycle.

Impacted Area	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Parks	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000
Public Works ¹	\$0	\$39,650	\$54,650	\$60,350	\$60,350	\$215,000
Information Technology	\$0	\$0	\$0	-\$26,200	-\$26,200	-\$52,400
Capital Renewal ²	\$0	\$0	\$55,000	\$55,000	\$55,000	\$165,000
Total	\$0	\$39,650	\$159,650	\$139,150	\$139,150	\$477,600

¹ Funding associated with personnel requirements has not been included as the department will address the impact of approved projects in their staffing plan.

² Funding has been included to replace the splash pad and playground based on an anticipated 10-year life cycle.

Park Projects

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Facility Development	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
Park Enhancements	-	700,000	-	-	-	\$700,000
Greenways	-	3,307,659	3,307,659	-	-	\$6,615,318
Total	\$0	\$4,007,659	\$4,307,659	\$10,000,000	\$10,000,000	\$28,315,318

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	750,000	-	-	-	\$750,000
Future Bond Proceeds	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
Impact Fees	-	700,000	-	-	-	\$700,000
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	2,231,131	3,307,659	-	-	\$5,538,790
Partner Agency Funding	-	245,828	-	-	-	245,828
Other	-	80,700	-	-	-	\$80,700
Total	\$0	\$4,007,659	\$4,307,659	\$10,000,000	\$10,000,000	\$28,315,318

Category Summary

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



Park Facility Development

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

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Meadowbrook/Yeargan Project	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
Total	\$0	\$0	\$1,000,000	\$10,000,000	\$10,000,000	\$21,000,000

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	-	-	-	-	\$0
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Total	\$0	\$0	\$1,000,000	\$10,000,000	\$10,000,000	\$21,000,000

¹ Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for site planning, design work and construction.

Project Summary

Meadowbrook/Yeargan Project

\$21,000,000

Funding would cover the costs associated with initial site plan development, design work and construction required to develop either the Meadowbrook or Yeargan Property sites. It is also possible funding will allow for more limited development at both sites. The Town is in the process of developing a master plan for each site. This work will be completed in advance of an anticipated bond referendum and will allow for final decisions to be made regarding the exact allocation of funding.



Once complete, several Parks and Public Works full time staff members, significant funding for maintenance and programming costs, and intermittent capital requirements will be required to operate the facility. Staff will be able to provide a detailed operating impact when a final design has been selected.

Horizon Issues

Funding associated with a future bond referendum will likely not be sufficient to develop both Meadowbrook and the Yeargan Property sites. As a result, additional resources will likely be required to fully develop both sites currently owned by the Town. Also, some additional projects may be identified as part of the Parks Comprehensive Master Plan which will require a long-term action plan and financial strategy for providing parks, recreation and cultural resources, open space and greenways for a growing and vibrant community.

Park Enhancements

Projects required to enhance park infrastructure.

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Splash Pad at Garner Recreation Center	-	450,000	-	-	-	\$450,000
Playground at Garner Recreation Center	-	250,000	-	-	-	\$250,000
Total	\$0	\$700,000	\$0	\$0	\$0	\$700,000

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	700,000	-	-	-	\$700,000
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	-	-	-	-	\$0
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Total	\$0	\$700,000	\$0	\$0	\$0	\$700,000

¹ Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

Project Summaries

Splash Pad at Garner Recreation Center

450,000

Funding would cover the costs associated with constructing a splash pad. Splash pads have become an increasingly popular park attraction for individuals and families with children. Several have been constructed by other localities in the Triangle area and have proven to be very popular. Since the Town does not currently have a splash pad, this project would provide an additional recreation opportunity for Town citizens.



Annual operation costs for Parks would be approximately \$50,000 – as summarized below – but may vary based on final design and operation decisions. Some localities utilize part time staffing to operate the facility, but this is not required. If the decision is

made to staff the splash pad, the total cost could be as much as \$25,000 annually. In addition, operating costs associated with utilities and chemical maintenance would be approximately \$25,000. It is important to note that revenue could partially offset operating costs if the Town decides to assess fees.

