

FISCAL YEAR 2020-2021

RECOMMENDED ANNUAL OPERATING BUDGET

TOWN OF GARNER, NORTH CAROLINA





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Garner
North Carolina**

For the Fiscal Year Beginning

July 1, 2019

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, 2019.

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 2020 – 2021 budget will be submitted to GFOA for award consideration.



Recommended Annual Operating Budget
Fiscal Year 2020-2021

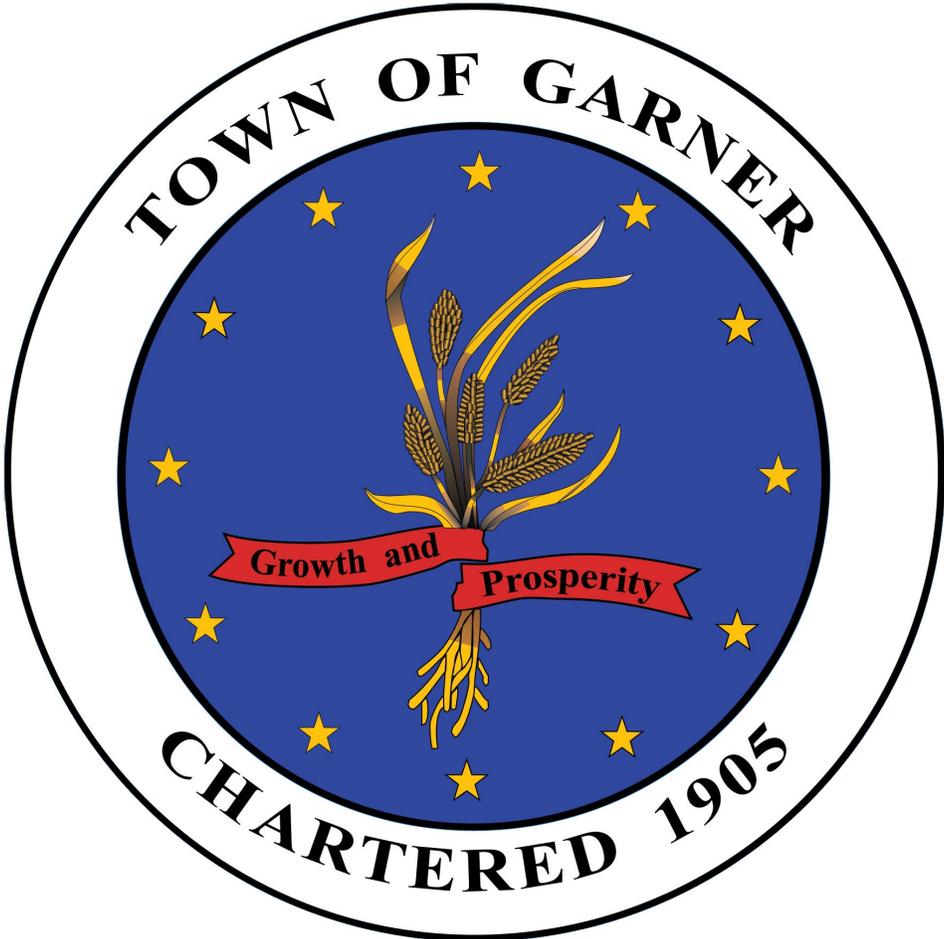
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**TOWN OF GARNER
NORTH CAROLINA**



**RECOMMENDED FISCAL YEAR 2020-2021
Budget Introduction**

COMMUNITY PROFILE



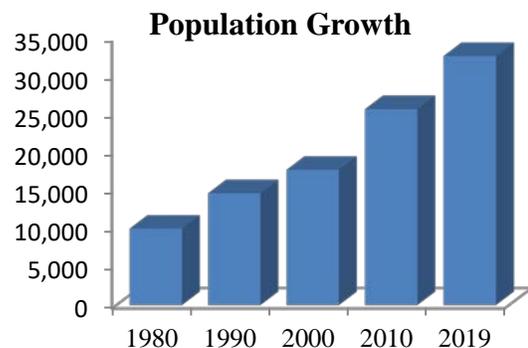
Population:	33,276
Land Area:	16.5sq. miles
Total Employment:	16,917
Civilian Labor Force:	17,537
Unemployment Rate:	3.5%

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 573 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 19-20 Accomplishments and Milestones



The Eastern Wake Innovation Park, a project approved by the Town Council in February 2020, will bring 300,000 square feet of Class A professional office space to Garner.

JULY 2019

The Town of Garner won the Government Finance Officers Association’s Award for Outstanding Achievement in Popular Annual Financial Reporting for the fifth consecutive year—every year that the Town has been eligible for the honor. The award recognized the Town’s **Popular Annual Financial Report (PAFR)** for the fiscal year ending June 30, 2018. The PAFR offers a reader-friendly summary of the Comprehensive Annual Financial Report.

The **Garner Senior Center** was re-certified as a Center of Excellence by the N.C. Division of Aging and Adult Services. This prestigious designation

was the result of a five-year process that involved documenting achievement in five different operational areas: outreach and access to services; programs and activities; planning, evaluation and input from older adults; staffing; and operations. The excellence certification enables the center to receive additional state funding that can be used to enhance services and to purchase equipment, furniture and other items as needed.

The National Recreation and Park Association (NRPA) selected the Garner Parks, Recreation and Cultural Resources Department—in particular, **White Deer Park**—as grand prize winner in its first-ever national BioBlitz, a program that’s part of

the organization's Parks for Pollinators campaign. White Deer Park held its BioBlitz event in June 2019, which is National Pollinator Month. At the event, citizen scientists and lovers of pollinators were encouraged to pick up their smart phones and cameras, take a self-led hike through the park and snap pictures of pollinators along the way.

AUGUST 2019

In response to an impressive citizen-led initiative, and in accordance with the Town's recently adopted facility naming policy, the Town Council voted unanimously to change the name of Rand Mill Park to **Jackie Johns Jr. Community Park**. Mr. Johns, a longtime Town Council member, passed away in January 2019 at the age of 81. The Smith Drive Community Reunion Committee led the effort to get the park renamed in honor of Mr. Johns.

SEPTEMBER 2019

The Certificate of Achievement for Excellence in Financial Reporting was awarded to the Town of Garner by the Government Finance Officers Association of the United States and Canada (GFOA) for the Town's **Comprehensive Annual Financial Report (CAFR)** for the fiscal year ending June 30, 2018. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. It was the 29th consecutive year that the Finance Department earned this honor.

OCTOBER 2019

Garner was selected to be one of 35 communities in the U.S. to host the traveling Wall That Heals, a



White Deer Park earned national recognition for its educational efforts involving pollinators.

three-quarter-size replica of the Vietnam Veterans Memorial. The wall was to have been on display in Garner in April 2020; however, it was postponed due to the COVID-19 pandemic. Organizers hope to be able to bring the wall to Garner in 2021.

FEBRUARY 2020

The Town Council unanimously approved a project that will bring 300,000 square feet of Class A professional office space—with some limited retail and restaurant space—to an approximately 22-acre site at the southwest corner of East Garner and Jones Sausage roads. When the project's three buildings—each 100,000 square feet—are completed, it will be the largest office park project in Garner's history. Garner-based Direct Distributors, Inc., and the Trustwell Property Group out of Raleigh are teaming up on the project, which has been named the **Eastern Wake Innovation Park**.

ELECTED & APPOINTED OFFICIALS

TOWN COUNCIL

Mayor

Ken Marshburn



Elmo Vance
Council Member



Gra Singleton
Council Member



Phil Matthews
Council Member



Demian Dellinger
Council Member



Kathy Behringer
Mayor Pro Tempore

BOARDS & COMMISSIONS

Board of Adjustment
Joseph Keller, Chair

Planning Commission
Jim Hunnicutt, Chair

Parks, Recreation, and Cultural Resources
Committee
Robert Deaton, Chair

Senior Citizen Advisory Committee
Troy Ellis, Chair

Downtown Garner Association
Mary Elizabeth Twiddy, President

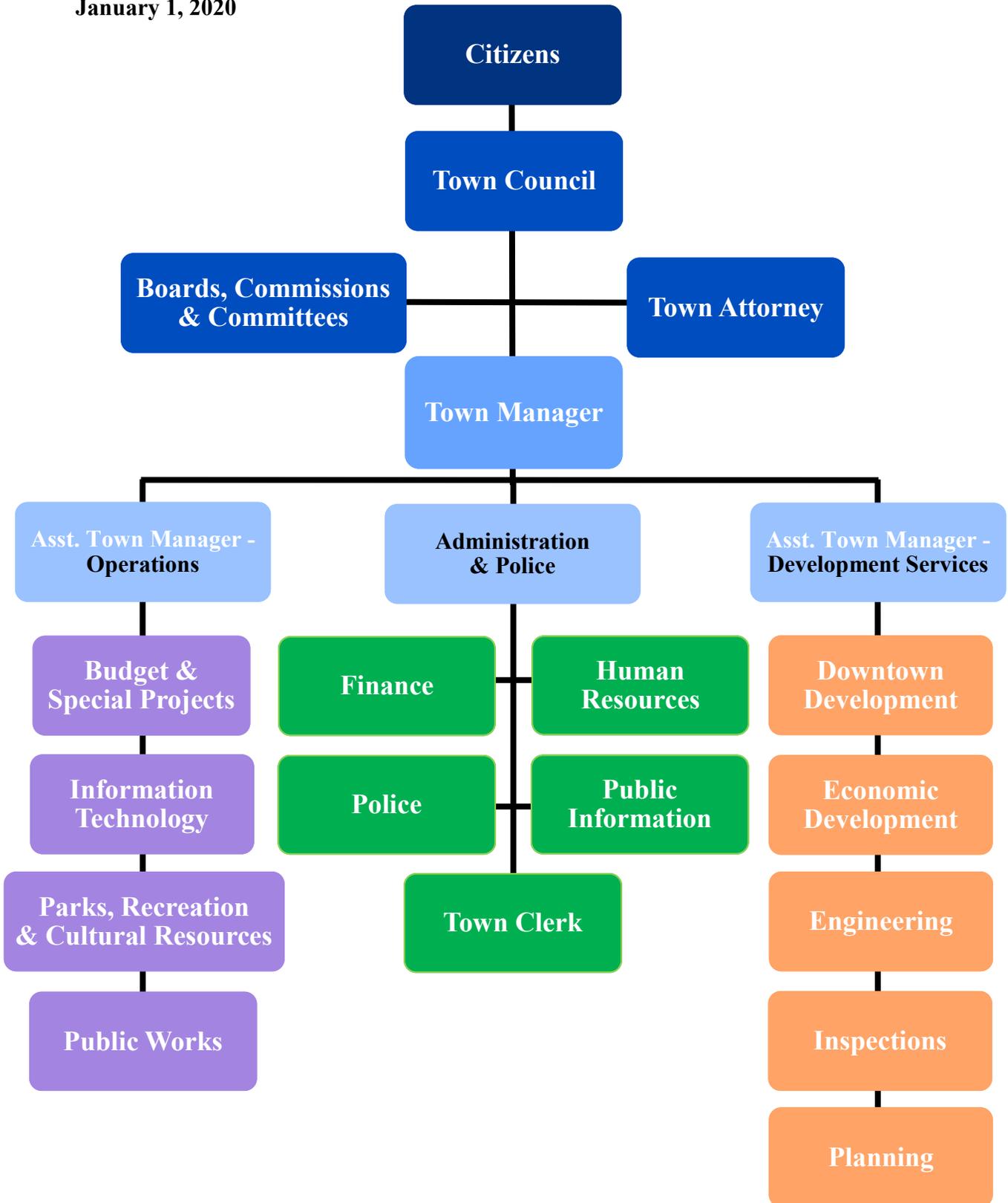
Garner Veterans' Advisory Committee
Jeffery Hicks, Chair

ADMINISTRATIVE STAFF

Rodney Dickerson	Town Manager*
John Hodges	Asst. Town Manager - Development Services
Matt Roylance	Asst. Town Manager - Operations
Fred Baggett	Interim Town Attorney*
Tony Beasley	Inspections Director
David Beck	Finance Director
Joe Binns	Interim Chief of Police
Mike Franks	Budget and Special Projects Manager
Stella Gibson	Town Clerk
Chris Johnson	Town Engineer
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

*Appointed by Council

**Town of Garner, North Carolina
Organizational Chart
January 1, 2020**



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 meet 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 2020 - 2021 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 2020-21 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 2019-2020 Third Quarter Presentation for Town Council

April

- Budget Team Prepares Budget Document and Presentation
- Recommended Budget Presented to Department Heads
- Town Council Approves FY 2019-2020 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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Strategic Priorities

Context and Background

The Town of Garner has always strived to provide superior services to enhance the quality of life for town residents, ensure orderly growth, efficient and timely service delivery and fiscal responsiveness. In October 2016, the Town formally adopted a strategic plan highlighting these priorities. Since this time, staff has worked on a number of initiatives to strengthen the link between services and these priorities. The following section highlights various metrics and benchmarks designed to measure performance and to guide decision making. In addition, this section offers residents an opportunity to review the Town's strategic priorities, and performance, to ensure that current priorities are inline with citizens expectations.



**Fiscal Responsiveness
(FR)**

1. Maintain an appropriate /stable tax rate
2. Invest in maintenance of infrastructure & facilities
3. Enhance Town's existing Capital Improvement Program (CIP)
4. Develop funding strategy for future needs



**Efficient & Timely
Service Delivery (SD)**

1. Build and maintain strong relationships with regional and community partners
2. Provide quality services at a reasonable cost to residents and businesses
3. Foster attractive workplace culture to recruit and retain outstanding personnel
4. Nurture a culture of excellent customer service



**Orderly Growth
(OG)**

1. Plan for an orderly and stable development with a balance of residential and commercial growth
2. Support top quality infrastructure, utilities and transportation
3. Implement comprehensive economic development plan



**Quality of Life
(QL)**

1. Provide a safe and inviting community
2. Support and encourage an active and engaged citizenry
3. Support diversity and be responsive to the changing demographics of the community
4. Provide a broad mix of arts, leisure and recreation opportunities

Strategic Priorities

Fiscal Responsiveness

The Town's strong fiscal policies and position provide financial flexibility to meet ongoing operating requirements, reduce borrowing costs for capital projects and ensure appropriate planning has occurred to meet future needs. The Town's Fiscal & Budgetary Policy Guidelines provide a framework for making financial decisions and ensure the Town has conservative fiscal policies in place. These policies help the Town be responsive to various fiscal requirements.

The Town has consistently maintained strong reserves to ensure that unforeseen financial situations can be addressed. At the end of FY 2019, the Town's governmental funds reported combined ending balances of \$32,230,171. In addition, the Town reported an unassigned fund balance of \$15,559,536, or 43.92 percent, of total general fund expenditures. This amount is considered available for spending at the Town council's discretion as it exceeds the Town's policy of having an unassigned fund balance of 30 percent of general fund expenditures. As noted, this funding allows the Town to address unforeseen requirements and the flexibility to take advantage of strategic opportunities. For example, the Town was recently able to purchase 70 acres of land on East Garner Road for future park development utilizing fund balance.

The Town's strong financial policies and healthy reserves have also helped to reduce borrowing costs for large scale capital projects. Since May of 2009, the Town's credit ratings have increased from A1 to Aa1 for Moody's and AA- to AAA for S&P. This has allowed the Town to borrow money at reduced interest rates, which allows for additional funding to be allocated for projects.

Rating History Since 2009			
Date	Moody's	Date	S&P
May 2009	A1	May 2009	AA-
Sep 2010	Aa2	May 2010	AA
Apr 2017	Aa1	Nov 2013	AA+
		Jul 2018	AAA

Strategic Priorities

Reduced borrowing rates should allow the Town to take on additional projects in the capital improvement plan (CIP). In recent years, the Town implemented a revised capital improvement planning process designed to allow staff from multiple departments to collaborate and provide input on their requirements and how decisions 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 on the Town’s operating budget. The summary below highlights the Town’s various capital requirements by high-level categories as well as the proposed funding plan:

Category	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Parks	0	1,000,000	7,284,134	7,284,133	7,284,133	\$22,852,400
Transportation	7,517,631	5,336,934	7,947,270	21,561,076	20,374,574	\$62,737,486
General Government	0	500,000	3,300,000	3,218,000	250,000	\$7,268,000
Stormwater	0	0	645,000	0	504,000	\$1,149,000
Capital Renewal	716	35,835	84,757	41,382	205,238	\$367,928
Total	\$7,518,347	\$6,872,769	\$19,261,161	\$32,104,592	\$28,617,945	\$94,374,814
Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	716	0	0	0	0	\$716
Bond Proceeds	5,732,277	550,000	0	0	0	\$6,282,277
Future Bond Proceeds	0	4,050,000	13,010,801	14,728,400	11,850,799	\$43,640,000
Impact Fees	0	0	800,000	800,000	800,000	\$2,400,000
Powell Bill	616,100	622,261	628,484	634,768	641,116	\$3,142,729
Appropriated Fund Balance	431,954	0	0	0	0	\$431,954
Partner Agency Funding	0	150,000	2,840,000	14,890,400	13,600,000	\$31,480,400
Other	737,300	744,673	752,120	759,641	766,792	\$3,760,527
Unknown Funding Source	0	755,835	1,229,757	291,383	959,238	\$3,236,212
Total	\$7,518,347	\$6,872,769	\$19,261,161	\$32,104,592	\$28,617,945	\$94,374,814

Staff has also worked to incorporate replacement cycles for key equipment in the Town’s operating budget. The revised vehicle replacement process utilizes a pay as you go approach and includes a consistent funding appropriation to reduce fluctuations based on replacement requirements. This approach has also been utilized to address IT requirements as well.

Finally, the Town has begun to utilize a five-year operating budget model for planning purposes. This plan was developed to help identify long-term operating requirements and to allow for funding plans to be developed. In addition, this plan

Strategic Priorities

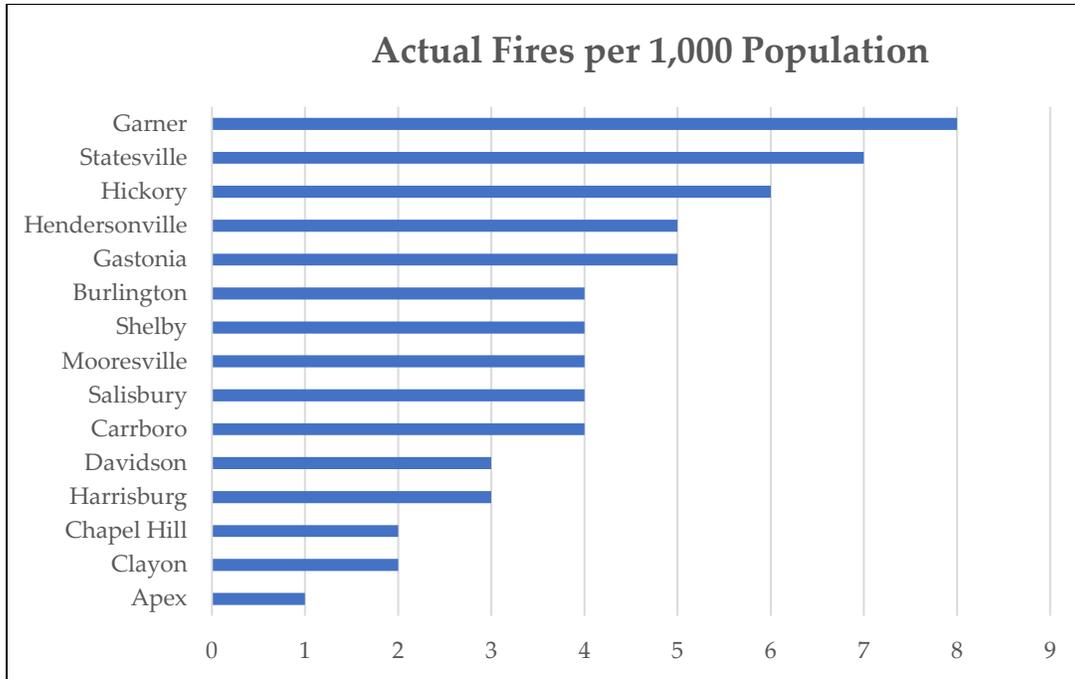
helps to ensure that the various operating requirements identified in the CIP will be accounted for in the operating budget.

The planning efforts described above should provide the Town with the necessary information to make strategic investments needed to build and maintain infrastructure. However, ensuring adequate funding is available to meet the identified requirements is likely to be a challenge. For example, the Town's public facilities repair and maintenance team has identified various maintenance related requirements totaling approximately \$1.5 million and limited funding has been provided. As a result, it will be critical for the Town to make a consistent funding commitment to ensure assets are maintained after they are constructed. This will likely require significant investments in operating and capital as well as personnel in Public Works to perform the work.

Efficient and Timely Service Delivery

The Town continues to partner with regional and community entities to provide efficient service delivery for residents. The Town's partnership with Garner Volunteer Fire and Rescue (GVFR) and Wake County helps serve over 60,000 residents in a district over 80 square miles at a reduced cost due to economies of scale. As the chart below illustrates, GVFR experiences higher levels of in-service demand than comparable communities. In 2019 alone, GVFR responded to a total of 5,564 calls for service, of which 3,344 were in the Town's limits. This higher than normal service demand puts a daily strain on employees, effective response force, and the department's apparatus fleet. Despite this, GVFR continues to provide high quality services to the Town's residents by responding to calls for service and providing fire prevention services. In 2019, GVFR was responsible for saving property valued at over \$20.5 million dollars and provided fire prevention education to 1,079 adults and 2,573 children.