Public Works anticipates approximately 200 staff hours – the equivalent of approximately \$5,200 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Playground at Garner Recreation Center **\$250,000**

Funding would cover the costs associated with constructing a playground at the Garner Recreation Center. This would provide an additional activity for individuals and families with children.

Annual operation costs associated primarily with mulch and replacement parts would be approximately \$1,500. In addition, Public Works anticipates approximately 210 staff hours – the equivalent of approximately \$5,400 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Horizon Issues

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.

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
South Garner Greenway Extension	-	3,307,659	3,307,659	-	-	\$6,615,318
Total	\$0	\$3,307,659	\$3,307,659	\$0	\$0	\$6,615,318

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	750,000	-	-	-	\$750,000
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	2,231,131	3,307,659	-	-	\$5,538,790
Partner Agency Funding	-	245,828	-	-	-	245,828
Other	-	80,700	-	-	-	\$80,700
Total	\$0	\$3,307,659	\$3,307,659	\$0	\$0	\$6,615,318

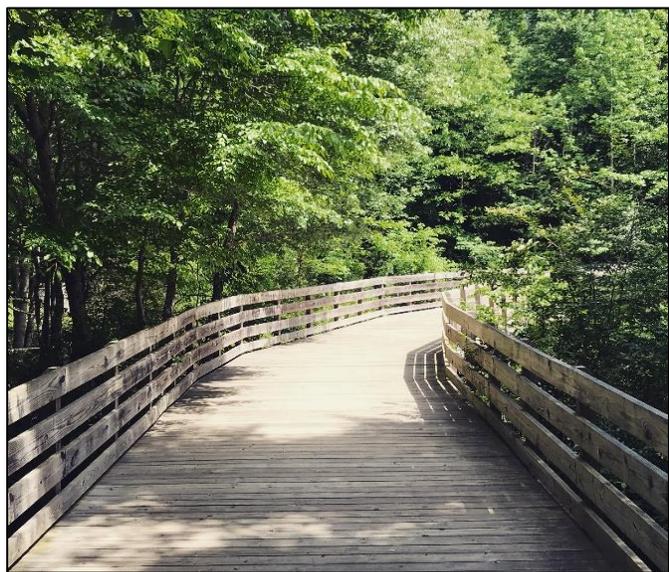
¹Funding of \$245,828 provided by Wake County.

Project Summary

South Garner Greenway Extension

\$6,615,318

Funding would cover the costs associated with constructing a greenway connecting White Deer and Lake Benson Parks to existing neighborhoods along Buffalo Road. This would significantly enhance connectivity within the Town and facilitate an additional connection as Wake County’s Greenway System Plan identifies a future greenway between Lake Wheeler and Lake Benson (the Swift Creek Greenway). The master plan for the Swift Creek Greenway shows it terminating at Buffalo Road,



which would leave a gap from there to Lake Benson. This project would close the gap by connecting Buffalo Road to White Deer Park.

Annual operation costs would be minimal; however, the greenway would need to be resurfaced every 25 years at a cost of approximately \$92,000. In addition, Public Works anticipates approximately 1,000 staff hours – the equivalent of approximately \$25,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Horizon Issues

Staff anticipates 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.

Transportation Projects

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Street Improvements	8,985,626	1,735,234	4,416,934	6,880,603	1,393,968	23,412,366
Sidewalks	2,396,690	-	-	-	-	2,396,690
Transit	100,000	-	-	-	-	100,000
Total	\$11,482,316	\$1,735,234	\$4,416,934	\$6,880,603	\$1,393,968	\$25,909,056

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	8,100,245	142,550	550,000	-	-	8,792,795
Future Bond Proceeds	-	-	500,000	1,100,000	-	1,600,000
Impact Fees	-	-	-	-	-	-
Powell Bill	610,000	616,100	622,261	628,484	634,768	3,111,613
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	50,000	-	-	-	-	50,000
Partner Agency Funding ¹	1,992,072	239,284	2,000,000	4,400,000	-	8,631,355
Other ²	730,000	737,300	744,673	752,120	759,200	3,723,293
Total	\$11,482,316	\$1,735,234	\$4,416,934	\$6,880,603	\$1,393,968	\$25,909,056

¹ Funding provided by NCDOT and CAMPO LAPP for multiple projects pending project scoring and selection.