Strategic Priorities



In addition, the Town’s Parks, Recreation and Cultural Resources Department has partnerships with multiple organizations that enhance opportunities for residents to participate in recreation activities. These partnerships allow for athletic and cultural programming to be provided in a more efficient and cost-effective manner. The chart below summarizes the funding provided to the various program partners:

	FY 2018 -- 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Program Partners					
Garner Baseball	\$70,087	\$65,573	\$65,573	\$66,600	\$66,600
Civitan	21,323	21,569	21,569	23,094	23,094
Miss Garner	4,000	3,500	3,500	3,500	3,500
Town Players	23,650	23,650	23,650	23,650	23,650
CASL	53,532	26,460	26,460	30,000	30,000
GAYSL	13,592	16,032	16,032	16,750	16,750
Optimist Club	21,406	0	0	0	0
Total Program					
Partners	\$207,589	\$156,785	\$156,785	\$163,594	\$163,594

Strategic Priorities

These partnerships help the Town to provide quality services in an efficient manner. This allows the Town to maintain a tax rate that ensures Garner households have one of the lowest tax burdens in Wake County. As the chart below indicates, in FY 2020-2021 Town of Garner residents will have one of the lowest tax burdens in Wake County when you consider all the charges levied by localities:

Annual property tax is based on a single family residential unit valued at the average home value according to GIS on 4/22.						
Annual water/sewer charges based on usage of 3,740 gallons or 5 CCR per month.						
Annual stormwater rates based on 2,000 square feet						
Wake County Municipalities	Property Tax Rate ¹	Annual Property Tax ²	Annual Solid Waste Fees	Annual Water & Sewer Charges	Annual Storm Water Fees	TOTAL
Knightdale	\$0.3540	\$871	\$190	\$693	\$48.00	\$1,802
Garner	\$0.4871	\$1,123	\$0	\$693	\$0.00	\$1,817
Fuquay-Varina	\$0.3600	\$1,006	\$171	\$798	\$0.00	\$1,975
Morrisville	\$0.3240	\$1,188	\$0	\$770	\$24.96	\$1,983
Raleigh	\$0.3552	\$1,122	\$205	\$693	\$60.00	\$2,080
Wake Forest	\$0.4600	\$1,451	\$0	\$693	\$0.00	\$2,145
Cary	\$0.2950	\$1,209	\$234	\$775	\$0.00	\$2,218
Apex	\$0.3480	\$1,303	\$247	\$671	\$0.00	\$2,223
Wendell	\$0.4030	\$855	\$264	\$1,226	\$0.00	\$2,345
Rolesville	\$0.4400	\$1,531	\$264	\$693	\$0.00	\$2,489
Holly Springs	\$0.4220	\$1,497	\$217	\$742	\$36.00	\$2,492
Zebulon	\$0.5432	\$1,039	\$296	\$1,455	\$24.00	\$2,814
Average	\$0.3993	\$1,183	\$174	\$825	\$16.08	\$2,199

*Rates and fees based on FY 2019 - 2020 totals as prepared by the City of Raleigh

¹ In all other localities, tax rates are based on revenue neutral estimates provided by Wake County Revenue Department

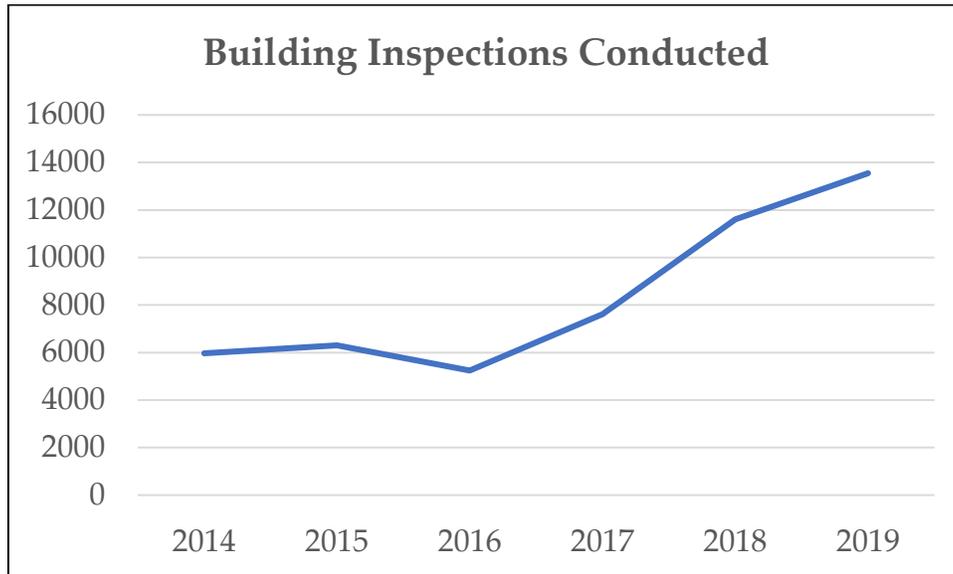
² Average home value figures provided by Wake County Revenue Department

A major reason the Town can provide quality services at a reasonable cost is the ability to attract and retain quality staff. To accomplish this, the Town maintains a strong focus on training and development opportunities through the School of Government at UNC. In addition, the Town participates in regional activities to identify and implement solutions to complex human resource challenges. For example, the Town was a leading participant in a Triangle J sandbox exercise for recruiting police officers.

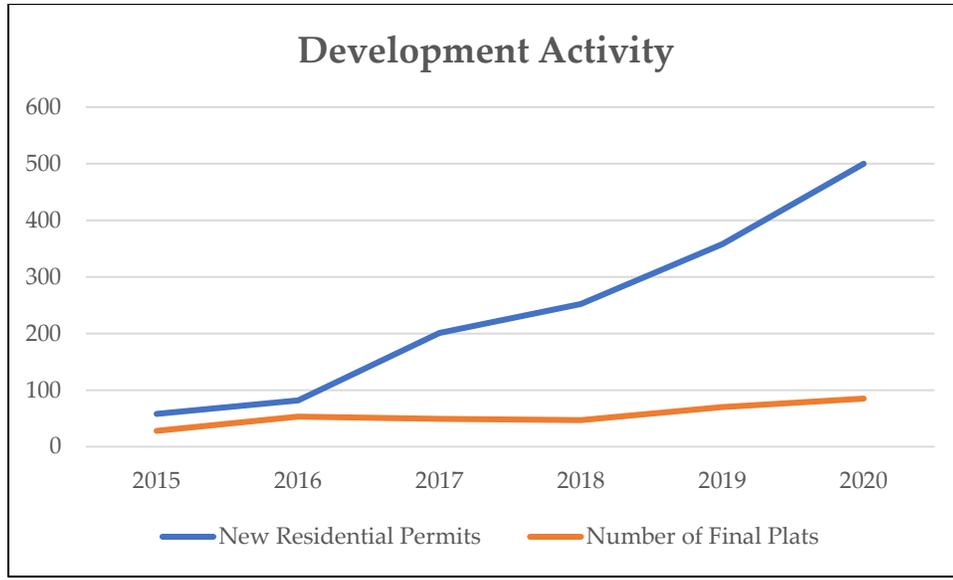
Strategic Priorities

Orderly Growth

In the first quarter of 2020, the Inspections Department issued 392 permits (including 91 single family homes and 32 townhomes) and performed 4,723 inspections. The Town Council has also approved several additional residential developments including Georgia’s Landing, Bethel, and Oak Park West (1,608 dwelling units) and 628 multi-family apartment units. In addition, the Planning Department is currently reviewing 2,466 residential and 881 multi-family apartment developments which should be considered for approval in 2020. As residential development occurs, the Town anticipates additional commercial development to address the needs of new residents. It is important to note that based on this activity, the Town has made, and will likely require additional, investments in planning and inspection related staffing to meet increases in demand.



Strategic Priorities



Despite the significant growth experienced, the Town's careful planning has allowed for a balanced residential and commercial tax base. In FY 2020, the tax base was composed of 47 percent commercial and 53 percent residential. This diversified base ensures the town can generate revenue through a real estate tax without overly relying on individual residential taxpayers.

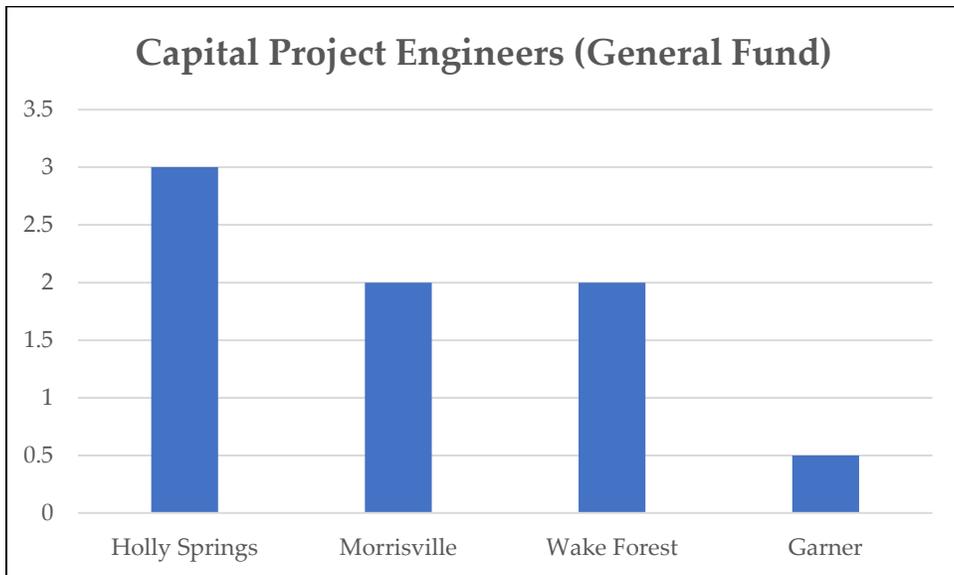
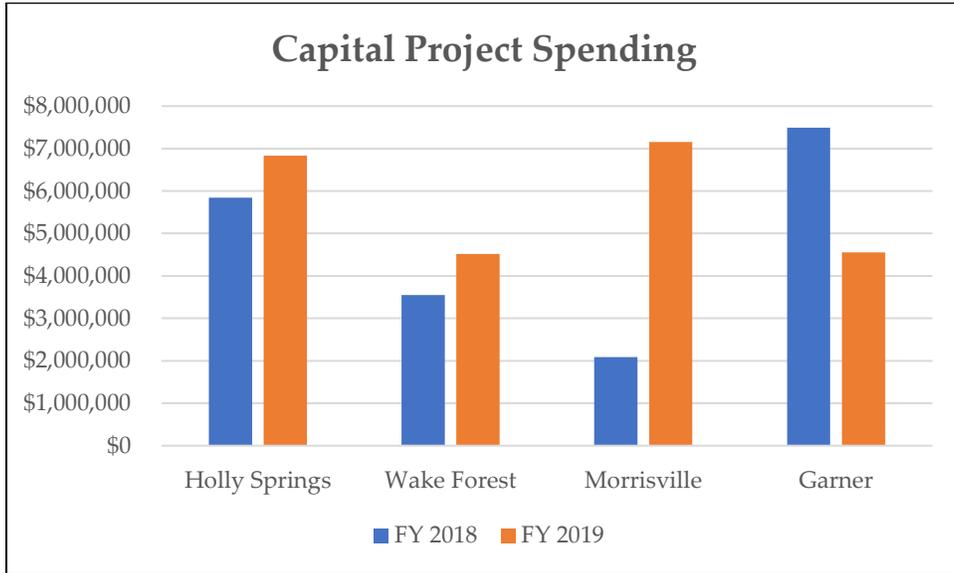
A primary reason the Town is able to accommodate significant growth is its partnership with the City of Raleigh's Water and Sewer system. In 2006 and 2010, the Town purchased additional water and sewer capacity which will allow the Town to grow 5 percent annually through 2040. In addition, this partnership allows Town residents to receive some of the lowest water and sewer fees in the region.

The Town's ability to accommodate growth allows for the Economic Development department to continue to work on attracting investments through a comprehensive strategy. The strategy includes supporting small business development through Gear Works and the efforts of the Downtown Garner Association while continuing to attract and retain larger businesses. In addition, the department recently launched a new website that will raise the Town's economic development online presence by promoting featured sites and highlighting key Garner specific data to site selectors, real estate professionals and the general public.

Finally, the Town continues to work on constructing infrastructure required to support growth. As the chart below indicates, the Town continues to invest in capital projects at,

Strategic Priorities

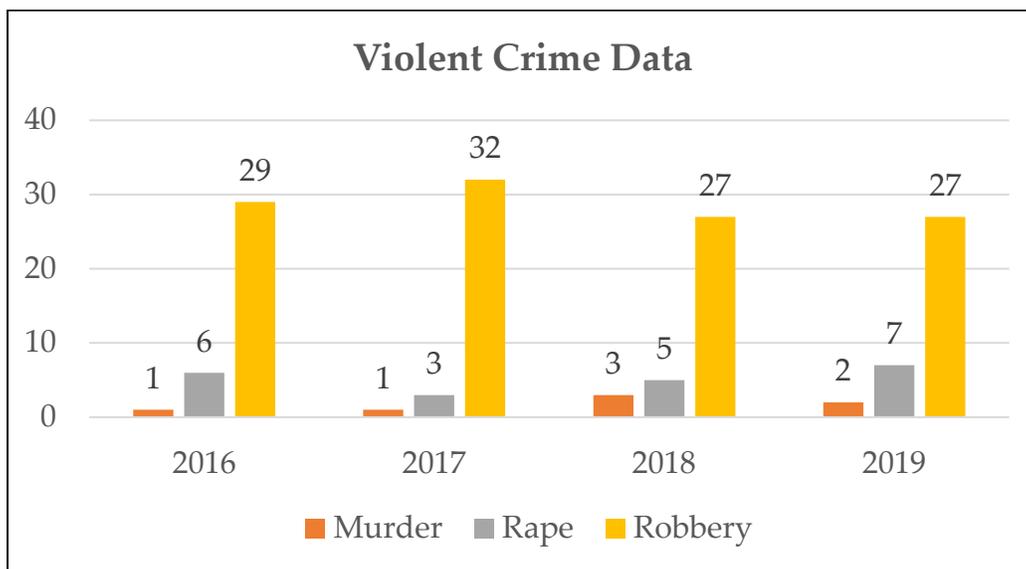
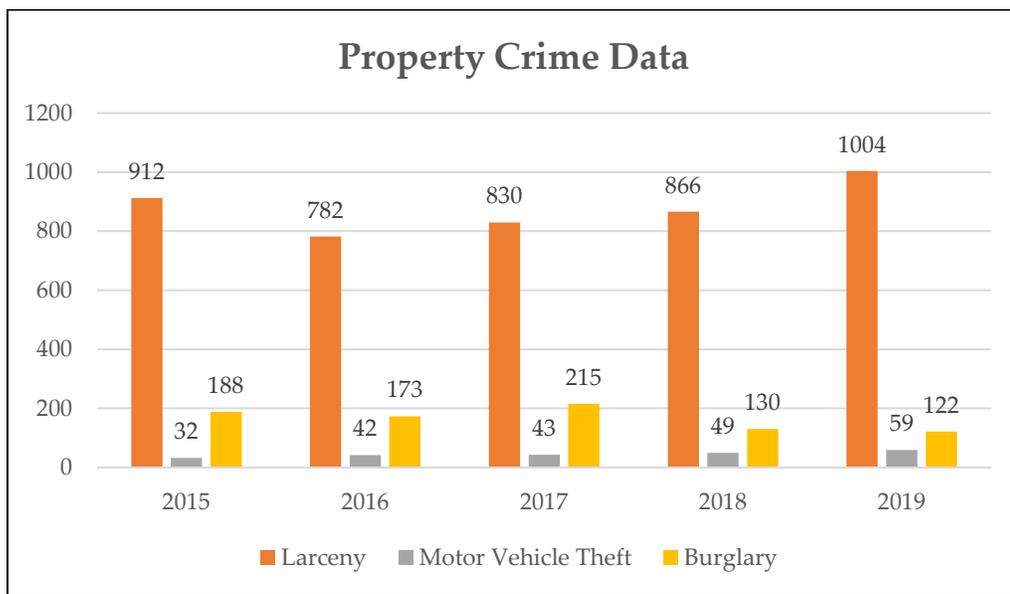
or above, the level of other regional jurisdictions. These investments will ensure the Town has adequate infrastructure and recreational opportunities to accommodate additional growth. As a result of these investments, the Town will likely be required to invest in additional resources to facilitate capital project management in future budgets.



Strategic Priorities

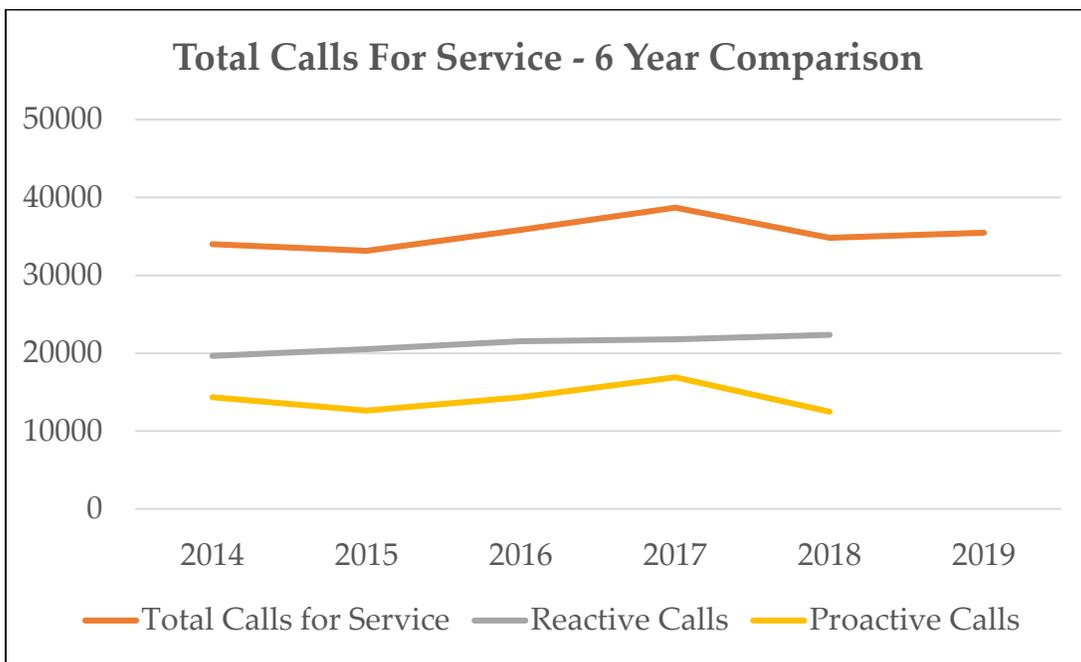
Quality of Life

The Town continues to invest in maintaining a safe and inviting community. The Police Department focuses on community policing to create partnerships between the community and the department. The body worn camera program helps ensure accountability within the department and enhances community trust. In addition, the department recently started Community Rap sessions to improve communication and trust between officers and the community. These efforts help keep the Town's crime rate low as reflected by the statistics below.



Strategic Priorities

As the Town’s population continues to increase, it will be critical to make additional investments in the Police Department to maintain service levels. A primary challenge will be maintaining the current percentage of proactive versus reactive calls for service. Departments generally have one police officer for each 1,000 calls for service and the department currently believes the number of calls for service could increase by 6,000 over the next 5 years. Without adding additional officers, this could, over time, have a negative impact on crime rates, traffic safety, and could require the department to eliminate some non-emergency related services in order to adequately respond to emergency calls.

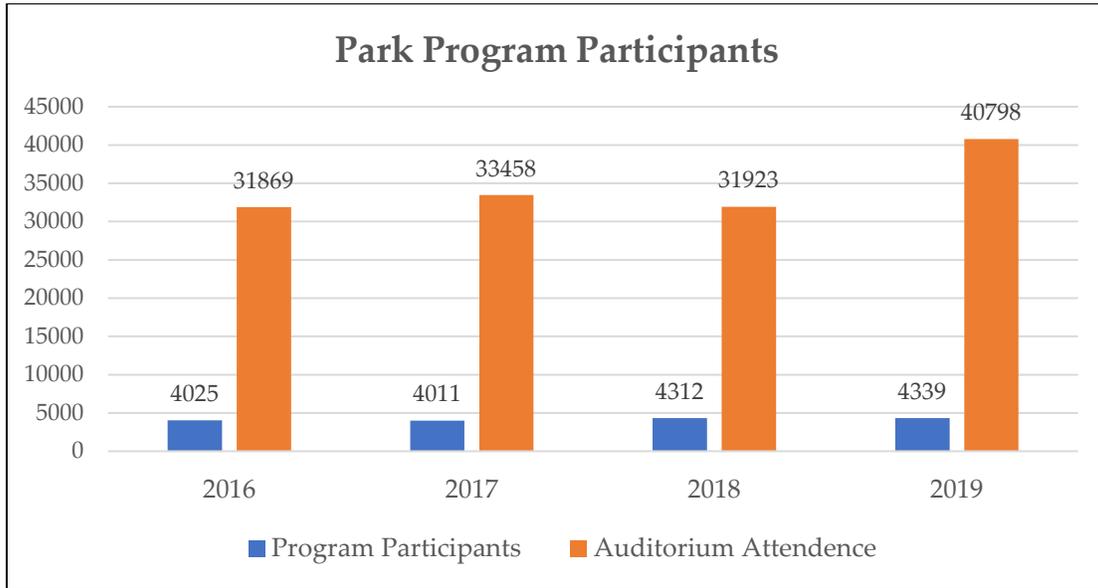


The Town takes a variety of additional measures to ensure citizens have the opportunity to become engaged in Town activities. The Communications Department streams the Town’s Council meetings and work sessions. This allows citizens to provide feedback from any location. In addition, the Town has recently produced several “pop up” town halls. These meetings are held at popular locations in the community and provide citizens an opportunity to engage with staff that provide the services they use.

Citizens are also provided access to a variety of parks and recreation activities. 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

Strategic Priorities

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. As the chart below reflects, Town residents consistently take advantage of the services offered by the Parks, Recreation and Cultural Resources Department:



In addition, the Town recently adopted a Comprehensive Plan for Parks, Recreation and Cultural Resources that will be an important tool in planning for the future. By actively engaging the public in the information gathering process, the department obtained an understanding of their current desires and what they think is important moving forward. In addition, the Town is completing two site specific master plans for the Meadowbrook and Yeargan properties which were recently purchased. These plans will help to ensure the Town continues to provide a broad mix of arts, leisure and recreational opportunities for Town of Garner residents to enjoy.

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

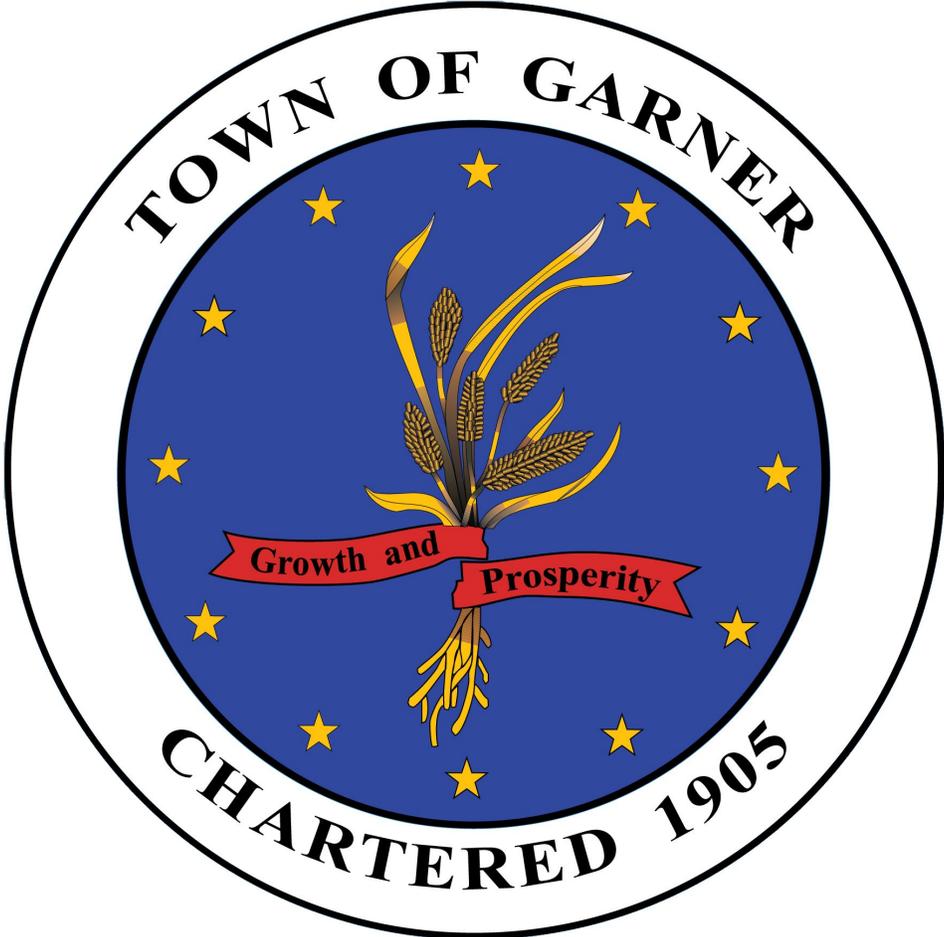
1. The Town shall continue to attempt to diversify and stabilize its economic base in order to protect the community against economic downturns and to take advantage of economic upswings.
2. The Town shall continue its private/public economic development efforts to market the Garner as a desirable place 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

INCORPORATE DATA INTO BUDGET PROCESS

The Town recently completed a lines of business exercise, link [here](#), designed to more effectively incorporate data into the Town's decision making process. Departments were tasked with identifying their challenges and opportunities and establishing metrics designed to rate performance. Some of this information was utilized to develop the new strategic priorities section of the budget. Staff anticipates some of this information being incorporated into a rewrite of the Town's strategic plan. This should allow the Town to identify high level strategic priorities and define various metrics to measure performance. This information will be utilized during future budget processes to more effectively make data driven decisions to ensure the Town is meeting its strategic priorities.

**TOWN OF GARNER
NORTH CAROLINA**



**RECOMMENDED FISCAL YEAR 2020-2021
Budget Summary**



TOWN OF GARNER
FY 2020-2021 BUDGET MESSAGE

To: Honorable Mayor and Town Council
From: Rodney Dickerson, Town Manager
Date: May 1, 2020
Re: Town Manager's Budget Message for FY 2020-2021

I am honored to present the Recommended Fiscal Year 2020 – 2021 Budget. The impact of COVID-19 will be felt by nearly all state and local governments during budget development as social restrictions are anticipated to have a significant impact on sales tax revenue. The Town of Garner is no different as sales tax makes up approximately 20 percent of revenue during a normal year. Based on anticipated shortfalls in sales tax, and other revenue categories, the Town is projecting a significant shortfall. Despite this, staff anticipates significant growth to continue over the long term and has expanded on efforts to identify future year requirements to make sure sufficient resources will be available. It is critical that we don't lose sight of the Town's long-term goals as we address short-term challenges. As a result, this budget focuses on meeting the significant challenges associated with COVID-19 while positioning the Town to meet future strategic needs.

Based on the many unknowns associated with COVID-19, staff has prepared a recommended budget that assumes the worst-case scenario in which North Carolina residents continue to be highly impacted by social restrictions. This scenario would have a significant impact on the Town's operations and ability to generate revenues. As a result, a shortfall of over \$3.0 million is projected. To address this, staff has utilized a variety of measures to minimize the impact. Departments identified reductions of \$497,702 based on operating in a COVID-19 environment and will be required to hold non-critical positions vacant for an extended period which will generate savings of \$100,000. The Town will also reduce merit pay increases which will result in savings of \$99,942. The Town will also reduce resurfacing activity which will generate savings of \$120,000 and utilize fund balance to cover one-time requirements totaling \$1,477,634. Finally, I am recommending a tax increase of 2.5 cents above the revenue neutral rate of 46.21 cents. Although this increase will help address short term challenges, the reason I

am recommending it has much more to do with positioning the Town to meet long term needs and addressing operational challenges that have been years in the making,

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 are projected to have the second lowest tax burden in Wake County after the tax increase. For the average Garner resident with a \$230,559 home, the tax increase will cost \$4.80 per month. I believe it's critical that Garner remain an affordable place to live, but the effective tax rate must remain competitive to ensure future needs can be met. Even in the current economic climate, the Town continues to experience significant development activity and has several major capital projects required to address growth that will impact the operating budget. As these facilities are constructed, it will be critical that funding is set aside to ensure they can be properly maintained. In addition, continued growth will require the Town to add new positions to address increased demand for basic services. Based on all these factors, I believe a tax increase is necessary.

Annual property tax is based on a single family residential unit valued at the average home value according to GIS on 4/22.						
Annual water/sewer charges based on usage of 3,740 gallons or 5 CCR per month.						
Annual stormwater rates based on 2,000 square feet						
Wake County Municipalities	Property Tax Rate ¹	Annual Property Tax ²	Annual Solid Waste Fees	Annual Water & Sewer Charges	Annual Storm Water Fees	TOTAL
Knightdale	\$0.3540	\$871	\$190	\$693	\$48.00	\$1,802
Garner	\$0.4871	\$1,123	\$0	\$693	\$0.00	\$1,817
Fuquay-Varina	\$0.3600	\$1,006	\$171	\$798	\$0.00	\$1,975
Morrisville	\$0.3240	\$1,188	\$0	\$770	\$24.96	\$1,983
Raleigh	\$0.3552	\$1,122	\$205	\$693	\$60.00	\$2,080
Wake Forest	\$0.4600	\$1,451	\$0	\$693	\$0.00	\$2,145
Cary	\$0.2950	\$1,209	\$234	\$775	\$0.00	\$2,218
Apex	\$0.3480	\$1,303	\$247	\$671	\$0.00	\$2,223
Wendell	\$0.4030	\$855	\$264	\$1,226	\$0.00	\$2,345
Rolesville	\$0.4400	\$1,531	\$264	\$693	\$0.00	\$2,489
Holly Springs	\$0.4220	\$1,497	\$217	\$742	\$36.00	\$2,492
Zebulon	\$0.5432	\$1,039	\$296	\$1,455	\$24.00	\$2,814
Average	\$0.3993	\$1,183	\$174	\$825	\$16.08	\$2,199

*Rates and fees based on FY 2019 - 2020 totals as prepared by the City of Raleigh

¹ In all other localities, tax rates are based on revenue neutral estimates provided by Wake County Revenue Department

² Average home value figures provided by Wake County Revenue Department

As noted above, staff anticipates significant growth to continue despite the impact of COVID-19. The Town is currently experiencing, and anticipates additional, growth in the residential and commercial real estate market. In the first quarter of 2020, the Inspections Department issued 392 permits (including 91 single family homes and 32 townhomes) and performed 4,723 inspections. The Town Council has also approved several additional residential developments including Georgia's Landing, Bethel, and Oak Park West (1,608 dwelling units) and 628 multi-family apartment units. In addition, the Planning Department is currently reviewing 2,466 residential and 881 multi-family apartment developments which should be considered for approval in 2020. Even if the impact of COVID-19 on development activity lags several months behind, the Town is still likely to experience development growth over the course of the year.

To ensure the Town is positioned to meet the demands associated with growth, staff has prepared a five-year operating projection to match future expenditures to resources. The current projection, which factors in only baseline operating costs and no new positions or initiatives related to growth, indicates that the Town will have limited funding available in future years to address requirements. As a result, significant shortfalls occur when the impact of funding future needs is factored in. Based on the Town's significant upcoming requirements, the five-year projection makes it clear that additional resources are required.

The Town's capital improvement plan (CIP) includes projects totaling over \$96.1 million. This includes a new fire station to address growth along the 401 corridor, nearly \$63.0 million in transportation requirements and significant investments in parks and recreation. Several of these investments will impact the Town's operating budget and current projections indicate that sufficient funding will not be available to operate and maintain these projects without additional revenue. In addition, a significant portion of the unfunded section in the CIP (see Unknown Funding Source in the table below) is associated with Capital Renewal which includes projects to maintain and replace things like playgrounds at existing parks and roofs on existing buildings. As the Town looks ahead to funding new capital projects it will be critical to include funding for maintenance of existing assets. While the recommended tax increase will not allow the Town to fund all these requirements, it will help to alleviate projected shortfalls identified in the five-year operating budget.

Category	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Parks	0	1,000,000	7,466,667	7,466,667	7,466,666	\$23,400,000
Transportation	7,517,631	5,336,934	7,947,270	21,561,076	20,374,574	\$62,737,486
General Government	0	500,000	3,850,000	2,968,000	0	\$7,318,000
Stormwater	0	0	645,000	0	504,000	\$1,149,000
Capital Renewal	70,859	450,244	390,371	314,416	340,275	\$1,566,165
Total	\$7,588,490	\$7,287,178	\$20,299,308	\$32,310,160	\$28,685,515	\$96,170,651

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	0	0	0	0	0	\$0
Bond Proceeds	5,732,277	550,000	0	0	0	\$6,282,277
Future Bond Proceeds	0	4,050,000	13,193,334	14,910,934	12,033,332	\$44,187,600
Impact Fees	0	0	800,000	800,000	800,000	\$2,400,000
Powell Bill	616,100	622,261	628,484	634,768	641,116	\$3,142,729
Appropriated Fund Balance	502,813	0	0	0	0	\$502,813
Partner Agency Funding	0	150,000	2,840,000	14,890,400	13,600,000	\$31,480,400
Other	737,300	744,673	752,120	759,641	766,792	\$3,760,527
Unknown Funding Source	0	1,170,244	2,085,371	314,417	844,275	\$4,414,306
Total	\$7,588,490	\$7,287,178	\$20,299,308	\$32,310,160	\$28,685,515	\$96,170,651

The Town will also be required to fund a variety of items to address growth in the population. Increases in population have a direct impact on the workloads of the Police and Fire Departments. Police Departments generally have one police officer for each 1,000 calls for service and staff currently anticipates that calls for service could increase by 6,000 over the next 5 years. As development increases so too must the staff in the Planning, Engineering and Inspection Departments. Additional staff will also be needed to oversee projects, maintain infrastructure and provide parks and recreation services. As a result, it is critical for the Town to factor in the financial impact of adding these positions to meet future requirements.

The FY 2020-2021 budget year will be critical for the Town of Garner. We will be required to continue to address the impact of COVID-19 while preparing for the future growth that is anticipated. I believe this budget addresses both of these challenges. Staff has identified a variety of measures to address the projected impact of COVID-19. In addition, the recommended tax increase will continue efforts to ensure the Town is able to meet future requirements. We can all agree that this pandemic will end someday. When that happens, we want to be strategically and financially positioned to get back on a path of "opportunities through wise planning and investment." Growth is coming to Garner and I believe the actions taken in this budget will allow for Garner to remain a great place to be now and in the future.

Respectfully submitted,

Rodney Dickerson

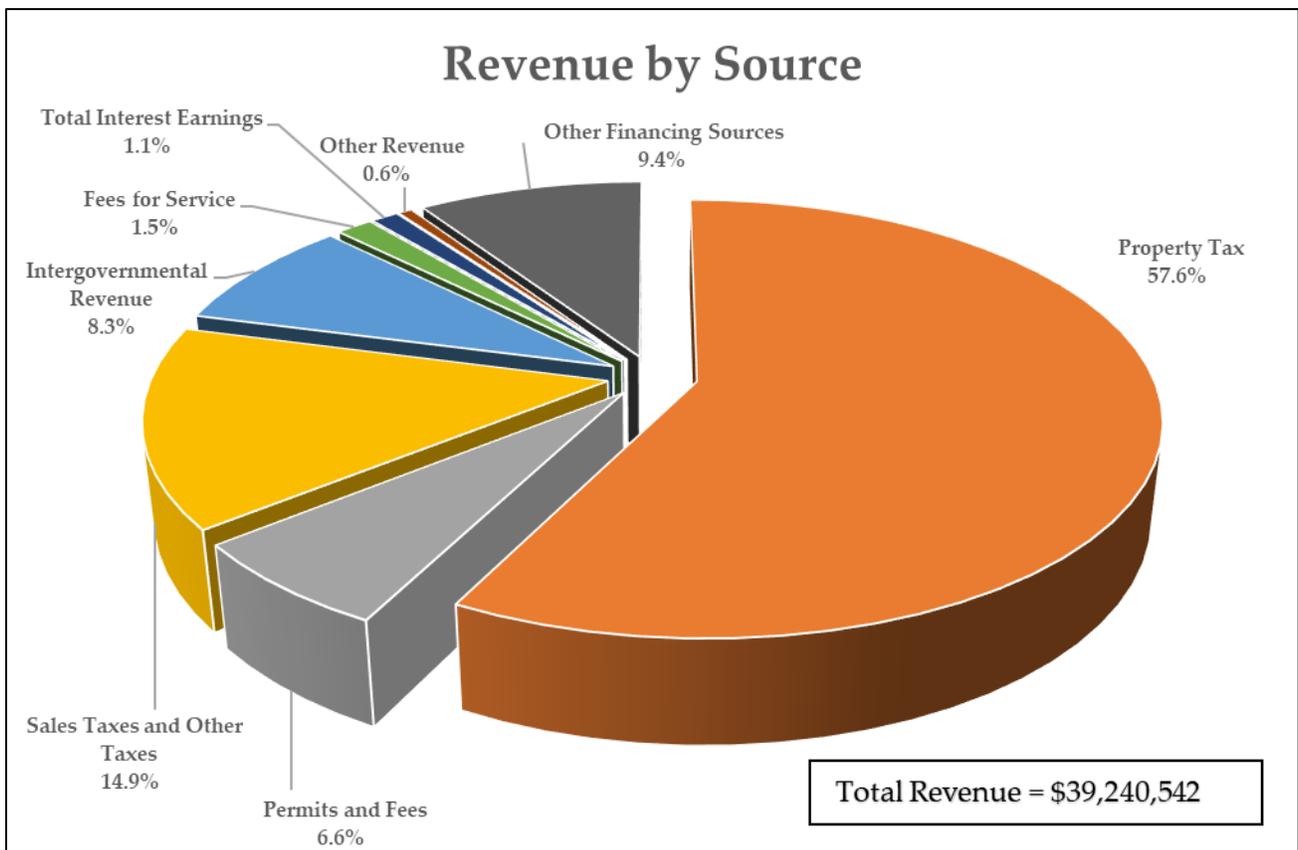
Rodney Dickerson
Town Manager

FY 2020 – 2021 GENERAL FUND SUMMARY

The total FY 2020 - 2021 Town of Garner Recommended Budget is \$39,240,542, an increase of \$1,795,917, or 4.8 percent, over the FY 2019 – 2020 Adopted Budget. Growth is primarily related to baseline operating and personnel requirements necessary to meet anticipated growth. Additional revenue is available primarily due to growth in Property Taxes, Permits and Fees and Other Revenue Sources. Details on both the revenue and expenditure adjustments are included in the sections that follow.

REVENUE SUMMARY

The FY 2020 – 2021 Recommended Budget includes revenue of \$39,240,542, an increase of \$1,795,917, or 4.8 percent, over the FY 2019 – 2020 Adopted Budget. This increase is primarily based on growth in the Property Taxes, Permits and Fees and Other Revenue Sources. 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 72.5 percent of the Town’s revenue.



Property Taxes

The projected Town-wide value of assessed property for the FY 2020 - 2021 Recommended Budget has increased by \$981.1 million, or 26.5 percent, over the current projection for FY 2019 - 2020. This growth is primarily related to Wake County performing a revaluation of property values for the first time in four years. During that time, Town of Garner residential properties increased by 23 percent on average and commercial properties increased by 32 percent on average. The chart below summarizes the valuation history over the last ten years. It's important to note that the Town has seen consistent growth over the last six fiscal years after several years of declining values or limited growth. 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
2020 - 21 ¹	3,980,000,000	149,000,000	560,000,000	4,689,000,000	26.5%
2019 - 20	3,041,603,671	148,748,820	517,561,706	3,707,914,197	5.0%
2018 - 19	2,896,345,048	133,018,450	501,357,045	3,530,720,543	4.6%
2017 - 18	2,777,319,789	132,723,662	465,841,514	3,375,884,965	3.4%
2016 - 17 ¹	2,710,296,531	118,064,138	436,166,161	3,264,526,830	2.2%
2015 - 16	2,665,301,113	114,535,800	415,485,692	3,195,322,605	4.1%
2014 - 15	2,584,113,562	85,722,393	399,221,556	3,069,057,511	-1.1%
2013 - 14	2,545,063,692	84,992,903	473,055,267	3,103,111,862	3.0%
2012 - 13	2,525,516,066	84,276,805	402,724,696	3,012,517,567	0.3%
2011 - 12	2,516,107,912	73,569,802	415,286,643	3,004,964,357	0.8%

¹ Beginning in FY 2017, Wake County began performing a revaluation on real property every four years. Prior to that, a revaluation was performed every eight years.

The FY 2020 – 2021 recommended property tax rate of 48.71 cents per \$100 of assessed valuation is a decrease of 7.29 cents from FY 2019 - 2020. The recommended rate is 2.5 cents above the revenue-neutral rate of 46.21 cents per \$100 of assessed valuation. The revenue-neutral rate is the tax rate that would generate the same amount of revenue the Town would expect to receive if no revaluation had occurred. The recommended budget includes an increase over the revenue neutral rate to help address projected shortfalls in the Town's five-year operating budget forecast. The proposed rate will better position the Town to address the challenges and opportunities associated with the steady growth the Town has experienced in recent years and will likely continue to experience after the impacts of COVID-19 recede.

Permits and Fees

The FY 2020 – 2021 Recommended Budget includes an increase of \$277,500, or 12.0 percent, over the FY 2019 – 2020 Adopted Budget. Despite the impact of COVID-19, the Town continues to experience significant development activity. In the first quarter of 2020, the Inspections Department issued 392 permits (including 91 single family homes and 32 townhomes) and performed 4,723 inspections. The Town Council has also approved several additional residential developments including Georgia's Landing, Bethel, and Oak Park West (1,608 dwelling units) and 628 multi-family apartment units. In addition, the Planning Department is currently reviewing 2,466 residential and 881 multi-family apartment developments which should be considered for approval in 2020. Based on this, additional growth in development related permits and fees is anticipated.

Sales Taxes and Other Taxes

The FY 2020 – 2021 Recommended Budget includes a decrease of \$1,323,672, or 18.5 percent from the FY 2019 – 2020 Budget. This is based on a projected decrease of 19.0 percent in sales tax receipts. The sales tax estimate is highly variable as there is limited data to review to determine the actual impact of COVID-19 on spending activity. This is due to a three-month delay between when sales occur and when localities receive data on activity. As a result, staff is reliant on prior year experience to estimate the projected impact. Staff has reviewed statewide data on which industries generate sales tax receipts and estimates that retailers generating approximately 51 percent of gross receipts have the potential to be highly impacted by COVID-19. While this is subject to change, it indicates the impact of COVID-19 on sales tax receipts is likely to be significant.

Intergovernmental

The FY 2019 – 2020 Recommended Budget includes a decrease of \$35,462, or 1.1 percent, from the FY 2019 – 2020 Adopted Budget. This is primarily based on the Town refinancing debt that generated revenue through the Build America Bond Program. The decision was made to refinance the debt because it resulted in net savings of \$337,590.

Fees for Service

The FY 2019 – 2020 Recommended Budget includes a decrease of \$105,500, or 15.2 percent, from the FY 2019 – 2020 Adopted Budget. This is based on a projected decrease of 22.1 percent in Parks, Recreation and Cultural Resource revenues. At this point, staff anticipates that a significant number of summer and fall events could be impacted by social distancing

guidelines associated with COVID-19. As a result, various parks programming such as sports leagues and summer camps are at risk of being cancelled.

Interest Earnings

The FY 2020 – 2021 Recommended Budget includes a decrease of \$130,000, or 22.4 percent, from the FY 2019 – 2020 Adopted Budget. The Federal Reserve has made significant reductions to interest rates in an attempt to stimulate the economy to offset the impacts of COVID-19. As a result, the Town anticipates their investments will achieve a significantly reduced rate of return.