² Funding is associated with the \$30 Motor Vehicle Fee charged to residents with vehicle(s) registered within the Town. It is important to note that 100 percent of this fee is used for street maintenance.

Category Summary

Transportation projects are designed with the goal of developing a safe and efficient multi-modal transportation network consistent with land use and other adopted plans. The planning of transportation projects is a multi-layered process that involves local, regional, statewide and federal partners. At the local level, the Town of Garner maintains a transportation plan to guide the expenditures of local funds for the construction and maintenance of local streets (roadways, sidewalks, bicycle facilities, etc.). This plan is also used to inform regional and state partners of the Town of Garner's transportation vision, goals and objectives.



Street Improvements

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

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Pavement Condition Improvements	1,340,000	1,353,400	1,366,934	1,380,603	1,393,968	6,834,906
Montague Street/ Hwy 70	1,050,000			-	-	1,050,000
Main Street Streetscape	600,000	-	-	-	-	600,000
Raynor Road Bridge Enhancements	40,000	40,000	-	-	-	80,000
Ackerman Rd / Hebron Church Rd at White Oak Rd	2,155,626	-	-	-	-	2,155,626
Jones Sausage Road Improvements	1,300,000	-	2,500,000	5,500,000	-	9,300,000
New Rand Road	2,500,000	-	-	-	-	2,500,000
US 401 Sidewalk and Lighting	-	341,834	-	-	-	341,834
Lake Drive (Hwy 50 Bridge Project) ¹	-	-	250,000	-	-	250,000
Highway 50 Bridge Enhancements	-	-	300,000	-	-	300,000
Total	\$8,985,626	\$1,735,234	\$4,416,934	\$6,880,603	\$1,393,968	\$23,412,366

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	6,028,907	142,550	550,000	-	-	6,721,457
Future Bond Proceeds	-	-	500,000	1,100,000	-	1,600,000
Impact Fees	-	-	-	-	-	-
Powell Bill	610,000	616,100	622,261	628,484	634,768	3,111,613
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	-	-	-	-	-	-
Partner Agency Funding	1,616,720	239,284	2,000,000	4,400,000	-	8,256,003
Other	730,000	737,300	744,673	752,120	759,200	3,723,293
Total	\$8,985,626	\$1,735,234	\$4,416,934	\$6,880,603	\$1,393,968	\$23,412,366

¹ Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

Project Summaries

Pavement Condition Improvements

\$6,834,906

Funding would cover the costs associated with the annual repair and replacement of streets as identified by pavement condition assessments and staff analysis.

The Town has finalized a study designed to evaluate pavement conditions and to develop a plan for repairing roadways in the most efficient manner possible. In addition, the Town has purchased a software system that will assist with determining the most cost-effective way to maintain the Town’s roadways



moving forward. Utilizing the results of the condition study, and the software system, will allow staff to maximize the value and life of the Town’s pavement network.

Montague Street / Hwy 70 **\$1,050,000**

Funding would cover the costs associated with improvements to Montague Street and its intersection with Hwy 70.

Annual operation costs associated with maintenance requirements would be approximately \$1,200. In addition, Public Works anticipates approximately 220 staff hours – the equivalent of approximately \$5,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Main Street Streetscape **\$600,000**

Funding would cover the costs associated with enhancements to the streetscape on Main Street.

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

Raynor Road Bridge Enhancements **\$80,000**

Funding would cover the costs associated with widening Raynor Road Bridge to include sidewalks and a future greenway crossing. This project will be coordinated with North Carolina Department of Transportation (NCDOT).

Annual operation costs associated with maintenance requirements would be approximately \$500. In addition, Public Works anticipates approximately 50 staff hours – the equivalent of approximately \$1,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Ackerman Road / Hebron Church Road at White Oak Road **\$2,155,626**

Funding would cover the costs associated with the construction of a new partial dual lane roundabout to enhance the intersection. It is important to note that the Town’s share of the project’s cost is assumed to be 25 percent as staff applied for and received CAMPO LAPP funding.

Annual operation costs associated with maintenance requirements would be approximately \$1,500. In addition, Public Works anticipates approximately 160 staff hours – the equivalent of approximately \$3,700 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Jones Sausage Road Improvements **\$9,300,000**

FY 2020 funding would cover the costs associated with design work for the northern section of Jones Sausage Road and the conceptual design of the railroad grade separation. Future year funding would cover the costs associated with right of way acquisition and construction of the northern section. It is important to note that the Town’s share of the projects cost is assumed to be 20 percent as staff will apply for CAMPO LAPP funding.

The current scope of this project would not have an operating impact; however, additional operating costs may be identified following the implementation of the design work.

New Rand Road **\$2,500,000**

Funding would cover the costs associated with sidewalk and roadway improvements to New Rand Road between Hwy 70 and Garner Road.

Annual operation costs associated with maintenance requirements would be approximately \$1,200. In addition, Public Works anticipates approximately 220 staff hours – the equivalent of approximately \$5,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

US 401 Sidewalk and Lighting **\$341,834**

Funding would cover the costs associated the construction of a sidewalk from south of Old Stage Road to south of Mechanical Boulevard. It is important to note that the Town’s share of the projects cost is 30 percent as NCDOT will fund the remaining portion. A cost estimate to add lighting to this corridor is being developed separate of the NCDOT project and will be added.

Annual operation costs associated with maintenance and utility fee increases would be approximately \$13,000. The estimate for utility fees assumes that the approximately 1.1-mile section of US 401 North of Annaron Court to South of Old Stage Road would be lit to the same standard as other Town roads. In addition, Public Works anticipates

approximately 530 staff hours – the equivalent of approximately \$12,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Lake Drive (Hwy 50 Bridge Project) \$250,000

Funding would cover a consultant design to improve Lake Drive between NC 50 (Benson Highway) and Dullis Circle. The project would include roadway widening of Lake Drive to typical Garner roadway standards between Benson Highway and Hilltop Avenue and evaluate and design (as directed) sidewalk improvements along Lake Drive between Benson Highway and Dullis Circle.

The current scope of this project would not have an operating impact; however, additional operating costs may be identified following the implementation of the design work.

Hwy 50 Bridge Enhancements \$300,000

Funding would cover the Town’s share of costs for aesthetic improvements to Hwy 50 bridge as part of its replacement. This project will be coordinated with NCDOT.

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

Horizon Issues

The 6 to 10-year section of the CIP includes two projects in FY 2025. The Vandora Springs Bridge Enhancements project will result in aesthetic improvements to Vandora Springs bridge as part of its replacement. The Ackerman Road Extension project will result in the extension of Ackerman Road from Bryan Road to NC 50 including a crossing of Mahler’s Creek.

Additional transportation projects identified in the Garner Forward Transportation Plan are likely to be included in future versions of the CIP. Many of these projects will be critical to ensure the Town’s transportation system is sufficient to accommodate anticipated growth.

Sidewalks

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

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Spring Drive	840,000	-	-	-	-	840,000
Vandora Springs	1,150,000	-	-	-	-	1,150,000
Timber Drive	406,690	-	-	-	-	406,690
Total	\$2,396,690	\$0	\$0	\$0	\$0	\$2,396,690

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	2,071,338	-	-	-	-	2,071,338
Future Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	-	-	-	-	-	-
Partner Agency Funding	325,352	-	-	-	-	325,352
Other	-	-	-	-	-	-
Total	\$2,396,690	\$0	\$0	\$0	\$0	\$2,396,690

Project Summaries

Spring Drive **\$840,000**

Funding would cover the costs associated with constructing a sidewalk from Foxwood Drive to Spring Drive along Vandora Springs and from Vandora Spring Road to Garner Magnet High School along Spring Drive.