Other Revenue

The FY 2020 – 2021 Recommended Budget includes an increase of \$1,500, or 0.7 percent, over the FY 2019 – 2020 Adopted Budget. This is based on staff making minor adjustments to various revenue categories based on prior year experience.

Other Financing Sources

The FY 2020 – 2021 Recommended Budget includes an increase of \$1,083,926, or 41.8 percent, over the FY 2019 – 2020 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 2020 – 2021 Recommended Budget includes funding of \$128,294 for only one of 42 decision packages submitted by departments. Based on the unprecedented economic factors impacting the Town of Garner, an additional School Resources Office at South Garner High School was funded to protect the safety of students at the school.

School Resource Officer	<u>\$128,294</u>
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Funding of \$128,294 has been included to cover the cost of a School Resource Officer position in the Police Department. Of this total, funding of \$58,420 is required for personnel related costs, \$55,974 is for various capital equipment and \$13,900 for various operating requirements. This position will allow for a second School Resource Officer at South Garner High School

which will be adding 12th graders in FY 2021. This position will allow for an appropriate student to staff ratio to be maintained following the addition of another grade.

Summary of Reductions and Unfunded Decision Packages

The FY 2020 – 2021 Recommended Budget includes reductions of \$597,702 and unfunded decision packages totaling \$2,497,267. Reductions were prepared based on the assumption that COVID-19 continues to impact the Town’s operation in FY 2020 – 2021. As a result, some items may be restored during the fiscal year if circumstances change. In addition, the Town deferred a significant number of decisions packages that are necessary to address anticipated growth. Some of these decision packages may need to be funded during the budget year to meet increased service demands.

Reductions Utilized to Balance the FY 2020 - 2021 Budget		
Department	Reduction Total	Impact
Townwide	\$100,000	A decrease of \$100,000 would require the Town to centrally budget anticipated position turnover within Departments. This will require departments to extend vacancies resulting in operational deficiencies.
Townwide	\$7,500	A decrease of \$7,500 would result from the Town continuing 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 of how the Town could generate efficiencies.
Townwide	\$61,460	A decrease of \$61,460 would result in various departments not participating in scheduled trainings. This would have an impact on staff's career development and overall employee morale. This could be mitigated by participating in remote trainings.
Governing Body	\$33,000	A decrease of \$33,000 would require the Town to eliminate the current agreement with the Town's lobbyist. This would impact the Town's ability to stay abreast of upcoming state legislation and partner agencies.

Finance	\$2,900	A decrease of \$2,900 would eliminate funding for a Laserfiche printer and a new safe for the Finance Department.
Finance	\$5,775	A decrease of \$5,775 would eliminate funding for the PACE program. This program is offered by Tyler Technologies and provides an assessment of the Town's financial system to offer recommendations on how it can be more efficiently and effectively utilized.
Economic Development	\$15,000	A decrease of \$15,000 would require the Downtown Garner Association to delay projects designed to improve the aesthetic appeal of downtown. This would impact efforts to make downtown a destination for community driven visual arts which will have an impact on economic activity in downtown.
Economic Development	\$4,800	A decrease of \$4,800 would impact the Economic Development Department's ability to attract and retain private sector industry to the Town of Garner.
Communications	\$3,700	A decrease of \$3,700 would reduce funding available for graphic design services. This would reduce the amount of graphic design services that could be performed for the Town and individual departments.
Communications	\$200	A decrease of \$200 would reduce funding available for promoting Town events, news and stories on Facebook
Communications	\$4,000	A decrease of \$4,000 would reduce by half the number of Guide to Garner magazine hard copies available for the public.
Human Resources	\$7,250	A decrease of \$7,250 would eliminate funding available for Municipal and County Administration and Public Executive Leadership Academy trainings offered by UNC. This would prevent a staff member from participating in each of these trainings which would impact career development efforts.
Human Resources	\$500	A decrease of \$500 would require the Town to reduce wellness related activities such as flu shot clinics, lunch and learns and the Hope Health Newsletter.

Engineering	\$20,000	A decrease of \$20,000 would require the Engineering Department to delay hiring a vacant construction inspector position until October. This would impact the Department's ability to inspect public and private construction projects in an appropriate timeframe.
Planning	\$20,000	A decrease of \$20,000 would require the Planning Department to delay hiring the recently approved planning technician position until October. This would limit the Department's ability to reduce the wait times for reviewing development submissions.
Planning	\$3,650	A decrease of \$3,650 would reduce funding available for postage, telephone reimbursement and printing. This may impact the department's ability to meet various administrative needs throughout the fiscal year.
Information Technology	\$7,000	A decrease of \$7,000 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	\$1,000	A decrease of \$1,000 would prevent the Department from soundproofing the server room which is necessary as a recently purchased server makes a consistent and loud noise that is disruptive to nearby employees.
Public Works	\$34,890	A decrease of \$34,890 would eliminate the funding available for snow removal. This would require Council to approve additional funding for snow removal supplies during FY 2021 if multiple snow events occur.

Public Works	\$22,980	A decrease of \$22,980 would result from various savings associated with delaying the opening of the Recreation Center for three months.
Public Works	\$37,005	A decrease of \$37,005 would reduce mulching in various right of ways and town facilities. This would have an aesthetic impact on various locations within the Town and would likely result in additional citizen complaints.
Police	\$11,500	A decrease of \$11,500 would eliminate overtime funding associated with July 3rd.
Police	\$2,002	A decrease of \$2,002 would reduce the amount of lethal force, scenario-based training the Police Department would be able to complete.
Police	\$4,100	A decrease of \$4,100 would eliminate funding for a storage building at the K9 training site.
Police	\$5,900	A decrease of \$5,900 would eliminate funding available for sniper equipment. This would impact the Department's ability to utilize a sniper as part of the tactical response team.
Police	\$10,240	A decrease of \$10,240 would eliminate funding for rifle rated vests. This would require the Town to make an additional investment in a future year to maintain the 10-year replacement cycle.
Police	\$1,500	A decrease of \$1,500 would reduce funding available for uniform replacements
Police	\$5,000	A decrease of \$5,000 would eliminate funding available for wellness center replacement equipment. This could result in reduced equipment being available for staff to utilize.
Inspections	\$40,000	A decrease of \$40,000 would require the Inspections Department to delay the hiring of a Code Compliance Officer until March. This would impact the Department's ability to resolve code enforcement cases which are expected to continue to increase as the Town's population increases.

Inspections	\$15,000	A decrease of \$15,000 would require the Inspections Department to delay the hiring of a Building Inspector position until September. This would impact the Department's ability to meet state related requirements associated with completing inspections in an appropriate timeframe. This could be mitigated by a reduction in development activity based on COVID-19.
Parks	\$1,350	A decrease of \$1,350 would result in July movie night being canceled. This event will likely not occur based on COVID-19.
Parks	\$3,334	A decrease of \$3,334 would result in a three-month delay in hiring a fitness instructor at the Garner Recreation Center
Parks	\$12,486	A decrease of \$12,486 would require the Town to delay the opening of the Garner Recreation Center for three months
Parks	\$57,640	A decrease of \$57,640 would require the Parks Department to modify the summer camp schedule. The Department would provide a four-week Camp Kaleidoscope program with a maximum of 40 participants as opposed to the 80 usually accepted. It would cancel the new Camp Kaleidoscope Sr. as well as all specialty and preschool camps.
Parks	\$13,140	A decrease of \$13,140 would result in all summer athletic programming being canceled.
Parks	\$1,400	A decrease of \$1,400 would result in the cancelation of Theatre Camp.

Decision Packages Not Funded as Part of the FY 2020 - 2021 Budget

Department / Request	Funding Total	Request Summary
Town Manager	\$50,000	This request would allow the Town to hire an independent consultant to assist with the merger between the Town and Garner Volunteer Fire and Rescue.
Communications	\$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; marking 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.
Parks - Park Administrative Support Specialist	\$74,897	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)	\$38,201	This position would manage activates 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 - Park Planner Position	\$96,704	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 opportunities to meet growing demand in future years.
Parks - General Maintenance	\$132,823	This request would allow for various maintenance related improvements to be made at the Avery Street Recreation Center and for the tennis courts at Creech Road, South Garner and Greenbrier to be resurfaced.
Parks - New Bus	\$63,406	This request would allow the Department to purchase a new bus which would allow for more children to attend the after-school program.
Parks - Summer Camp	\$1,875	This request would allow the Department to host a weeklong basketball camp (9am-12pm) for ages 6-17.

Parks - New Programs	\$5,350	This request would allow the Department to host three new special events. Summer Jam Glow Party would target youth ages 12 - 16 for a unique twist on a dance party. PAWS and PLAY Day would be a pet-friendly event highlighting the Town's Dog Parks. Finally, Community Day would bring neighbors together at one of our smaller parks to create a sense of community.
Parks - Replacement Table and Chairs at White Deer Park	\$5,160	This request would allow for the tables and chairs at the Nature Center to be replaced. These chairs are frequently utilized during rentals and are approximately 10 years old.
Fire Services - Three Fire Fighter Positions	\$167,598	These positions would allow the Department to complete the staffing model of having four fulltime personnel on all staffed units. Currently the Department's four engines are staffed with a maximum of four firefighters, however the ladder/rescue company only have a maximum of three firefighters. This company is a dual truck company which transitions depending on the call to either our ladder or rescue truck. In most departments that staff ladder/rescue companies, their staffing for those units exceed that of the engines. Garner Volunteer Fire and Rescue is still trying to obtain identical staffing levels at this time.
Fire Services - Replacement Vehicle	\$44,268	This funding would allow the Department to replace a vehicle used by operational staff after a fire to transport contaminated hose, personnel protective equipment, SCBA's, and misc. firefighting tools. It's also used as a transportation vehicle for line staff to attend training meeting, exercises, and out of town travel. The use of a smaller vehicle rather than large apparatus cuts down on mileage, fuel cost, and preventive maintenance.
Fire Services - Training Software	\$7,325	This funding would allow the Department to purchase a software that creates an online opportunity for fire department training. The platform features more than 250 hours of EMS recertification training, more than 60 hours of NFPA training, and applications for tracking firefighter compliance, employee scheduling, and conducting inspections of apparatus and equipment.
Fire Services - Training Classes	\$10,000	This funding would allow the Department to host an external instructor training class annually. This would provide training for all employees on various types of training that is unavailable internally.

Fire Services - Replacement of Firefighting Equipment (PPV Fans and Nozzles)	\$19,996	This funding would allow the Department to replace their fleet of PPV fans which are exceeding 20 years of age. They are gas powered and require frequent maintenance and refueling. When out of service for repairs they are not available for extended periods of time. The gas engine also produces carbon monoxide and other harmful exhausts that have the potential to enter a citizen's house or commercial buildings. Our nozzle inventory mainly consists of nozzles even older than the PPV fans. They were designed for an older style fire hose and do not accurately reflect the fire attack strategies and tactics we would like to use in today's common building construction.
Police - Community Liaison Officer	\$128,294	This position would allow a single officer to focus on and coordinate community outreach and education along with crime prevention functions. This officer's responsibilities would include, but not be limited to: coordinating our Citizen's Police Academy, working with the Town's Technical Review Committee, coordinating Neighborhood Watch Associations and NextDoor communication, ongoing community meetings, Hispanic community outreach, conducting CPTED/security surveys, church safety assessments, managing the "Coffee with a Cop" program, lead social media manager, and coordinating "Barbershop Rap Sessions", that are aimed at enhancing our outreach with the African American community.
Police – Faro Laser	\$54,049	This funding would allow the Department to purchase a Faro Laser which is used for traffic accident reconstruction. The current method requires 2 to 4 officers approximately 4 hours to conduct an on-scene investigation and another 4-6 weeks to finish the reconstruction. The new equipment would require a single officer for approximately 45 minutes to conduct an on-scene investigation and 1-2 weeks to complete the reconstruction.
Police – Investigative Database	\$11,250	This funding would allow the Department to purchase a commercial license plate reader data access as well as facial recognition software that is publicly available.
Police - Corporal	\$5,800	This funding would allow the Department to implement the new rank of Police Corporal within the current police leadership structure.
Police - Cell Phones	\$43,248	This funding would allow for a smart phone to be provided to all sworn personnel.
Police - Master Officer Career Path	\$24,935	This funding would allow the department to implement a master officer career path which would recognize and reward officers for training, experience, and years of service.
Police - Cubicles	\$17,603	Additional cubicles would allow the department to reorganize their office configuration to accommodate additional personnel growth.

Police – COHORT Training	\$10,000	This funding would allow the Department to fund two training sessions designed to facilitate dialogue that promotes an inclusive exchange of information, thoughts, and ideas from all stakeholders in the community. The trainings teach diversity and the need to understand the various cultures in our community. This is critical in policing today to have the ability to understand other cultures and how the past affects current policing practices.
Police - Two Patrol Officers	\$256,588	These positions would allow the Department to address growth in the Town's population that is impacting service levels. Departments generally have one police officer for each 1,000 calls for service and the department currently believes the number of calls for service could increase by 6,000 over the next 5 years. Without adding additional officers, this could, over time, have a negative impact on crime rates, traffic / highway safety, and could require the department to eliminate some non-emergency related services in order to adequately respond to emergency calls.
Police - SRT Communications	\$9,750	This funding would allow the Department to purchase a communications system that would allow for both hearing protection and for the operators to hear the ambient noise while performing their duties; thus providing safer and more complete communications between the team members and command.
Police - Rifle Helmets & Rifle Plates	\$10,600	This funding would allow the Department to purchase ten sets of Rifle-Rated Helmets & Rifle-Rated Plates to complete full implementation for all sworn officers.
Police/IT - Conversion of Part Time Police IT Specialist to Full Time	\$49,030	This funding would allow for the part time IT position in Police to be converted to full time. This is necessary based on the increased workload and the Police Departments long term IT requirements.
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 a consistent product of maintenance on 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 - Building Maintenance Technician	\$102,780	This position would allow the Building Maintenance staff to provide the proper level of service with building maintenance and inspection tasks. It would ensure that the Department has the proper level of staffing needed to provide service to Town facilities.

Public Works - Playground Guardian	\$10,680	This funding would allow the Department to hire a third-party company that would perform audits on playgrounds and will provide software to compile data and pictures on all of the them. During this audit, they would also perform maintenance of picking up trash to tightening bolts.
Public Works - Fencing	\$90,000	This funding would allow the Department to replace split rail fencing at Lake Benson Park and to add fencing around the soccer fields at South Garner and Centennial Parks.
Public Works - Bleacher Replacement	\$19,000	This funding would allow the Department to start replacing bleachers at the Town's sports fields and parks due to age and condition.
Public Works - Replacement of Centennial Playground	\$270,000	This funding would allow for the replacement of the playground at Centennial Park.
Public Works - New Pickup	\$32,000	This funding would allow the Fleet Division to purchase an additional pickup truck. Staff often require two trucks to perform duties and there is generally not a spare vehicle for staff to utilize.
Public Works - Streets Concrete Mixer	\$27,610	This funding would allow the Streets Division to purchase a concrete mixer which would allow for the concrete to be poured the same day the old concrete is removed instead of waiting a day or longer for concrete to be delivered by appointment.
Public Works - Sidewalk Maintenance Pilot Program	\$15,000	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 - Plan Reviewer	\$106,456	This position would allow for dedicated position to perform plan review. This function is currently performed by the Assistant Town Engineer and adding this position would allow the Assistant to focus on performing higher level tasks such as project management.
Engineering -Transoft AutoTurn Online Software	\$1,000	This funding would allow staff to design intersections and/or roundabouts, so they are appropriately designed to accommodate the design vehicle required, including semi-truck and/or bus traffic. The software allows you to quickly draw and visualize how the required design vehicle would navigate the intersection for each turning movement to ensure all infrastructure installed meets appropriate clearances to accommodate the design vehicle.
Engineering - GTCO CalComp Digitizing Drawing Board	\$2,399	This funding would allow data from as-built drawings (streets, sidewalks, storm drain, water, sewer, etc.) to be added to digital GIS files by multiple methods at survey grade accuracy.

Planning - GIS Planner	\$70,598	This position would provide mapping assistance for the public; web application and maintenance; data maintenance for zoning, re-zoning, corporate limits and other local data; demographic data analysis and reports; management of Town's ESRI software contract and licensing; and GIS tech support to Town staff.
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Summary of Employee Benefits

The FY 2020 – 2021 Recommended Budget includes an increase in Personnel costs of \$512,802, or 2.97 percent, over the FY 2019 – 2020 Adopted Budget. A significant portion of this total is based on an increase of \$461,996, or 4.24 percent, in Salaries. Of the increase in Salaries, \$189,428 is associated with merit-based salary adjustments for existing employees. Based on the economic challenges associated with COVID-19, it's important to note that a 33 percent reduction was included in employees' merit pay. An additional increase of \$272,568 is associated with the new school resource officer position recommended for approval and positions approved out of cycle in FY 2020 to meet development requirements.

The FY 2020 – 2021 Recommended Budget also includes an increase of \$201,616, or 12.6 percent, over the FY 2019 – 2020 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 8.99 percent to 10.19 percent for regular employees and 9.70 percent to 10.84 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 2017-18</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 2020-21</u>
<u>Category</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Recommended</u>
				<u>Budget</u>
Salaries	\$9,973,423	\$10,307,362	\$10,905,483	11,367,479.00
Temporary Salaries	\$600,665	\$753,703	\$756,519	686,853.00
Longevity	\$184,757	\$161,511	\$170,479	173,060.00
FICA	\$841,531	\$895,459	\$942,023	968,598.00
Retirement	\$1,311,112	\$1,372,202	\$1,596,955	1,798,571.00
Group Insurance	\$1,947,328	\$2,225,020	\$2,199,801	2,134,536.00
Overtime	\$79,649	\$86,865	\$89,484	79,483.00
Temp - Overtime	\$2,300	\$2,300	\$1,403	1,403.00
LEO Separation Pay	\$304,441	\$263,354	\$249,242	233,798.00
Retiree Healthcare	\$351,694	\$404,048	\$348,874	329,284.00
Retiree Payout ¹	\$33,105	\$0	\$0	0.00
Total	\$15,630,005	\$16,471,824	\$17,260,263	\$17,773,065
<i>% Change</i>	<i>4.27%</i>	<i>5.39%</i>	<i>4.79%</i>	<i>2.97%</i>
<i>\$ Change</i>	<i>\$563,983</i>	<i>\$841,819</i>	<i>\$788,439</i>	<i>\$512,802</i>

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 a consistent annual funding increment, 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.

The FY 2020 – 2021 budget continues this model with funding of \$927,692 included as part of an annual appropriation, and funding of \$158,994 appropriated from prior year contributions. In FY 2020 – 2021, funding included as part of annual appropriations is being covered by fund balance primarily based on the impact of COVID-19. In future years, the Town will continue efforts to eliminate the use of fund balance to cover the cost of vehicles.

Finally, it is important to note that the Police Department will be required to purchase Dodge Durangos as Dodge will not be manufacturing any all-wheel drive V8 Chargers. This will challenge the Town’s funding model as Durangos are approximately \$12,000 more per vehicle. Staff believes this additional funding is justified as Dodge is only making Charger models with a V6 standard engine that is all wheel drive and a V8 that is rear wheel drive. The Department is concerned about the longevity of the V6 model based on the type of driving police officers perform and the maneuverability of the V8 at high speeds based on the lack of all-wheel drive. Unfortunately, this trend is likely to continue as the overall vehicle market shifts from sedans to SUVs. As a result, it is likely the Town will be required to purchase Durangos, Ford Explorers or Tahoes in future years.

The chart below summarizes the vehicles being replaced or added in FY 2020 – 2021:

<u>Department</u>	<u>Vehicle/Equip.</u>	<u>Replacement Cost</u>
Police	Marked Durango	\$45,774

Police¹	Marked Durango	\$55,974
Police	Unmarked Durango	\$40,811
Police	Unmarked Durango	\$40,811
Public Works	Tandem Dump w/15' Bed	\$165,000
Public Works	Backhoe Thumb/Tamp/Ext.	\$150,000
Public Works	4x4 2500 Crew Cab/Snow Plow	\$44,000
Public Works	F550 / Service Body/Crane/Basket	\$115,000
Public Works	Ventrac W/Attachments	\$68,000
Public Works	Ford F-150 4x4 Full Cab	\$32,000
Public Works	John Deere Zero Turn Mower	\$11,500
Public Works	Enclosed Trailer	\$12,000
Public Works	ABI Infield Machine	\$41,720
Public Works	Ventrac W/Attachments	\$68,000
Public Works	Air Tow T12-10	\$13,000

Total Cost

\$1,086,686

¹ Vehicle is required for the new School Resource Officer. Additional funding is required to purchase a new radio and camera system

Information Technology Requirements

The FY 2020 – 2021 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. The FY 2020 - 2021 budget includes the recommended funding increment of \$170,000 that will allow the Town to replace IT equipment in the appropriate timeframe. This is critical as IT equipment has become an essential part of most critical Town functions and the failure of equipment can reduce productivity and staff's ability to provide quality services to Town residents and businesses. Of the funding total included in FY 2020 - 2021, \$20,600 is required to meet various IT equipment replacements within departments. The remaining total of \$149,400 will be utilized to fund future year replacement requirements. Staff considered not funding the additional \$149,400, but deviating from the funding model will create a significant deficit in the IT replacement fund in the future.

FUND BALANCE SUMMARY

Fund Balance

Per the Town's Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$15.6 million at the end of FY 2018- 2019. At the end of FY 2019- 2020, staff is projecting unassigned fund balance to be approximately \$15.0 million. Of this, \$131,552 remains committed to offset the debt associated with the bond program. This leaves approximately \$14.9 million (equal to 37.9 percent of the Town's budgeted expenditures) in unassigned fund balance. This decrease in percentage is primarily attributable to the uncertain economic circumstances associated with COVID-19.