Annual operation costs associated with maintenance requirements would be approximately \$2,700. In addition, Public Works anticipates approximately 528 staff hours – the equivalent of



approximately \$12,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Vandora Springs

\$1,150,000

Funding would cover the costs associated with constructing a sidewalk from Timber to the north intersection of Tiffany Circle along Vandora Springs.

Annual operation costs associated with maintenance requirements would be approximately \$550. In addition, Public Works anticipates approximately 108 staff hours – the equivalent of approximately \$2,500 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Timber Drive

\$406,690

Funding would cover the costs associated with constructing a sidewalk from Blanton Street to Stowe Place and Harth Drive to Timber Crossing Shopping Center (Post Office) along the southside of Timber Drive. It is important to note that the Town’s share of the projects cost is 30 percent as NCDOT will fund the remaining portion.

Annual operation costs associated with maintenance requirements would be approximately \$4,000. In addition, Public Works anticipates approximately 700 staff hours – the equivalent of approximately \$16,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

Horizon Issues

Following the completion of these projects, all sidewalks approved as part of the 2013 Bond Referendum will be finalized. A strategy to identify new projects, and funding sources, must be established if additional sidewalk projects are to be completed in the future.

Transit

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

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Public Transit	100,000	-	-	-	-	100,000
Total	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Future Bond Proceeds						
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	50,000	-	-	-	-	50,000
Partner Agency Funding	50,000	-	-	-	-	50,000
Other	-	-	-	-	-	-
Total	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Investment Summary

Public Transit

\$100,000

Funding would cover the costs associated with planning work required to determine 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.

This project is designed to determine final operating and capital costs required to develop the circulator loop. As a result, staff is unable to provide detailed cost estimates but has indicated the years funding will likely be required in the resources chart.

Horizon Issues

Public transportation is likely to become an issue within the Town in the future especially when/if a mass transportation plan is approved by larger jurisdictions. The Town would likely be required to provide a significant funding increment to obtain the desired benefits of a mass transportation plan. As a result, staff will closely monitor all developments so a funding plan can be developed if desired by Council.

General Government

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Facility Development	100,000	500,000	2,800,000	2,968,000	-	\$6,368,000
IT Projects	-	-	800,000	-	-	\$800,000
Total	\$100,000	\$500,000	\$3,600,000	\$2,968,000	\$0	\$7,168,000

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	100,000	500,000	3,600,000	2,968,000	-	\$7,168,000
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Total	\$100,000	\$500,000	\$3,600,000	\$2,968,000	\$0	\$7,168,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Space Needs Assessments ¹	100,000	-	-	-	-	\$100,000
Fire Station 5 ²	-	500,000	2,800,000	2,968,000	-	\$6,268,000
Total	\$100,000	\$500,000	\$2,800,000	\$2,968,000	\$0	\$6,368,000

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	100,000	500,000	2,800,000	2,968,000	-	\$6,368,000
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Total	\$100,000	\$500,000	\$2,800,000	\$2,968,000	\$0	\$6,368,000

¹ Staff is in the preliminary stages of reviewing costs associated with this assessment. As a result, this funding total is based on a staff estimate.

² Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

Project Summary

Space Needs Assessments

\$100,000

Funding would cover the costs associated with a space needs assessment for Public Works, the Police Department’s large evidence storage and the Town’s records storage requirements. 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. Finally, the location the town currently stores records may be out of service in the future depending on Depot development plans. As a result, a new location must be identified.

This project will not result in additional operating costs. However, the assessment may result in future capital project(s) which could have an operating impact in a future fiscal year.