The FY 2020-2021 budget includes \$1,477,634 in appropriations from unassigned general fund balance for the following one-time capital purposes:

- The final installments associated with reducing vehicle debt and additional vehicle purchases (\$972,692)
- Funding to cover the costs associated with long term IT equipment replacement costs (\$170,000)
- Replacement of various capital requirements for Public Safety departments (\$334,942)

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

- Water/Sewer balance will be used to make the FY 2020 – 2021 appropriation to capital reserves for capacity fee debt service (\$399,524)
- Stormwater Infrastructure for retention pond maintenance in FY 2020 – 2021 (\$45,000)
- Bond Debt Capital Reserve Funds will be used for FY 2020 – 2021 debt service in accordance with the purpose of the plan (\$1,548,181).

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 6 of the plan (comparing the FY 2019-20 budget to the proposed FY 2020-21 budget), staff projects the combined growth in qualifying revenues to be negative, which is less than the one percent growth threshold for triggering the plan into action. As a result, the Town will contribute \$1,444,035 which is consistent with the amount that was contributed in FY 2019-2020.

The net result of operating the debt capacity model and the Revenue Savings Plan will impact the Town's total fund balance. As discussed earlier, the Town (per the debt capacity model) will be utilizing \$1,548,141 of the original \$6.9 million Bond Debt Capital Reserve in the FY 2019- 2020 budget. This use of the Bond Debt Capital reserve brings the original \$6.9 million set aside to \$131,552. 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 \$5,888,447.

TOWN OF GARNER
RECOMMENDED POSITIONS FY 2020-21

DEPARTMENT/DIVISION	FY 2017-18 Full-time Equivalent	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent	FY 2020-21 Full-time Equivalent
ADMINISTRATION				
Town Manager	4.00	4.00	4.00	4.00
Town Attorney	0.00	0.00	1.00	1.00
Town Clerk	2.00	2.00	2.00	2.00
Human Resources	2.00	2.00	2.00	2.00
Communications	2.00	2.00	2.00	2.00
Neighborhood Improvement	1.00	1.00	0.00	0.00
ADMINISTRATION TOTAL	11.00	11.00	11.00	11.00
FINANCE				
Finance Administration	6.62	6.62	6.62	6.62
FINANCE TOTAL	6.62	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	7.00	7.00	9.00	9.00
PLANNING TOTAL	7.00	7.00	9.00	9.00
BUILDING INSPECTIONS				
Building Inspections	10.00	11.00	12.00	12.00
BUILDING INSPECTIONS TOTAL	10.00	11.00	12.00	12.00
ENGINEERING				
Engineering	6.00	6.00	7.00	7.00
ENGINEERING TOTAL	6.00	6.00	7.00	7.00
INFORMATION TECHNOLOGY				
Information Technology	3.00	4.00	4.00	4.00
INFORMATION TECHNOLOGY TOTAL	3.00	4.00	4.00	4.00
POLICE				
Police Administration	73.50	75.50	77.50	78.50
POLICE TOTAL	73.50	75.50	77.50	78.50
PUBLIC WORKS				
Public Works Administration	5.00	4.00	4.00	4.00
Streets/Powell Bill	14.00	16.00	16.00	16.00
Public Grounds Management	13.00	13.00	14.00	14.00
Building Maintenance	4.00	5.00	6.00	6.00
Fleet Maintenance	4.00	4.00	4.00	4.00
PUBLIC WORKS TOTAL	40.00	42.00	44.00	44.00

(Continued on next page.)

TOWN OF GARNER
RECOMMENDED POSITIONS FY 2020-21

DEPARTMENT/DIVISION	FY 2017-18 Full-time Equivalent	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent	FY 2020-21 Full-time Equivalent
PARKS, RECREATION, & CULTURAL RESOURCES				
Parks, Recreation, & Cultural Resources Administration	2.00	2.00	2.00	2.00
Adult & Senior	2.00	2.00	2.00	2.00
Outdoor Adventure	2.00	1.00	1.00	1.00
Marketing and Special Events	0.00	0.00	0.00	0.00
Arts & Cultural Resources	4.00	4.00	4.00	4.00
Youth & Athletic	3.00	6.00	6.00	6.00
PARKS, RECREATION, & CULTURAL RESOURCES TOTAL	13.00	15.00	15.00	15.00
TOTAL - GENERAL FUND EMPLOYEES	172.12	180.12	188.12	189.12
FTE per 1,000 Population	6.03	5.88	5.75	5.78

STAFFING SUMMARY FY 2020-2021

Major Staffing Changes

Regular positions allocated in prior year:	185.12
Positions Eliminated:	(0.00)
Positions Added Mid-Year (Council Approved)	3.00
<u>Recommended New Positions</u>	<u>1.00</u>
Total Recommended Regular Positions:	189.12

The total number of positions recommended for FY 2020-2021 is 189.12, compared to 185.12 in the FY 2019 - 2020 Adopted Budget. This is based on the approval of 1.0 position during the FY 2019 – 2020 budget year to serve as the Town Attorney and 2.0 positions to meet development related requirements. In addition, the FY 2020 – 2021 Recommended Budget includes 1.0 position. This position is summarized below:

School Resource Officer - Police

This position will allow for a second School Resource Officer at South Garner High School which will be adding 12th graders in FY 2021. This position will allow for an appropriate student to staff ratio to be maintained following the addition of another grade.

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 for Council to review prior to taking formal action on the FY 2020 – 2021 Adopted Budget. It is important to note, that funding has been included to take the recommended action.

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	N
				Facility Attendant	N
				Recreation Leader II	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	N
				Park Ranger	N
				Public Grounds Maintenance Worker	N
10	11.29	17.49	23,483 - 36,379	Intern	N
11	11.87	18.38	24,690 - 38,230	Bus Driver	N
				Police Recruit	N
				School Crossing Guard	N
				Services Officer	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	N
				Street Maintenance Worker	N
15	14.39	22.36	29,931 - 46,509	Customer Service Representative	N
				Recreation Activities Specialist	N
16	15.13	23.46	31,470 - 48,797	Auditorium Technician	N
				Police Records Specialist	N
17	15.88	24.63	33,030 - 51,230	Administrative Support Specialist	N
				Development Services Specialist	N
				Equipment Operator	N
				Finance Technician	N
				Lead Auditorium Technician	N
				Lead Parks Maintenance Worker	N
				Quartermaster	N
				Recreation Program Specialist	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
32	33.01	51.21	68,661 - 106,517	Information Technology Manager	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>
				Police Captain	E
33	34.68	53.77	72,134 - 111,842	Economic Development Director	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>
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
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

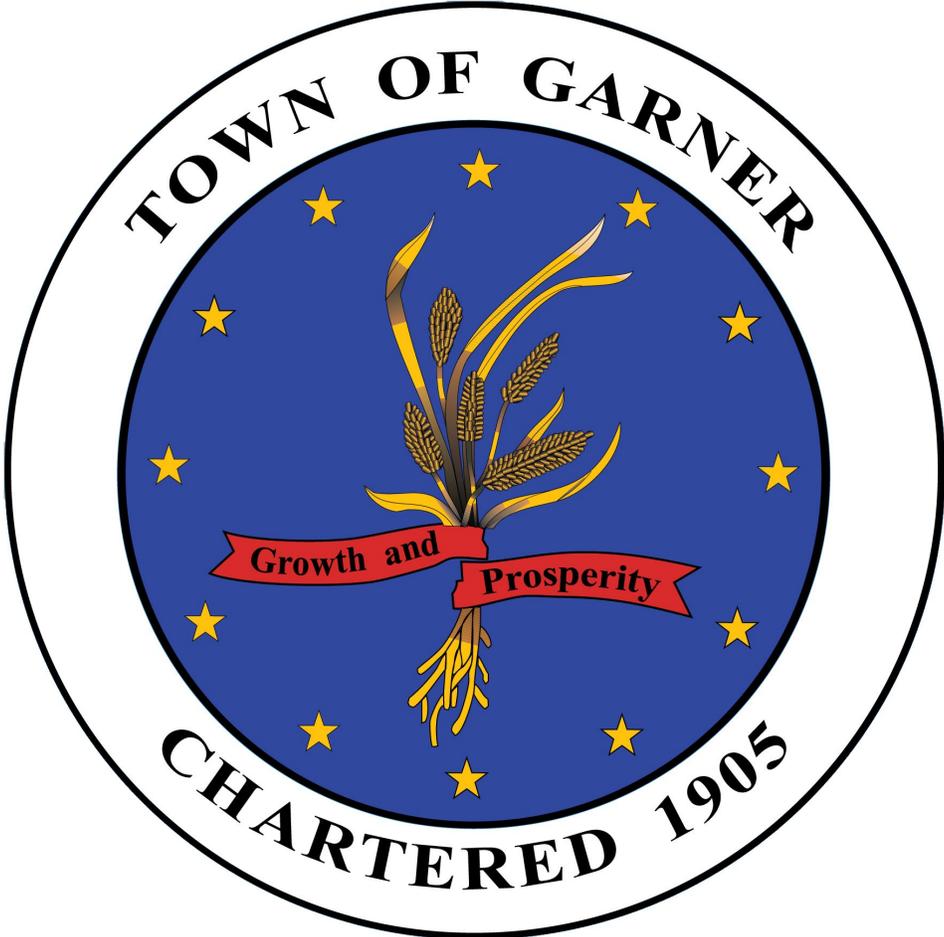
**Town of Garner
PAY PLAN**

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
NORTH CAROLINA**



RECOMMENDED FISCAL YEAR 2020-2021
General Fund

TOWN OF GARNER
GENERAL FUND FY 2020 - 2021 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Manager Recommended
Property Taxes				
Ad Valorem Taxes-Current Year	\$ 18,719,484	20,458,838	20,458,838	\$ 22,486,463
Ad Valorem Taxes-Prior Year	76,574	60,500	60,500	60,500
Ad Valorem Tax Rental Vehicles	20,892	22,500	22,500	22,500
Pay in Lieu of Taxes	306	800	800	800
Tax Penalty and Interest	46,216	44,000	44,000	44,000
Total Property Taxes	\$ 18,863,472	\$ 20,586,638	\$ 20,586,638	\$ 22,614,263
Permits and Fees				
Fee in Lieu of Parkland	\$ 377,441	\$ -	\$ -	\$ -
Sidewalk Fees	6,713	40,000	40,000	55,000
Engineering Inspection Fees	6,024	35,000	35,000	55,000
Motor Vehicle Fees - General Fund	109,573	-	-	120,000
Motor Vehicle Fees - Roads	547,865	730,000	730,000	610,000
Business Registration Fee	19,548	30,000	30,000	30,000
Retention Pond Fees	798	-	-	-
Dog Licenses	755	800	800	800
Subdivision Fees	44,754	45,000	55,000	70,000
Board of Adjustment Fees	800	800	800	800
Site Plan / Permit Fees	25,119	30,000	30,000	40,000
Rezoning Fees	16,441	15,000	15,000	15,000
Sign Permit Fees	6,800	7,100	7,100	7,100
Annexation and Street Closing	1,650	1,200	1,200	1,200
Special Event Permit	890	700	700	700
Building Permit Fees	1,506,938	1,057,500	1,057,500	1,250,000
Inspection Plan Review Fee	113,009	55,000	55,000	55,000
Fire Inspection Fees	17,510	15,000	15,000	30,000
Inspection Fee - After Hours	1,690	1,480	1,480	1,480
Homeowners Recovery Fees	1,133	-	-	-
Rental Property Owner Registration Fee	(468)	-	-	-
Police - DDACTS Partnership	-	-	-	-
Police Outside Employment	243,648	225,000	225,000	225,000
Taxi Cab Inspection Fee	20	-	-	-
False Alarm Charges	17,750	20,000	20,000	20,000
Total Permits and Fees	\$ 3,066,401	\$ 2,309,580	\$ 2,319,580	\$ 2,587,080

(continued)

TOWN OF GARNER
GENERAL FUND FY 2020 - 2021 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Manager Recommended
Sales Tax and Other Taxes				
ABC Revenue	144,929	145,000	145,000	150,000
Local Government Sales Tax 1%	3,099,591	3,213,414	3,213,414	2,602,865
Local Government Sale Tax 1/2%	3,781,492	3,779,596	3,779,596	3,061,473
Privilege License	280	-	-	-
Solid Waste Disposal Tax	22,301	20,000	20,000	20,000
Total Sales Tax and Other Taxes	\$ 7,048,593	\$ 7,158,010	\$ 7,158,010	\$ 5,834,338
Intergovernmental Revenue				
Beer and Wine Tax	\$ 129,694	\$ 135,000	\$ 135,000	\$ 135,000
Utility Franchise Tax	2,050,802	1,925,000	1,925,000	1,925,000
Video Programming Fees	239,910	249,000	249,000	249,000
Build America Bond Reimbursement	74,605	67,000	67,000	-
PEG Channel Reimbursement	67,299	53,000	53,000	53,000
PEG Media Cost Share	26,757	26,500	26,500	26,500
Go Triangle Cost Share	-	-	49,962	-
Powell Bill Distribution	754,599	762,144	762,144	773,682
Norfolk Southern Foundation	-	-	-	-
Wake County Reimbursement	937	-	-	-
Gen Purpose Grant Senior Center	10,693	-	10,574	-
Federal Asset Forfeiture	6,616	-	-	-
USDOJ Vest Grant	2,496	-	-	-
USDOJ Body Camera Grant	-	-	-	-
GHSP Equipment Grant	-	-	21,524	-
GHSP DWI Officer Grant	-	-	-	-
School Resource Officer	106,136	106,136	106,136	126,136
Total Intergovernmental Revenue	\$ 3,470,544	\$ 3,323,780	\$ 3,405,840	\$ 3,288,318
Fees for Service				
Recreation Fees	\$ 255,878	\$ 335,560	\$ 335,560	\$ 270,560
PRCR Sponsorships	-	-	-	-
Auditorium Concessions	4,440	3,600	3,600	3,600
Facility Rental Fees	257,806	251,825	251,825	186,825
Special Refuse Collection Fees	3,518	3,775	3,775	3,775
Refuse Cart Fees	43,140	35,000	35,000	50,000
City of Raleigh - Collection Fees	3,728	4,000	4,000	4,000
Wake County - Collection Fees	843	950	950	950
GVFR - Fuel Sales	-	-	-	-
NCDOT Mowing Agreement	30,227	23,000	23,000	30,000
Dental Insurance Premiums	84,692	-	-	-
City of Raleigh - Gasoline Sales	-	-	-	-
City of Raleigh - Street Repairs	40,944	37,500	37,500	40,000
Total Fees for Service	\$ 725,216	\$ 695,210	\$ 695,210	\$ 589,710

(continued)

TOWN OF GARNER
GENERAL FUND FY 2020 - 2021 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Manager Recommended
Investment Earnings				
Interest Earned	\$ 711,823	\$ 580,000	\$ 580,000	\$ 450,000
Total Investment Earnings	\$ 711,823	\$ 580,000	\$ 580,000	\$ 450,000
Other Revenue				
Procurement Card Revenue	-	10,000	10,000	-
Check Service Charges	125	-	-	-
Wake County Landfill Reimbursement	117,123	115,000	115,000	125,000
Grounds Fee - School Commons	8,400	7,500	7,500	7,500
Miscellaneous Revenue	135,316	15,000	26,754	15,000
Veterans Memorial Bricks	3,925	-	2,150	-
Land/Lease Rental Income	6,400	-	-	-
Code Enforcement Fines	18,260	25,000	25,000	25,000
Insurance Proceeds	56,095	-	-	-
Scrap Material Sales	2,636	2,000	2,000	2,000
Back Yard Hen Permits	70	-	-	-
Sewer Assessments	4,266	4,000	4,000	4,000
Interest on Assessments	361	700	700	700
Miscellaneous Land Use Charges	14,917	13,500	13,500	15,000
Officer Fees	4,171	7,500	7,500	7,500
Animal Control Violation	150	-	-	-
Parking Violations	480	800	800	800
Contributions	1,700	-	7,425	-
Total Other Revenue	\$ 374,395	\$ 201,000	\$ 222,329	\$ 202,500
Total General Fund Revenues	34,260,444	34,854,218	34,967,607	35,566,209
Other Financing Sources				
Transfer From Stormwater Infra. Reserve	\$ -	\$ 45,000	\$ 45,000	\$ 45,000
Transfer From Water/Sewer Debt Reserve	-	414,271	414,271	399,524
Transfer from Capital Reserve	-	-	-	158,994
Sale of Fixed Assets	29,748	45,000	45,000	45,000
Appropriated Fund Balance-Powell Bill	-	278,497	278,497	-
Appropriated Fund Balance-Public Safety	-	-	3,894	-
Proceeds from Debt Issuance	-	-	4,740,000	-
Transfer from Bond Debt Capital Reserve	-	1,227,244	1,611,925	1,548,181
Appropriated Fund Balance	-	580,395	2,455,482	1,477,634
Total Other Financing Sources	\$ 29,748	\$ 2,590,407	\$ 9,594,069	\$ 3,674,333
Total Revenues & Financing Sources	\$ 34,290,192	\$ 37,444,625	\$ 44,561,676	\$ 39,240,542

TOWN OF GARNER
GENERAL FUND FY 2020 - 2021 RECOMMENDED BUDGET EXPENDITURE SUMMARY

Expenditures by Program/Department	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020-2021	FY 2020-2021
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
<i>Governing Body</i>					
Town Council	\$ 223,203	\$ 415,395	\$ 417,045	\$ 407,248	\$ 211,203
Legal Services	156,097	128,617	176,617	208,617	208,617
Total Governing Body	379,300	544,012	593,662	615,865	419,820
<i>Administration</i>					
Town Manager	644,929	686,307	684,657	766,703	705,181
Town Clerk	153,630	173,185	173,185	176,389	174,615
Human Resources	298,480	320,010	355,410	446,172	352,627
Neighborhood Improvement	134,544	137,841	-	-	-
Communications	296,176	309,143	309,143	394,507	312,853
Safety	9,034	9,935	9,935	9,935	9,935
Total Administration	1,536,793	1,636,421	1,532,330	1,793,706	1,555,211
<i>Finance</i>	884,843	831,422	866,908	958,528	937,805
<i>Economic Development</i>					
Economic Development	239,737	248,125	248,125	254,390	244,825
Economic Development Partners	111,866	52,869	52,869	120,369	105,369
Total Economic Development	351,603	300,994	300,994	374,759	350,194
<i>Planning</i>	739,458	775,231	1,022,996	1,022,600	917,171
<i>Building Inspections</i>	1,023,637	1,213,554	1,213,554	1,412,043	1,351,126
<i>Engineering</i>	636,640	737,938	851,978	877,069	742,758
<i>Information Technology</i>	779,061	713,146	713,146	903,230	772,879
<i>Police</i>	7,852,045	7,941,079	7,992,386	8,625,674	8,147,634
<i>Fire and Rescue</i>	3,404,401	3,532,899	3,613,763	4,002,236	3,773,045
<i>Public Works</i>					
Administration	398,592	411,729	411,729	425,299	422,002
Streets	1,777,477	2,746,973	2,934,629	2,905,229	2,716,392
Powell Bill	1,258,154	1,154,641	1,528,653	847,682	764,402
Public Grounds Management	1,062,273	1,162,734	1,183,598	1,925,348	1,468,267
Snow Removal	23,309	34,890	34,890	34,890	-
Solid Waste	2,041,794	2,136,083	2,136,083	2,322,001	2,321,786
Public Facilities Management	852,043	1,104,061	1,200,459	1,339,885	1,227,265
Fleet Management	360,558	390,501	390,501	383,493	380,177
Total Public Works	7,774,201	9,141,610	9,820,540	10,183,826	9,300,292

(continued)

TOWN OF GARNER
GENERAL FUND FY 2020 - 2021 RECOMMENDED BUDGET EXPENDITURE SUMMARY

Expenditures by Program/Department	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised Budget	FY 2020-2021 Department Request	FY 2020-2021 Manager Recommended
<i>Parks, Recreation and Cultural Resources</i>					
Administration	\$ 2,741,965	\$ 353,937	\$ 374,785	\$ 530,897	\$ 354,613
Cultural Arts & Events	432,254	581,097	581,097	614,690	606,232
Marketing and Special Events	36,261	41,359	41,359	42,349	42,349
Youth & Athletic	590,339	807,276	813,276	1,082,503	809,921
Adult & Senior	273,753	307,852	318,426	313,410	300,297
Outdoor Adventure	152,676	153,124	156,699	165,272	160,112
Program Partners	207,589	156,785	156,785	163,594	163,594
Total PRCR	4,434,836	2,401,430	2,442,427	2,912,715	2,437,118
<i>Debt Service</i>					
Issuance Cost	\$ -	\$ -	\$ 80,000	\$ -	\$ -
Refunding	-	-	4,660,000	-	-
Principal	2,548,501	2,511,113	2,511,113	2,696,516	2,696,516
Interest	1,224,605	1,247,242	1,332,105	1,399,342	1,399,342
Total Debt Service	3,773,106	3,758,355	8,583,218	4,095,858	4,095,858
<i>Special Appropriations</i>					
Retirement	\$ 620,194	\$ 617,756	\$ 617,756	\$ 580,968	\$ 580,968
Town Insurance	644,377	594,376	594,376	645,000	645,000
Subsidized Programs	52,132	68,004	68,004	68,004	68,004
Office Administration	18,151	166,014	300,946	166,014	66,014
Total Special Appropriations	1,334,854	1,446,150	1,581,082	1,459,986	1,359,986
<i>Other Funds</i>					
Capital Projects	1,031,464	-	823,881	-	-
Multi-year Operating Fund	280,299	101,551	176,471	-	-
Vehicle and Equipment Replacement	457,371	346,917	410,424	1,561,040	1,086,686
IT Equipment Replacement	-	163,600	163,600	170,000	149,400
Total Other Funds	1,769,134	612,068	1,574,376	1,731,040	1,236,086
<i>Transfers</i>					
Transfer to Capital Reserve	-	414,281	414,281	771,884	399,524
Transfer to Revenue Savings Plan	-	1,444,035	1,444,035	1,444,035	1,444,035
Total Transfers	-	1,858,316	1,858,316	2,215,919	1,843,559
Total General Fund Expenditures	\$ 36,673,913	\$ 37,444,626	\$ 44,561,677	\$ 43,185,054	\$ 39,240,542

REVENUE SAVINGS PLAN FY BUDGET FOR FY 2020-21

	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 19-20 Budget	\$17,842,973	\$145,000	\$3,213,414	\$3,779,596	\$0	\$135,000	\$1,925,000	\$249,000	\$27,289,983
FY 21-21 Budget	\$18,788,730	\$150,000	\$2,602,865	\$3,061,473	\$0	\$135,000	\$1,925,000	\$249,000	\$26,912,068
% Increase (Decrease)	5.30%	3.45%	-19.00%	-19.00%	0.00%	0.00%	0.00%	0.00%	-1.38%
							Amount Above 1% Threshold		(\$650,815)

		<u>Revenue Savings Calculation</u>	
	Amount of Increase Above 1% Threshold		-\$650,815
	X Applicable Multiple %		30.00%
	Applicable FY 2020-21 Amount		\$0
	+ Plus Prior Year Amount		\$1,444,035
	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
FY 19-20 Budget:	\$306,929
<u>Previous Year Total</u>	<u>\$1,444,035</u>

DEBT CAPACITY MODEL CALCULATION

Total Old Debt

2010 Bonds Principal	\$175,000
BB&T Installment Principal	\$560,000
PNC Installment Principal	\$459,516
2010 Bonds Interest	\$214,910
BB&T Installment Interest	\$65,191
PNC Installment Interest	\$6,686

Subtotal \$1,481,303

Total New Bond Debt

Principal-2014 Bonds	\$255,000
Principal-2015 Bonds	\$595,000
Principal-2018 Bonds	\$120,000
Principal-2019 Bonds	\$185,000
Interest-2014 Bonds	\$295,775
Interest-2015 Bonds	\$443,412
Interest-2018 Bonds	\$142,725
Interest-2019 Bonds	\$233,363

Subtotal \$2,270,275

Total All Debt \$3,751,578

Less Available Funding Sources:

2013 Appropriation for Debt	(\$759,047)
2.28 Cent Tax Allocation	(\$1,044,826)
Water/Sewer Capacity Fees	(\$399,524)

Total Revenue Available for Debt (\$2,203,397)

Net Debt

Amount to Draw from Bond Debt Reserve \$1,548,181

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	Estimated 2019-20	Estimated 2020-21
Real Property Valuation	\$3,028,000,000	\$3,980,000,000
Personal Property Valuation	230,000,000	245,000,000
Public Service Property	134,000,000	149,000,000
Motor Vehicles	295,000,000	315,000,000
Total Property Valuation	\$3,687,000,000	\$4,689,000,000
Estimated Loss on Appeal	\$7,511,737	\$25,974,026
Total Property Valuation	\$3,679,488,263	\$4,663,025,974
<u>Tax Rate</u>		
General Fund (including debt service)		\$0.4871 per \$100
<u>2019-20 Tax Levy</u>		
\$4,663,025,974 x \$ 0.4871/100		\$22,713,600
Less Estimated 1.0% Uncollected		(227,136)
Total Anticipated Collections		\$22,486,464

NOTES:

1. Each cent of the property tax rate will yield revenues of approximately: \$461,640

FY 2020 -2021 DEBT SERVICE SCHEDULE

Below is a summary of the debt service payments due for FY 2020 - 2021.