Fire Station 5**\$6,268,000**

Funding would cover the costs associated with constructing a new fire station near Ten Ten Road and US 401. It is important to note that the current estimate does not factor in potential partnerships with Wake County or Fuquay-Varina as the details of these partnerships, or whether they will occur, have not been finalized.

The operating impact associated with this project may be significant as the Garner Volunteer Fire and Rescue Department could require additional personnel and operating funding. The details associated with these requirements have not been determined. As a result, no impact has been included in the CIP. Staff will update Council on the potential requirements as details become available. In addition, the long-term costs associated with maintaining any building infrastructure the Town is responsible for would have to be incorporated into the PFRM program in future years.

Horizon Issues

The result of the space needs assessment will have a significant impact on future requirements. Staff anticipates the space needs assessment will likely recommend the construction of at least one facility to address the needs of the town and the impacted departments.

IT Projects

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

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Fiber Ring ¹	-	-	800,000	-	-	\$800,000
Total	\$0	\$0	\$800,000	\$0	\$0	\$800,000

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	-	800,000	-	-	\$800,000
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Total	\$0	\$0	\$800,000	\$0	\$0	\$800,000

¹Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

Project Summary

Fiber Ring

\$800,000

Funding would cover the costs associated with constructing a fiber ring to all Town facilities resulting in increased redundancy, security and network performance. Specifically, this would result in a reduction in network outages and would provide staff the ability to perform tasks requiring higher internet speeds - live streaming of sporting events by parks.



Once complete, this project would result in annual savings of \$31,200 as the Town could eliminate their current contract with a network provider. The operating impact associated with maintaining the infrastructure is anticipated to be approximately \$5,000 annually.

Horizon Issues

At this time, there are no significant IT related capital projects anticipated in the future.

Stormwater Projects

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Maintenance and Repair	1,249,848	-	1,105,000	-	-	2,354,848
Total	\$1,249,848	\$0	\$1,105,000	\$0	\$0	\$2,354,848

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	1,249,848	-	1,105,000	-	-	2,354,848
Partner Agency Funding	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$1,249,848	\$0	\$1,105,000	\$0	\$0	\$2,354,848

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.

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Meadowbrook Drive at Cason St.	119,498	-	-	-	-	\$119,498
Junction Boulevard	183,300	-	-	-	-	\$183,300
Woodbridge Subdivision	351,325	-	-	-	-	\$351,325
Staunton Meadows	595,725	-	-	-	-	\$595,725
Winterlochen Drive	-	-	81,250	-	-	\$81,250
Weston Ridge Subdivision	-	-	390,000	-	-	\$390,000
Kimber Woods/Heather Hills/Gtown Manor	-	-	292,500	-	-	\$292,500
Forest Manor / Vandora Avenue	-	-	341,250	-	-	\$341,250
Total	\$1,249,848	\$0	\$1,105,000	\$0	\$0	\$2,354,848

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	1,249,848	-	1,105,000	-	-	2,354,848
Partner Agency Funding	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$1,249,848	\$0	\$1,105,000	\$0	\$0	\$2,354,848

Project Summaries

Meadowbrook Drive at Cason St

\$119,498

The underground stormwater system that drains the roadway on Meadowbrook Road at the intersection with Cason Street is currently undersized. As currently designed, heavy rain events are often too large for the current system to handle and runoff often floods the streets.



The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town’s operating budget.

Junction Boulevard

\$183,300

This project would be focused on the stormwater piping systems and culverts on Junction Boulevard between Tryon Road and Garner Station Boulevard. Two culvert systems may require potential repair/replacement, including a 3-barrel 48" corrugated metal pipe (CMP) system and a dual 36" CMP culvert system.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

Woodbridge Subdivision

\$351,325

This project would focus on a single CMP arch culvert at Forest Ridge Drive, between Spring Drive and Buck Branch Drive. In addition, the primary storm drainage system between Beichler Road and Buck Branch Drive may also require repairs.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

Staunton Meadows

\$595,725

This project would focus on the open and closed stormwater system from just north of Tarpley Way off Highway 50 (Benson Road) down to the system outlet just west of Nicholson Road (near Timber Drive). Much of this system includes CMP pipe which may be reaching the limit of its useful life. In addition, there are areas of significant stream erosion and washout around existing drainage infrastructure on properties at Tarpley Way.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

Winterlochen Drive

\$81,250

The stormwater conveyance infrastructure study identified this project as maintenance is required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

Weston Ridge Subdivision**\$390,000**

The stormwater conveyance infrastructure study identified this project as maintenance required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

Kimber Woods/Heather Hills/Georgetown Manor**\$292,500**

The stormwater conveyance infrastructure study identified this project as maintenance required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

Forest Manor / Vandora Avenue**\$341,250**

The stormwater conveyance infrastructure study identified this project as maintenance required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

Horizon Issues:

Staff anticipates several additional Stormwater projects to require funding as part of future CIPs. Developing a long-term funding strategy for these projects is critical as maintaining these systems in a timely manner helps to avoid catastrophic failures which have a significant impact on the town's operating budget. It is unlikely that sufficient funding will exist in the Town's operating budget to cover the cost of these projects. As a result, Council may be required to implement a dedicated fee to cover the costs associated with future projects.

Capital Renewal Projects

Category/Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
HVAC and Building Automation						
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
Roofs						
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
Interior/Exterior Repairs						
Natural Play Ground Play Elements	-	250,000	-	-	-	250,000
Renovation of Restrooms at Garner Senior Center	-	-	39,845	-	-	39,845
Resurfacing of tennis courts at SGP and CRP	-	-	-	53,000	-	53,000
Public Work Building B Fleet Garage Exterior Roll Up Doors	-	-	-	16,000	-	16,000
Replacement of Rand Mill Park Basketball Court	-	-	-	30,000	-	30,000
Replacement of Playground Equipment at South Garner Park	-	-	-	45,000	-	45,000
Paint Interior of the Garner Performing Arts Center	-	-	-	24,291	-	24,291
Replacement of Playground Equipment at Greenbriar Park	-	-	-	28,000	-	28,000
Waterproofing Foundation at GPAC	-	-	-	18,500	-	18,500
Painting of Avery Street Recreatin Center	-	-	-	24,273	-	24,273
Public Work Building B Workshop Exterior Roll Up Doors	-	-	-	-	6,000	6,000
Replacement of Slate Coping Caps with Concrete	-	-	-	-	13,805	13,805
Window and Wall Leak Repairs at Public Works Buildings A & B	-	-	-	-	76,315	76,315
Refurbishing of Shelter at Jaycee Park	-	-	-	-	6,000	6,000
Exterior Washing or all Town Buildings	-	-	-	-	32,917	32,917
Fire Department Requirements						
Facilities Study Recommendations ¹	101,113	-	35,835	39,518	1,453	177,919
Total	\$101,113	\$414,409	\$382,149	\$352,482	\$338,969	\$1,589,122
Revenue Source						
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	101,113	-	-	-	-	\$101,113
Unknown Funding Source	-	\$414,409	\$382,149	\$352,482	\$338,969	\$1,488,009
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Total	\$101,113	\$414,409	\$382,149	\$352,482	\$338,969	\$1,589,122

¹ Funding amount is based on the projected Town of Garner requirements based on a Wake County Facility Study. Funding is based on the FY 2020 Town cost share amount and is contingent on Wake County providing their cost share amount.

Category Summary

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

Investment Summary

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



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

Horizon Issues

Staff anticipates several additional Capital Renewal projects to require funding as part of future CIPs. Developing a long-term funding strategy for these projects will be critical as it is unlikely that sufficient funding will exist in the Town's operating budget to cover the cost of these projects. As a result, Council may be required to develop an alternative funding strategy such as the use of one-time savings on a recurring basis or the implementation of a dedicated funding source.