Purpose	Original Debt	Principal Due	Interest Due	Total Payment
General Purpose				
2013 Refinancing of 2006 Capital Projects ¹	\$ 7,242,800	\$ 459,516	\$ 6,689	\$ 466,205
Public Improvements 2010 ²	6,050,000	175,000	214,910	389,910
2017 Refinancing of 2011 Capital/Capacity ³	3,400,000	560,000	65,191	625,191
General Obligation 2014 ⁴	8,905,000	255,000	295,775	550,775
General Obligation 2015 ⁵	14,670,000	595,000	443,412	1,038,412
General Obligation 2018 ⁶	4,050,000	120,000	142,725	262,725
General Obligation 2019 ⁶	4,740,000	185,000	223,362	408,362
Vehicles/Equipment FY 16-17 ⁷	700,000	181,000	2,570	183,570
Vehicles/Equipment FY 17-18 ⁸	672,000	166,000	4,708	<u>170,708</u>
Total General Purpose Debt Service				<u>\$ 4,095,858</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 and 2019 Projects include multiple street and sidewalk projects, parks recreational facilities and 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 2020-21 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.

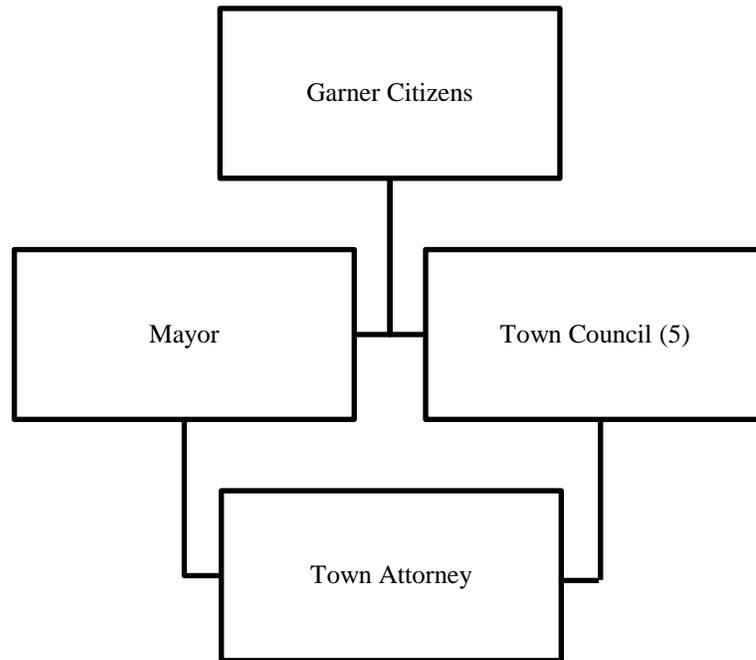
DEPARTMENT/PROGRAM	ITEM	REQUESTED	RECOMMENDED
Police	Vehicle Replacement (7) and New Vehicle (1)	\$ 478,414	\$ 366,466
Police	Faro Laser	54,049	
Information Technology	Replacement Wireless Network	20,500	
Parks	New Bus	63,406	
Fire	Replacement Truck	44,268	
Public Works	Annual Street Resurfacing Program	1,340,000	1,220,000
Public Works	Fencing	90,000	
Public Works	Replacement of Centennial Playground	270,000	
Public Works	Replacement Bleachers	19,000	
Public Works	2DH-3 Portable Mixer, gravity loading chute and discharge chute	27,610	-
Public Works	Ford Connect XL Van	28,500	-
Public Works	Van	35,500	-
Public Works	2020 Chevrolet 1500 Crew Cab 4x4 Pickup	32,000	-
Public Works	Truck	38,000	-
Public Works	Freightliner Knuckleboom Truck	165,000	-
Public Works	Tandem Dump w/15' Bed	165,000	165,000
Public Works	Backhoe Thumb/Tamp/Ext.	150,000	150,000
Public Works	4x4 2500 Crew Cab/Snow Plow	44,000	44,000
Public Works	F550 / Service Body/Crane/Basket	115,000	115,000
Public Works	Ventrac W/Attachments	68,000	68,000
Public Works	Ford F-150 4x4 Full Cab	32,000	32,000
Public Works	John Deere Zero Turn Mower	11,500	11,500
Public Works	Enclosed Trailer	12,000	12,000
Public Works	ABI Infield Machine	41,720	41,720
Public Works	Ventrac W/Attachments	68,000	68,000
Public Works	Air Tow T12-10	13,000	13,000
TOTAL		\$ 3,426,467	\$ 2,306,686

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	Sony Camera	3,500	3,500
Information Technology	Replacement IT Equipment	20,600	20,600
Fire	Replacement of Firefighting Equipment (PPV Fans and Nozzles)	19,996	
Parks	Replacement Table and Chairs at White Deer Park	5,160	-
Police	Ballistic Vests	10,240	-
Police	Sniper Equipment	5,900	-
Police	Rifle Helmets & Rifle Plates	10,600	
Police	Wellness Center Equipment	5,000	-
Police	SRT Communications	9,750	
Police	Cubicles	17,603	-
TOTAL		\$ 108,349	\$ 24,100

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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Town Council	\$223,203	\$415,395	\$417,045	\$407,248	\$211,203
Legal Services	156,097	128,617	176,617	208,617	208,617
Total Expenditures	\$379,300	\$544,012	\$593,662	\$615,865	\$419,820

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 2019 – 2020 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 2020-2021

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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Town Council				Request	Recommended
Sal Temp	\$49,580	\$51,792	\$51,792	\$51,792	\$51,792
FICA	3,265	3,962	3,962	3,962	3,962
Group Ins	70,363	76,358	76,358	72,961	72,961
Prof Serv	34,011	38,250	38,250	33,000	0
Postage	109	100	100	100	100
Telephone	599	0	0	0	0
Printing	0	110	110	110	110
Trav & Trn	6,630	9,895	9,895	9,895	9,895
Spec Evnts	11,256	16,675	16,675	16,675	16,675
Equip Rent	878	910	910	910	910
Prop Tax	2,232	1,250	1,250	1,250	1,250
Dept Supp	1,070	1,800	3,450	1,800	1,800
Cont Serv	4,030	4,300	4,300	4,300	4,300
Elect Chrg	0	163,045	163,045	163,045	0
Dues & Sub	39,182	46,948	46,948	47,448	47,448
Total Town Council	\$223,203	\$415,395	\$417,045	\$407,248	\$211,203

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

A decrease of \$204,192 is primarily based on one-time costs associated with the November 2019 election and the proposed elimination of the Town Lobbyist contract.

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 2019-2020 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 2020-2021

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

Position Summary

Authorized Positions

Position	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Town Attorney	1	0	1
Total	1	0	1

Governing Body

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Legal Services				Request	Recommended
Prof Serv	\$148,000	\$120,000	\$168,000	\$200,000	\$200,000
Postage	68	42	42	42	42
Trav & Trn	2,030	1,845	1,845	1,845	1,845
Filing Fee	5,279	1,200	1,200	1,200	1,200
Dept Supp	419	480	480	480	480
Cont Serv	300	5,000	5,000	5,000	5,000
Dues & Sub	0	50	50	50	50
Total Legal Services	\$156,097	\$128,617	\$176,617	\$208,617	\$208,617

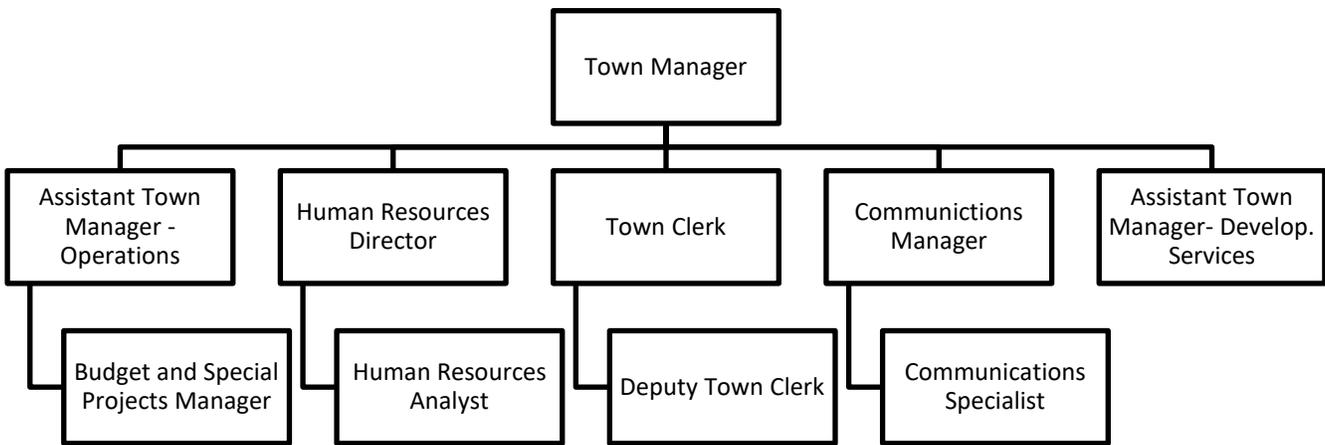
FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

An increase of \$80,000 is based on the Town transitioning to a full-time staff attorney in FY 2021.

Administration Department

The Administration Department consists of the **Town Manager's Office, Communications, Town Clerk** and **Human Resources**. 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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Town Manager	\$644,929	\$686,307	\$684,657	\$766,703	\$705,181
Town Clerk	153,630	173,185	173,185	176,389	174,615
Human Resources	298,480	320,010	355,410	446,172	352,627
Communications	296,176	309,143	309,143	394,507	312,853
Safety and Compliance	9,034	9,935	9,935	9,935	9,935
Total	\$1,402,249	\$1,498,580	\$1,532,330	\$1,793,706	\$1,555,211

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 2019-2020 Accomplishments

- Town Manger Rodney Dickerson was elected President of the NC City and County Management Association.
- 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 2019-2020 adopted operating and capital budgets and development of the 2020-2021 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)

Administration Department

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

Objectives for Fiscal Year 2020-2021

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 that will be used as the framework for a potential bond referendum in November 2021.
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

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Town Manager				Request	Recommended
Salaries	\$444,702	\$471,858	\$471,858	\$490,649	\$490,120
Sal Temp	3,268	0	0	0	0
Longevity	5,502	5,842	5,842	6,017	5,993
FICA	30,367	33,481	33,481	33,740	33,755
Group Ins	60,859	55,277	55,277	52,876	52,876
Retirement	57,643	67,992	67,992	75,140	75,056
Prof Serv	391	1,000	1,000	1,000	1,000
Postage	27	200	200	200	200
Telephone	2,414	2,544	2,544	2,544	2,544
Trav & Trn	23,279	27,545	25,895	34,870	23,970
Equip Rent	11,532	10,662	10,662	10,662	10,662
Dept Supp	937	3,500	3,500	3,500	3,500
Supp U/W	168	1,500	1,500	1,500	1,500
Cont Serv	456	456	456	50,663	663
Dues & Sub	3,384	4,450	4,450	3,342	3,342
Total Town Manager	\$644,929	\$686,307	\$684,657	\$766,703	\$705,181

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

An increase of \$18,874 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 2019-2020 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 40 percent of ordinances created prior to 2002.

Goals

1. Provide public notice of all official meetings and prepare agenda and minutes for all Town Council regular meetings, special meetings, emergency meetings, work sessions and Committee meetings. (SD1, SD4, 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 2020-2021

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 50 percent of ordinances created prior to 2002.

Administration Department

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Town Clerk	1	-	1
Deputy Town Clerk	1	-	1
Total	2	-	2

Budget Summary

	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Town Clerk					
Salaries	\$108,318	\$123,277	\$123,277	\$113,940	\$113,700
Salary OT	81	0	0	0	0
FICA	8,309	9,477	9,477	8,789	8,744
Group Ins	12,265	12,173	12,173	22,167	22,167
Retirement	13,858	17,232	17,232	17,353	17,264
Postage	42	75	75	75	75
Telephone	610	636	636	636	636
Printing	0	75	75	75	75
Trav & Trn	5,617	6,740	6,740	9,440	8,040
Record Fee	1,492	1,100	1,100	1,100	1,100
Advertise	0	250	250	250	250
Dept Supp	1,136	1,600	1,600	1,600	1,600
Software	0	0	0	414	414
Cont Serv	1,249	0	0	0	0
Dues & Sub	654	550	550	550	550
Total Town Clerk	\$153,630	\$173,185	\$173,185	\$176,389	\$174,615

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$1,430 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 2019-2020 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, continued project with Triangle J Foundation to enhance Police Officer recruitment and retention.
- In partnership with the Police and Fire Department, continued critical training efforts 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)
5. Establish, administer, and effectively communicate sound policies, rules and practices that treat employees with dignity and equality while maintaining Town compliance with employment and labor laws. (SD4, QL7)

Administration Department

Objectives for Fiscal Year 2020-2021

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

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Human Resources Director	1	-	1
Human Resources Analyst	1	-	1
Risk Manager	0	1	0
Total	2	1	2

Budget Summary

	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Human Resources					
Salaries	\$150,834	\$160,389	\$160,389	\$226,065	\$165,999
Longevity	1,000	1,000	1,000	1,000	1,000
FICA	11,605	12,423	12,423	17,397	12,789
Group Ins	23,546	23,250	23,250	34,262	22,262
Retirement	19,428	23,234	23,234	34,400	25,279
Prof Serv	15,860	16,400	16,400	16,400	16,400
Postage	224	150	150	150	150
Telephone	586	636	636	636	636
Trav & Trn	1,444	6,026	6,026	5,174	5,174
Org Train	7,850	14,750	14,750	14,750	7,500
CPR Trn	0	450	450	500	500
Emp Recog	3,196	7,400	7,400	7,400	7,400
Equip Rent	1	0	0	0	0
Advertise	0	5,000	5,000	6,000	6,000
Recruitmen	21,860	0	0	20,000	20,000
Dept Supp	706	1,000	1,000	1,250	1,250
Cont Serv	37,438	34,302	69,702	52,190	52,190
Dues & Sub	449	2,100	2,100	1,998	1,998
Wellness	1,354	6,000	6,000	2,200	1,700

Administration Department

Ed Assist	1,100	5,500	5,500	4,400	4,400
Total Human Resources	\$298,480	\$320,010	\$355,410	\$446,172	\$352,627

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$32,617 is primarily associated with funding to conduct an assessment center for the Town's vacant Police Chief position.

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 2019-2020 Accomplishments

- Communications won multiple awards from N.C. Association of Government Information Officers for video, writing and media relations work
- Maintained a high level of traffic on website and kept it up to date with timely, quality content
- 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)
- 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

Administration Department

- Worked with PRCR staff and outside partners (e.g. Towne Players) to help sell out shows at GPAC
- Worked seamlessly with multiple Town departments during the COVID-19 pandemic to provide accurate and up to date information to the public
- Began a podcast series that focuses on important people in Garner

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 2020-2021

- 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

Position Summary

	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Communications Manager	1	-	1
Communications Specialist	1	1	1
Total	2	1	2

Administration Department

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department Request	Manager Recommended
Communications					
Salaries	\$131,113	\$137,908	\$137,908	\$189,325	\$143,145
FICA	8,607	10,537	10,537	14,463	10,937
Group Ins	31,499	31,351	31,351	44,645	32,645
Retirement	16,771	19,245	19,245	28,617	21,634
Prof Serv	2,950	18,800	18,800	18,800	15,100
Postage	0	500	500	1,500	1,500
Telephone	1,227	1,272	1,272	1,272	1,272
Printing	927	9,500	9,500	10,500	6,500
Trav & Trn	5,304	5,660	5,660	4,415	2,350
Advertise	15,130	7,300	7,300	7,300	7,100
Dept Supp	857	500	500	500	500
Equip NC	9,001	0	0	6,500	3,500
Cont Serv	72,564	65,345	65,345	65,345	65,345
Dues & Sub	226	1,225	1,225	1,325	1,325
Total					
Communications	\$296,176	\$309,143	\$309,143	\$394,507	\$312,853

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$3,710 is primarily associated with personnel related adjustments.

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

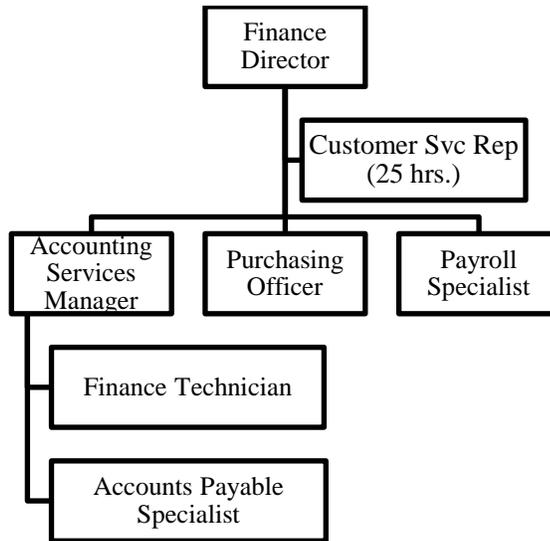
	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Safety				Request	Recommended
Trav & Trn	\$160	\$500	\$500	\$500	\$500
CPR Trn	0	361	361	361	361
Cont Serv	4,688	4,874	4,874	4,874	4,874
Dues & Sub	812	800	800	800	800
Emp Safety	3,374	3,400	3,400	3,400	3,400
Total Safety	\$9,034	\$9,935	\$9,935	\$9,935	\$9,935

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- No changes have been made to this budget since the adoption of the FY 2019 – 2020 Adopted Budget.

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 2019 - 2020 Accomplishments

- The CAFR received the Certificate of Achievement for Excellence in Financial Reporting. This was the 30th 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 23rd Distinguished Budget Award for the FY 2019-20 budget document.
- 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 2020-2021

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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Finance Administration	\$884,843	\$831,422	\$866,908	\$958,528	\$937,805
Total	\$884,843	\$831,422	\$866,908	\$958,528	\$937,805

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Finance Director	1	-	1
Accounting Services Manager	1	-	1
Purchasing Officer	1	-	1
Customer Service Rep	0.62	0.00	0.62
Accounts Payable Specialist	1	-	1
Finance Specialist	1	-	1
Payroll Specialist	1	-	1
Total	6.62	0.00	6.62

Finance Department

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Finance Administration				Request	Recommended
Salaries	\$384,479	\$386,747	\$386,747	\$458,920	\$453,673
Salary OT	149	0	0	0	0
Longevity	2,562	2,808	2,808	2,808	2,715
FICA	28,436	29,781	29,781	35,274	34,900
Group Ins	53,938	59,389	59,389	72,897	72,897
Retirement	49,414	54,162	54,162	69,943	68,959
Prof Serv	70,075	46,200	54,300	73,200	73,200
Postage	2,547	2,903	2,903	2,900	2,900
Telephone	610	636	636	636	636
Printing	3,641	3,200	3,200	3,200	3,200
Trav & Trn	5,565	7,525	7,525	8,200	2,850
Equip Rent	4,122	3,915	3,915	3,924	3,924
Dept Supp	4,975	10,550	10,550	10,550	10,550
Copier Sup	4,795	0	0	0	0
Equip NC	2,378	0	0	2,900	0
Cont Serv	177,539	143,932	171,318	122,686	116,911
Tax Coll	88,619	79,234	79,234	90,000	90,000
Dues & Sub	1,000	440	440	490	490
Total Finance Administration	\$884,843	\$831,422	\$866,908	\$958,528	\$937,805

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$106,383 is primarily due to compensation related adjustments based on the hiring of several new staff members.

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 2019-2020 Accomplishments

- Supported small business development through Gear Works and the efforts of the Downtown Garner Association as well as recruiting and retaining larger companies.
- With the launch of the new economic development website, the department is raising the Town's economic development online presence by promoting featured sites and highlighting key Garner specific data to site selectors, real estate professionals and the general public.
- 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 2020 – 2021 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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Economic Development	\$239,737	\$248,125	\$248,125	\$254,390	\$244,825
Economic Development Partners	111,866	52,869	52,869	120,369	105,369
Total Expenditures	\$351,603	\$300,994	\$300,994	\$374,759	\$350,194

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Economic Development Director	1	-	1
Downtown Development Manager	1	-	1
Total	2	-	2

Budget Summary

	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Economic Development					
Salaries	\$141,621	\$145,122	\$145,122	\$151,376	\$151,376
FICA	10,755	11,101	11,101	11,607	11,607
Group Ins	23,526	23,219	23,219	22,234	22,234
Retirement	18,118	20,253	20,253	22,933	22,933
Postage	2	20	20	20	20
Telephone	1,219	1,272	1,272	1,272	1,272
Printing	1,013	2,700	2,700	2,700	2,700
Trav & Trn	6,379	7,925	7,925	8,810	3,445
Buss Recru	12,505	11,450	11,450	11,300	10,900
BRE	881	700	700	700	0
Dev Asst	1,000	1,000	1,000	1,000	1,000
Auto M&R	590	0	0	0	0
Equip Rent	1	0	0	0	0
Advertise	2,293	2,500	2,500	2,500	2,500
Fuel	318	453	453	453	453
Dept Supp	417	600	600	600	600
Prom Supp	1,541	1,600	1,600	1,600	0
DT Grants	5,000	5,000	5,000	0	0
Cont Serv	10,501	11,000	11,000	11,700	10,200

Economic Development

Dues & Sub	2,055	2,210	2,210	3,585	3,585
Total Economic Development	\$239,737	\$248,125	\$248,125	\$254,390	\$244,825

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- A decrease of \$3,300 is primarily associated with reductions required to balance the FY 2020-2021 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** 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.

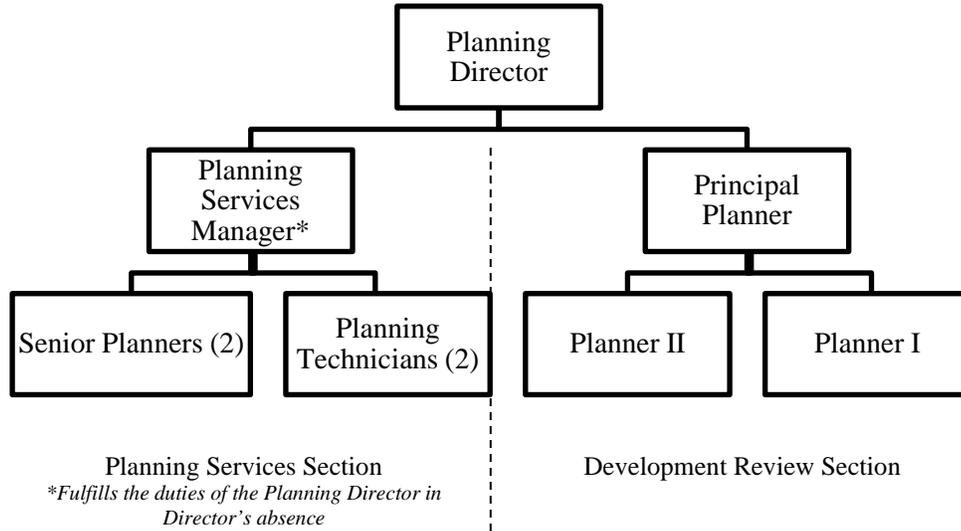
Downtown Garner Association

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 Downtown Garner Plan, acceptance in the North Carolina Main Street Program and accreditation by the National Main Street Center.

Expenditure Summary

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Downtown Garner Association	\$17,466	\$19,869	\$19,869	\$42,369	\$27,369
Garner Chamber of Commerce	47,400	33,000	33,000	33,000	33,000
Garner Economic Development Corp	45,000	0	0	45,000	45,000
Railroad Protective Liability	2,000	0	0	0	0
Total Expenditures	\$111,866	\$52,869	\$52,869	\$120,369	\$105,369

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.

Planning Department

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

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 2019-2020 Planning Department Accomplishments

- 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 2020-2021 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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Planning	\$739,458	\$775,231	\$1,022,996	\$1,022,600	\$917,171
Total	\$739,458	\$775,231	\$1,022,996	\$1,022,600	\$917,171

Planning Department

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Planning Director	1	-	1
Planning Services Manager	1	-	1
Senior Planner	2	-	2
Principal Planner	1	-	1
Planner II	1	1	1
Planner I	1	-	1
Planning Technician	2	-	2
Total	9	1	9

Budget Summary

	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Planning Administration					
Salaries	\$468,895	\$493,659	\$569,451	\$664,655	\$604,655
Longevity	3,015	4,312	5,712	5,841	5,841
FICA	35,095	37,492	43,411	50,725	46,134
Group Ins	82,775	86,448	101,586	106,803	93,223
Retirement	60,380	68,565	79,554	100,791	91,363
Prof Serv	11,909	14,700	14,700	14,700	14,700
Postage	780	2,000	2,000	2,000	1,500
Telephone	1,667	2,940	3,576	2,940	420
Printing	0	1,590	1,590	1,650	1,150
Trav & Trn	11,075	15,143	17,638	18,222	7,348
Auto M&R	2,911	0	0	0	0
Equip Rent	8,935	4,095	4,095	4,095	4,095
Record Fee	78	208	208	208	208
Advertise	481	2,400	2,400	2,400	2,400
Fuel	540	724	996	1,086	650
Dept Supp	4,043	5,320	9,920	6,870	6,870
Equip NC	0	0	3,000	3,000	0
Cont Serv	43,533	30,099	157,623	30,337	30,337
Dues & Sub	3,347	5,536	5,536	6,277	6,277
Total Planning Administration	\$739,458	\$775,231	\$1,022,996	\$1,022,600	\$917,171

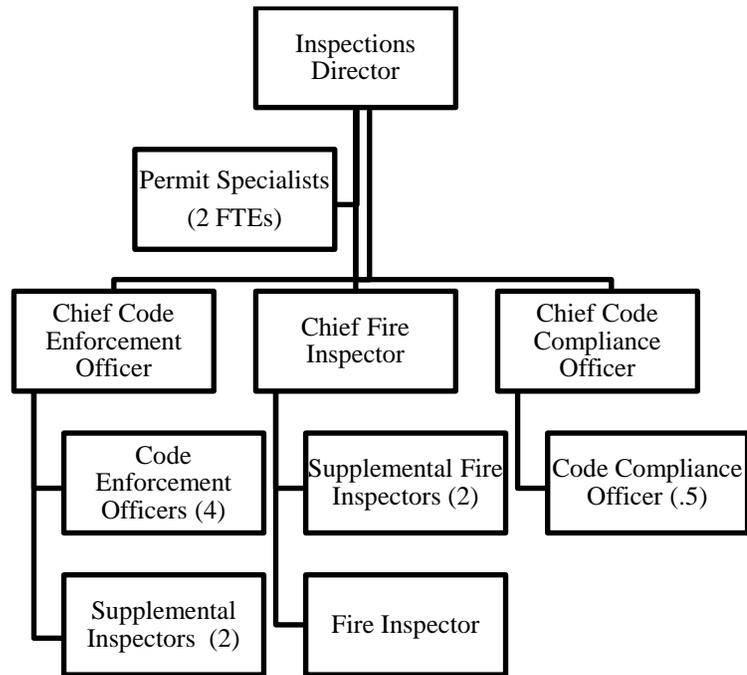
Planning Department

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$141,940 is primarily associated the mid-year approval of a planning technician to assist with increased development activity.

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 2019-2020 Accomplishments

- Performed 13,547 trade inspections
- Issued 1,547 permits
- Resolved 659 code compliance cases
- Assisted Town of Garner in all initiatives and town building projects
- 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
- 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, QI2, QI4, QI5)

Inspections Department

Objectives for Fiscal Year 2020-2021

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 Seminar to Electrical Contractors in partnership with GWBCO.
4. Continue to work with IT to tweak data base and add benefits where possible for efficiency and performance measures.
5. Establish procedures and policy for implementation of performance measures.
6. Support roles in the Trade associations for inspectors
7. Continue to support the TRC and our role as code administrators.

Expenditure Summary

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Inspections	\$1,023,637	\$1,213,554	\$1,213,554	\$1,412,043	\$1,351,126
Total	\$1,023,637	\$1,213,554	\$1,213,554	\$1,412,043	\$1,351,126

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Inspections Director	1	-	1
Chief Codes Enforcement Officer	1	-	1
Chief Fire Inspector	1	-	1
Chief Code Compliance Officer	1	-	1
Fire Inspector	1	-	1
Code Enforcement Officer III	5	-	5
Development & Permitting Specialists	2	-	2
Total	12	0	12

Inspections Department

Budget Summary

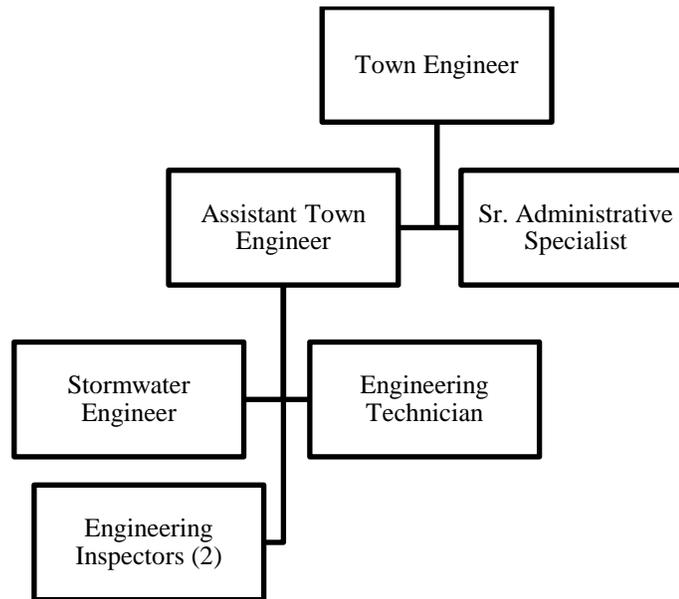
	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Inspections				Request	Recommended
Salaries	\$624,617	\$704,174	\$704,174	\$845,212	\$803,212
Salary OT	4,907	9,160	9,160	9,160	9,160
Sal Temp	69,923	118,700	118,700	77,200	77,200
Longevity	12,138	12,897	12,897	13,459	13,459
FICA	50,533	62,461	62,461	69,659	66,446
Group Ins	130,917	140,385	140,385	156,265	152,841
Retirement	82,029	105,565	105,565	131,438	125,075
Postage	1,691	3,500	3,500	3,500	3,500
Telephone	4,948	6,144	6,144	6,780	6,780
Printing	55	750	750	750	750
Trav & Trn	13,883	21,190	21,190	23,140	20,140
Equip M&R	0	100	100	100	100
Auto M&R	3,704	0	0	0	0
Equip Rent	4,276	4,095	4,095	7,000	7,000
Fuel	5,996	5,430	5,430	7,240	4,323
Dept Supp	4,591	4,450	4,450	5,450	5,450
Uniforms	714	3,150	3,150	3,750	3,750
Cont Serv	6,460	7,323	7,323	47,860	47,860
Dues & Sub	1,516	4,080	4,080	4,080	4,080
Vehicle	737	0	0	0	0
Total Inspections	\$1,023,637	\$1,213,554	\$1,213,554	\$1,412,043	\$1,351,126

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$137,572 is primarily associated with two positions approved mid-year to address increased development activity.

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 2019-2020 Accomplishments

- Managed construction projects with a total cost of \$4,551,899
- Reviewed 42 development submittals
- Annual street resurfacing project

Engineering Department

- Finalized the design of the Ackerman Road / Hebron Church Road roundabout at White 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 2020-2021

1. Design additional street and sidewalk projects to be funded by the 2013 bond sale.
2. Timely review of plans and inspections of projects
3. Coordinate project designs with submittal dates for grants and LAPP funds available
4. Continue to update Capital Project Budget and tracking system for construction projects.
5. 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 White Oak Road

Expenditure Summary

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Engineering	\$636,640	\$737,938	\$851,978	\$877,069	\$742,758
Total	\$636,640	\$737,938	\$851,978	\$877,069	\$742,758

Engineering Department

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Town Engineer	1	-	1
Assistant Town Engineer	1	-	1
Senior Administrative Support Specialist	1	-	1
Stormwater Engineer	1	-	1
Plan Reviewer	0	1	0
Engineering Technician	1	-	1
Construction Inspector	2	-	2
Total	7	1	7

Budget Summary

	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Community Engineering					
Salaries	\$420,597	\$508,149	\$483,149	\$604,737	\$515,237
Longevity	8,001	4,763	4,763	4,848	4,848
FICA	31,209	38,792	38,792	45,646	38,911
Group Ins	69,204	85,041	85,041	91,012	79,432
Retirement	54,836	71,466	71,466	92,352	78,792
Postage	621	275	275	400	400
Telephone	2,658	2,110	2,110	2,110	2,110
Printing	0	200	200	250	250
Trav & Trn	2,173	6,650	6,650	7,000	2,500
Auto M&R	656	0	0	0	0
Equip Rent	6,090	4,095	4,095	4,095	4,095
Fuel	3,133	2,987	2,987	4,250	2,213
Dept Supp	2,326	1,940	1,940	2,250	2,250
Software	5,000	0	0	0	0
Equip NC	1,676	0	0	6,399	0
Stormwater	5,533	4,900	4,900	4,900	4,900
Uniforms	288	300	300	350	350
Cont Serv	21,461	4,720	143,760	4,720	4,720
Dues & Sub	1,177	1,550	1,550	1,750	1,750
Total Community Engineering	\$636,640	\$737,938	\$851,978	\$877,069	\$742,758

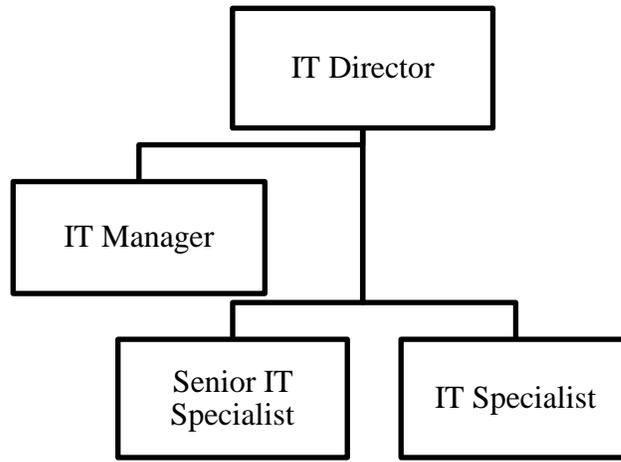
Engineering Department

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$4,820 is primarily associated with compensation related adjustments.

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 2019-2020 Accomplishments

- Completed the Town's internal SharePoint page
- Migrated department's data to OneDrive reducing operating costs and allowing staff to more easily access files
- Deployed the Teams applications to allow department's to collaborate remotely
- Replaced physical PC's for all Town departments.

Information Technology Department

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 2020 – 2021 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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Information Technology	\$779,061	\$713,146	\$713,146	\$903,230	\$772,879
Total	\$779,061	\$713,146	\$713,146	\$903,230	\$772,879

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Information Technology Director	1	-	1
IT Manager	1	-	1
Senior IT Specialist	1	1	1
IT Specialist	1	-	1
Total	4	1	4

Information Technology Department

Budget Summary

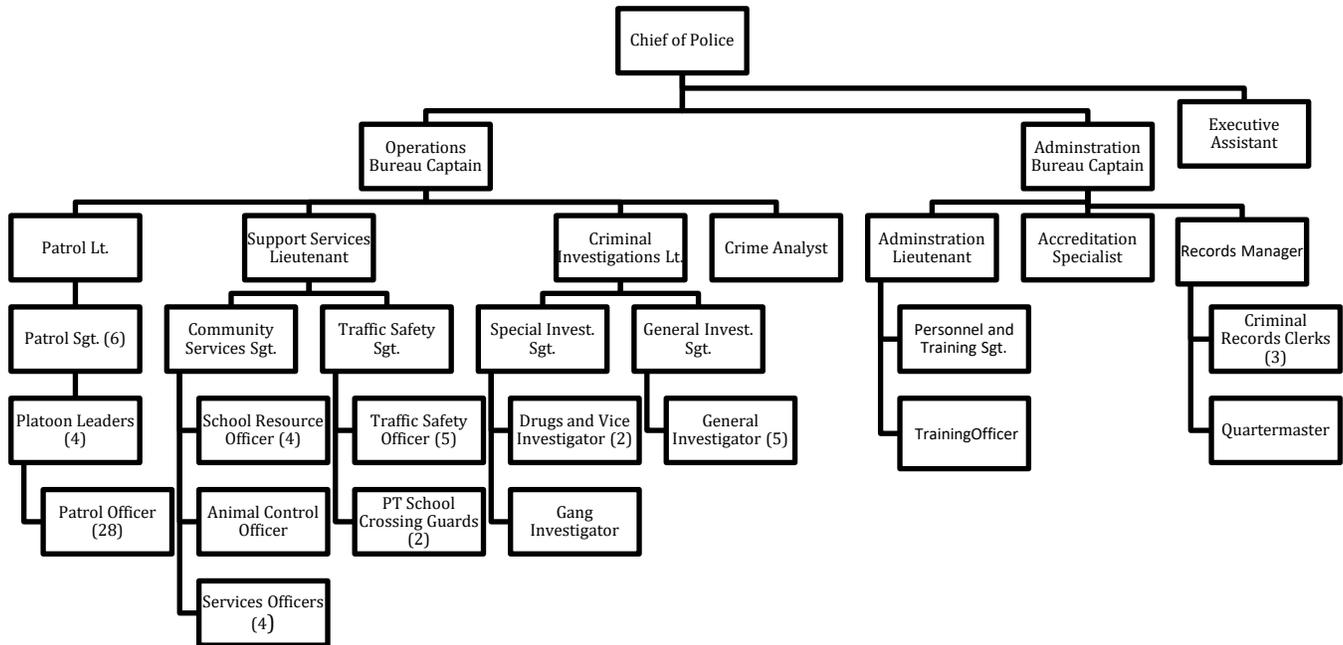
	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Information Technologies				Request	Recommended
Salaries	\$245,234	\$309,196	\$309,196	\$391,215	\$323,561
Longevity	1,000	1,000	1,000	1,000	1,000
FICA	17,762	23,717	23,717	30,045	24,816
Group Ins	42,999	41,115	41,115	47,381	36,743
Retirement	31,524	43,299	43,299	59,420	49,066
Prof Serv	3,361	3,500	3,500	3,500	3,500
Postage	0	26	26	26	26
Telephone	86,214	92,544	92,544	88,244	88,244
Trav & Trn	3,188	13,550	13,550	13,550	5,850
Auto M&R	211	0	0	0	0
Equip Rent	1,100	1,033	1,033	1,033	1,033
Fuel	118	376	376	376	100
Dept Supp	11,252	10,700	10,700	11,700	10,700
Equip NC	222,069	8,410	8,410	41,100	20,600
Cont Serv	112,594	164,180	164,180	212,080	205,080
Dues & Sub	435	500	500	2,560	2,560
Total Information Technologies	\$779,061	\$713,146	\$713,146	\$903,230	\$772,879

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$59,733 is primarily associated with the purchase of a redundant/backup internet connection and personnel adjustments.

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 2019-2020 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 2020-2021

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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Police	\$7,852,045	\$7,941,079	\$7,992,386	\$8,625,674	\$8,147,634
Total	\$7,852,045	\$7,941,079	\$7,992,386	\$8,625,674	\$8,147,634

Police Department

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 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	34	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 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Police Administration					
Salaries	\$4,397,812	\$4,522,132	\$4,522,132	\$4,873,547	\$4,719,364
Salary OT	66,664	50,000	54,326	50,000	38,500
Sal Temp	63,306	90,000	90,000	90,000	90,000
Out Emp	222,997	225,000	225,000	225,000	225,000
Longevity	88,379	93,391	93,391	95,875	95,875
FICA	358,411	377,226	377,226	399,976	387,415
Group Ins	887,911	888,310	888,310	857,398	830,398
Retirement	611,161	676,760	676,760	781,831	755,241
Prof Serv	12,845	13,600	13,600	13,600	13,600
Postage	934	1,200	1,200	1,200	1,200
Telephone	15,080	18,500	18,500	35,482	18,500
Printing	1,832	3,000	3,000	3,000	3,000
Trav & Trn	60,857	66,578	66,578	81,567	65,883
Spec Evnts	7,128	11,450	11,450	12,450	12,450

Police Department

Parking	708	350	350	350	350
Equip M&R	3,389	6,950	6,950	6,950	6,950
Auto M&R	126,775	0	0	0	0
Equip Rent	19,587	19,323	19,323	19,323	19,323
Fuel	137,334	132,340	132,340	132,340	92,504
Dept Supp	51,016	68,957	70,457	91,548	74,546
Dept Supp	36,272	0	3,894	0	0
Equip NC	72,867	34,885	48,542	172,097	27,145
Vet Supp	7,530	10,000	10,000	10,000	10,000
Drug Info	0	1,000	1,000	2,000	2,000
Uniforms	53,200	54,650	61,056	70,937	59,187
Cont Serv	534,746	556,977	556,977	580,703	580,703
Dues & Sub	3,556	4,500	4,500	4,500	4,500
Phys Exam	9,749	14,000	14,000	14,000	14,000
Equipment	0	0	21,524	0	0

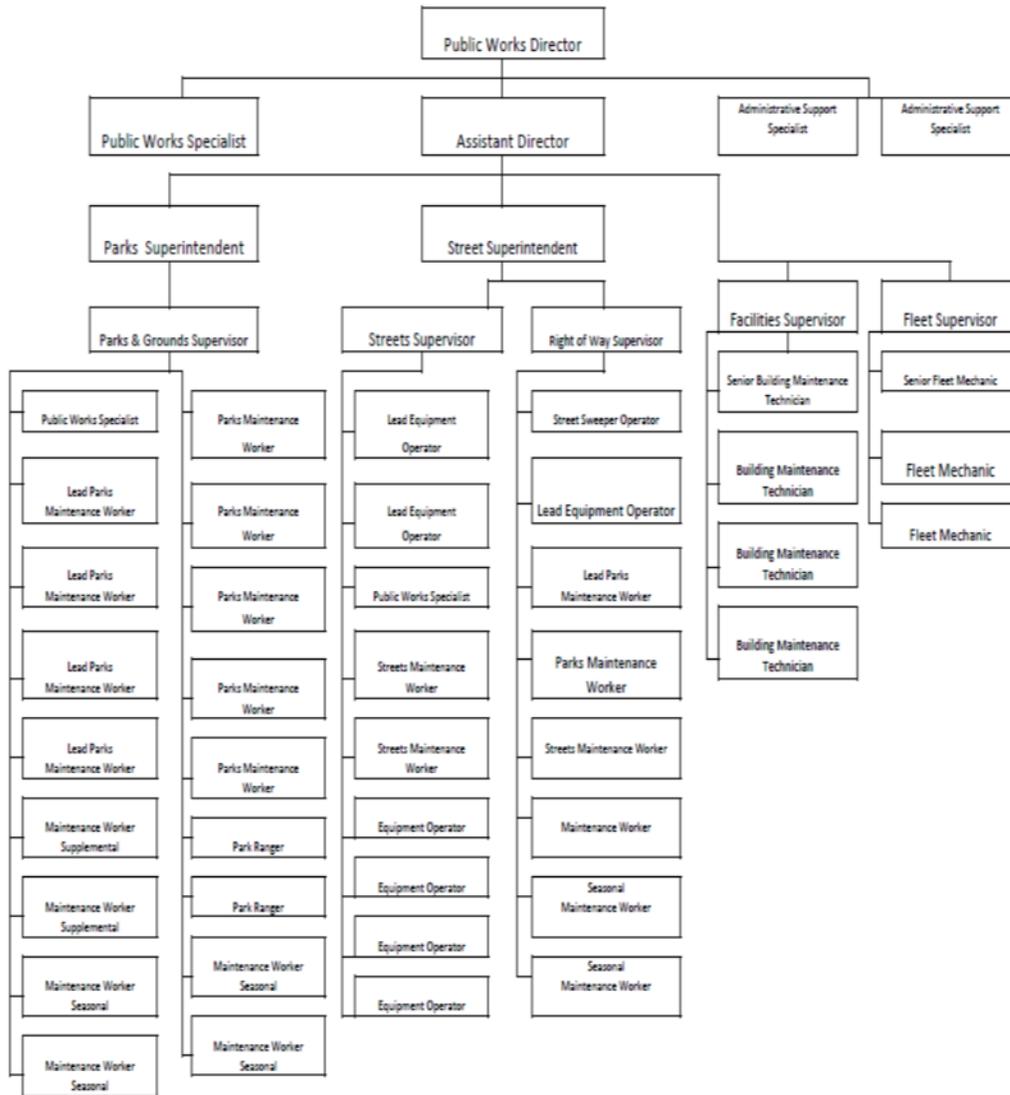
Total Police Administration	\$7,852,045	\$7,941,079	\$7,992,386	\$8,625,674	\$8,147,634
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FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$206,555 is primarily based the Town funding a school resource officer at South Garner High School.

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 2019-2020 Public Works 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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Administration	\$398,592	\$411,729	\$411,729	\$425,299	\$422,002
Streets	\$1,777,477	\$2,746,973	\$2,934,629	\$2,905,229	\$2,716,392
Powell Bill	\$1,258,154	\$1,154,641	\$1,528,653	\$847,682	\$764,402
Public Grounds Management	\$1,062,273	\$1,162,734	\$1,183,598	\$1,925,348	\$1,468,267
Snow Removal	\$23,309	\$34,890	\$34,890	\$34,890	\$0
Solid Waste	\$2,041,794	\$2,136,083	\$2,136,083	\$2,322,001	\$2,321,786
Public Facilities Management	\$852,043	\$1,104,061	\$1,200,459	\$1,339,885	\$1,227,265
Fleet Management	360,558	390,501	390,501	383,493	380,177
Total Expenditures	\$7,774,201	\$9,141,610	\$9,820,540	\$10,183,826	\$9,300,292

Public Works

PUBLIC WORKS ADMINISTRATION

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

Goals

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

Objectives

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

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 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

Public Works

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Public Works Administration				Request	Recommended
Salaries	\$246,772	\$253,358	\$253,358	\$265,711	\$263,352
Salary OT	842	0	0	1,500	1,500
Sal Temp	12,670	18,127	18,127	18,127	18,127
Longevity	3,427	3,493	3,493	3,493	3,493
FICA	18,527	19,754	19,754	22,295	22,058
Group Ins	56,365	57,356	57,356	47,095	47,095
Retirement	32,131	36,004	36,004	40,992	40,522
Postage	97	75	75	75	75
Telephone	1,285	1,422	1,422	3,246	3,246
Trav & Trn	7,673	9,700	9,700	10,400	10,400
Auto M&R	41	0	0	0	0
Equip Rent	5,686	5,322	5,322	5,322	5,322
Advertise	0	400	400	400	400
Fuel	422	453	453	453	222
Dept Supp	1,908	2,300	2,300	2,300	2,300
Uniforms	1,470	1,470	1,470	1,500	1,500
Cont Serv	8,187	912	912	0	0
Dues & Sub	1,090	1,583	1,583	2,390	2,390
Total Public Works Administration	\$398,592	\$411,729	\$411,729	\$425,299	\$422,002

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$10,274 is primarily associated with compensation adjustments.

Public Works

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.

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 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	2	16

Public Works

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Street Maintenance				Request	Recommended
Salaries	\$578,370	\$661,362	\$650,962	\$713,138	\$651,237
Salary OT	15,899	7,914	7,914	7,914	7,914
Sal Temp	28,433	40,000	40,000	40,000	40,000
Sal Tem OT	161	0	0	0	0
Longevity	11,877	12,041	12,041	10,845	10,845
FICA	47,599	58,004	58,004	60,726	55,780
Group Ins	151,317	184,553	184,553	187,151	163,151
Retirement	77,302	100,926	100,926	114,591	104,942
Telephone	1,113	3,852	3,852	3,975	3,975
Utilities	538,408	536,716	536,716	570,000	570,000
Trav & Trn	3,492	7,940	7,940	9,150	9,150
Equip Rent	0	0	0	10,000	10,000
Dept Supp	25,928	30,630	30,630	31,249	105,518
Uti Patch	4,862	20,000	20,000	20,000	20,000
Equip NC	6,198	12,254	12,254	12,254	12,254
Uniforms	8,166	13,615	13,615	14,780	14,780
Cont Serv	278,231	326,146	341,389	341,146	326,146
Street Res	0	730,000	912,813	730,000	610,000
Dues & Sub	120	1,020	1,020	700	700
Equipment	0	0	0	27,610	0
Total Street Maintenance	\$1,777,477	\$2,746,973	\$2,934,629	\$2,905,229	\$2,716,392

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- A decrease of \$30,581 is primarily associated with a decrease of \$120,000 for street resurfacing related activities.

Public Works

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

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department Request	Manager Recommended
Powell Bill					
Equip M&R	\$2,300	\$15,552	\$15,552	\$15,552	\$15,552
Auto M&R	82,152	60,030	60,030	60,030	60,030
Fuel	40,359	36,059	36,059	38,100	28,820
Dept Supp	43,169	45,000	45,000	74,000	0
Equip NC	30,884	0	0	0	0
Powel Bill	9,835	635,000	635,000	635,000	635,000
Str Resurf	724,689	0	322,745	0	0
Landfill	18,603	21,000	21,000	25,000	25,000
Equipment	244,678	342,000	392,162	0	0

Public Works

Vehicle	61,485	0	1,105	0	0
Total Powell Bill	\$1,258,154	\$1,154,641	\$1,528,653	\$847,682	\$764,402

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- A decrease of \$390,239 is primarily associated with reduced equipment 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

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Facilities Supervisor	2	-	2
Building Maintenance Technician	4	1	4
Total	6	1	6

Public Works

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Public Facility Management				Request	Recommended
Salaries	\$215,451	\$280,948	\$280,948	\$361,087	\$304,084
Salary OT	4,625	4,442	4,442	4,442	4,442
Sal Temp	808	0	0	0	0
Longevity	2,800	2,800	2,800	2,800	2,800
FICA	16,448	22,002	22,002	28,134	23,269
Group Ins	53,637	69,687	69,687	81,128	69,128
Retirement	28,475	40,026	40,026	50,980	50,535
Telephone	3,135	3,716	3,716	4,152	4,152
Utilities	189,140	210,640	210,640	245,000	245,000
Water/Swr	55,468	83,902	83,902	100,000	77,020
Trav & Trn	2,200	4,115	4,115	5,700	5,700
B&G Maint	12,816	17,525	17,525	23,105	23,105
Rep Vandal	0	0	0	2,500	2,500
Equip M&R	26,137	36,000	36,000	40,000	40,000
Auto M&R	2,593	0	0	0	0
Equip Rent	1,030	2,520	2,520	4,120	4,120
Fuel	4,554	7,281	7,281	7,281	3,304
Dept Supp	57,705	62,807	62,807	73,807	70,307
Equip NC	130	5,080	5,080	11,490	5,080
Uniforms	2,598	4,320	4,320	6,705	5,265
Cont Serv	172,293	246,250	342,648	287,454	287,454
Total Public Facility Management	\$852,043	\$1,104,061	\$1,200,459	\$1,339,885	\$1,227,265

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$123,205 is primarily associated with adjustments required to operate the Garner Recreation Center.

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

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Parks & Grounds Supervisor	2	-	2
Lead Parks Maintenance Worker	5	-	5
Maintenance Technician	1	3	1
Parks Maintenance Worker	6	-	6
Total	14	3	14

Public Works

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Public Grounds Management				Request	Recommended
Salaries	\$537,185	\$578,706	\$578,706	\$736,668	\$649,308
Salary OT	6,540	13,689	13,689	13,689	13,689
Sal Temp	44,400	50,000	50,000	50,000	50,000
Sal Tem OT	323	1,403	1,403	1,403	1,403
Longevity	6,283	8,251	8,251	8,484	8,484
FICA	44,717	51,203	51,203	63,103	56,419
Group Ins	144,163	137,222	137,222	201,902	165,902
Retirement	70,241	84,214	84,214	114,778	101,543
Telephone	1,208	2,935	2,935	5,436	5,436
Trav & Trn	3,527	12,235	12,235	13,880	7,380
Rep Vandal	125	500	500	500	500
Equip M&R	5,251	26,841	41,075	41,075	41,075
Auto M&R	31,389	0	0	0	0
Equip Rent	459	300	300	300	300
Fuel	25,795	23,270	23,270	25,150	13,000
Agric Supp	40,652	25,500	25,500	33,300	33,300
Dept Supp	29,981	34,500	34,500	42,000	42,000
Equip NC	11,628	13,790	13,790	36,150	16,950
Uniforms	7,854	12,590	12,590	15,450	12,885
Cont Serv	49,125	83,500	90,130	520,000	246,613
Landfill	959	1,000	1,000	1,000	1,000
Dues & Sub	470	1,085	1,085	1,080	1,080
Total Public Grounds Management	\$1,062,273	\$1,162,734	\$1,183,598	\$1,925,348	\$1,468,267

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$305,534 is primarily associated with various contract rate requirements.

Public Works

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.

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Services Supervisor	1	-	1
Lead Fleet Mechanic	1	-	1
Fleet Mechanics	2	-	2
Total	4	-	4

Public Works

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Fleet Management				Request	Recommended
Salaries	\$206,941	\$225,288	\$225,288	\$225,288	\$223,690
Salary OT	762	3,603	3,603	3,603	3,603
Longevity	1,882	2,887	2,887	2,887	2,887
FICA	15,135	17,784	17,784	17,784	17,605
Group Ins	48,514	48,757	48,757	44,333	44,333
Retirement	26,775	32,333	32,333	32,333	32,333
Telephone	1,842	1,380	1,380	1,380	1,380
Trav & Trn	8,866	4,961	4,961	4,961	4,961
Equip M&R	3,092	7,000	7,000	8,935	8,935
Auto M&R	1,080	0	0	0	0
Fuel	2,145	2,699	2,699	2,699	1,160
Dept Supp	21,413	21,622	21,622	21,622	21,622
Equip NC	3,859	0	0	3,657	3,657
Uniforms	2,431	2,880	2,880	2,940	2,940
Cont Serv	14,882	10,021	10,021	10,021	10,021
Dues & Sub	940	1,370	1,370	1,050	1,050
Equipment	0	7,916	7,916	0	0
Total Fleet Management	\$360,558	\$390,501	\$390,501	\$383,493	\$380,177

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- A decrease of \$10,324 is primarily related to reduced equipment requirements.

Public Works

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.

Budget Summary

	FY 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Solid Waste					
Postage	\$2,600	\$3,000	\$3,000	\$3,500	\$3,500
Printing	3,788	4,260	5,816	7,500	7,500
Equip M&R	267	0	0	0	0
Auto M&R	376	0	0	0	0
Fuel	112	315	315	315	100
Dept Supp	79,449	70,100	68,544	87,620	87,620
Dumpster	17,702	19,284	19,284	20,916	20,916
Res Coll	1,614,612	1,699,825	1,699,825	1,808,540	1,808,540
Curb Recyl	268,834	310,688	310,688	353,767	353,767
Off Recyl	1,957	2,611	2,611	3,843	3,843

Public Works

Landfill	52,098	26,000	26,000	36,000	36,000
Total Solid Waste	\$2,041,794	\$2,136,083	\$2,136,083	\$2,322,001	\$2,321,786

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$185,703 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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department Request	Manager Recommended
Snow Removal					
10562000 521600 Equip M&R	\$0	\$7,072	\$7,072	\$7,072	\$0
10562000 523300 Dept Supp	23,309	27,818	27,818	27,818	0
Total Snow Removal	\$23,309	\$34,890	\$34,890	\$34,890	\$0

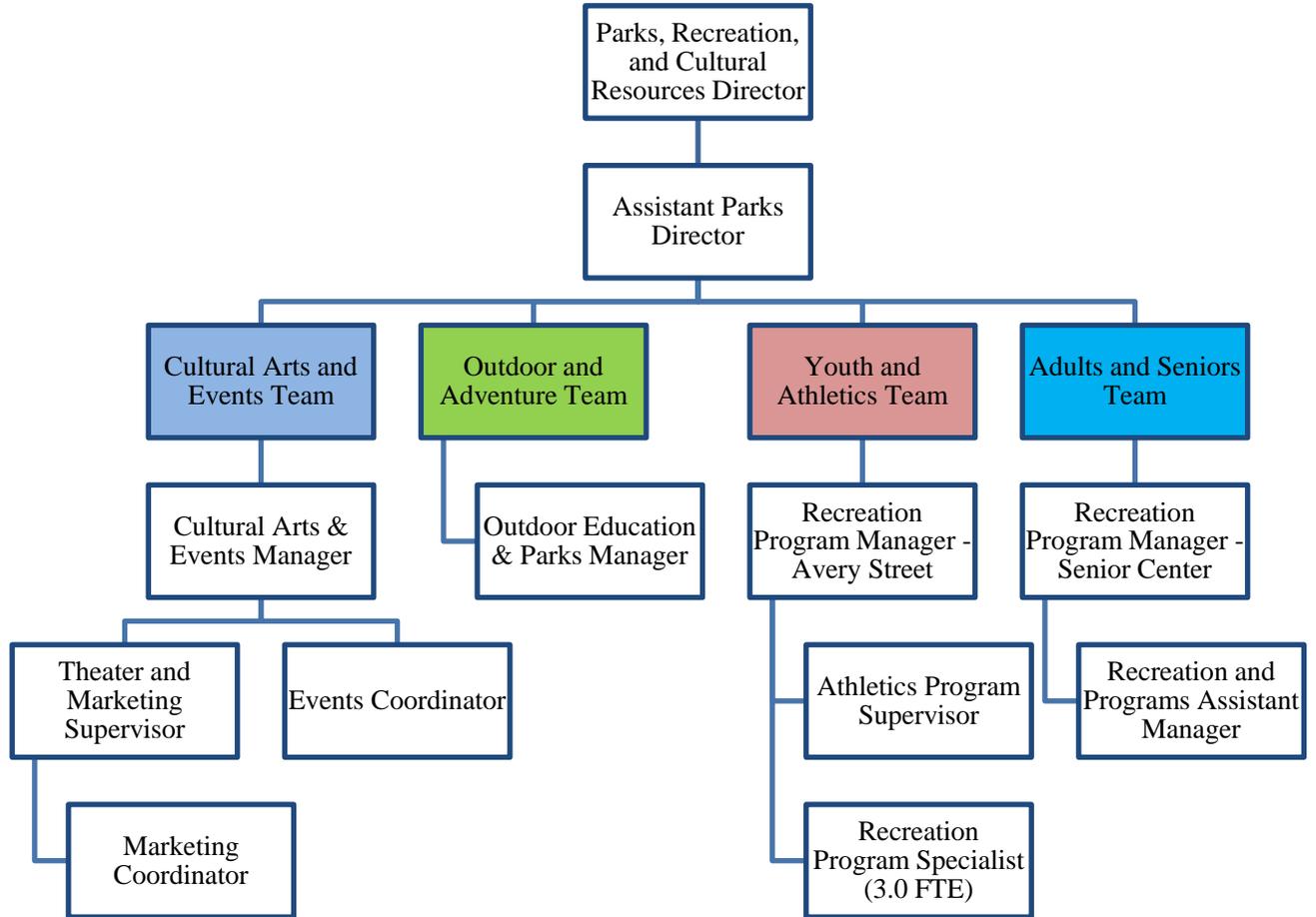
FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

Public Works

- A decrease of \$34,890 is primarily associated reductions to balance the FY 2020 – 2021 budget.

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 2019-2020 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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Administration	\$2,741,965	\$353,937	\$374,785	\$530,897	\$354,613
Cultural Arts & Events	\$432,254	\$581,097	\$581,097	\$614,690	\$606,232
Marketing and Special Events	\$36,261	\$41,359	\$41,359	\$42,349	\$42,349
Youth & Athletic	\$590,339	\$807,276	\$813,276	\$1,082,503	\$809,921
Adult & Senior	\$273,753	\$307,852	\$318,426	\$313,410	\$300,297
Outdoor Adventure	\$152,676	\$153,124	\$156,699	\$165,272	\$160,112
Program Partners	207,589	156,785	156,785	163,594	163,594
Total Expenditures	\$4,434,836	\$2,401,430	\$2,442,427	\$2,912,715	\$2,437,118

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

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
PRCR Director	1	-	1
Assistant PRCR Director	1	-	1
Park Planner	0	1	0
Administrative Support Specialist	0	1	0
Total	2	2	2

Parks, Recreation and Cultural Resources Department

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Parks & Rec Administration				Request	Recommended
Salaries	\$208,124	\$211,410	\$211,410	\$329,671	\$211,586
Longevity	5,546	5,794	5,794	5,938	5,938
FICA	16,078	16,643	16,643	25,673	16,632
Group Ins	23,635	23,351	23,351	46,358	22,358
Retirement	27,355	30,455	30,455	50,792	32,884
Postage	1,554	3,029	3,029	3,029	3,029
Telephone	1,313	1,272	1,272	1,272	1,272
Trav & Trn	9,652	11,110	11,110	11,670	11,670
Auto M&R	654	0	0	0	0
Equip Rent	16,313	15,509	15,509	20,069	20,069
Fuel	614	1,014	1,014	1,750	500
Dept Supp	1,426	4,750	4,750	12,000	6,000
Uniforms	0	300	300	350	350
Cont Serv	26,279	28,000	28,000	21,000	21,000
Dues & Sub	1,300	1,300	1,300	1,325	1,325
Land	2,402,122	0	20,848	0	0
Total Parks & Rec Administration	\$2,741,965	\$353,937	\$374,785	\$530,897	\$354,613

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$676 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

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Cultural Arts & Events				Request	Recommended
Salaries	\$189,670	\$215,294	\$215,294	\$231,638	\$229,154
Salary OT	215	675	675	675	675
Sal Temp	48,685	47,111	47,111	54,738	54,738
Sal Tem OT	11	0	0	0	0
FICA	16,460	20,099	20,099	21,402	21,159
Group Ins	49,935	54,343	54,343	47,027	47,027
Retirement	24,247	30,031	30,031	35,195	34,714
Telephone	2,096	2,544	2,544	2,544	2,544
Printing	568	1,400	1,400	2,400	2,400
Trav & Trn	3,534	4,345	4,345	6,745	6,745
Equip M&R	508	1,500	1,500	0	0
Equip Rent	1,145	0	0	0	0
Equip Rent	8,940	34,760	34,760	35,299	35,299
Dept Supp	23,352	35,645	35,645	40,395	35,145
Uniforms	576	2,400	2,400	2,400	2,400
Cont Serv	62,026	130,310	130,310	133,592	133,592
School Fee	285	640	640	640	640
Total Cultural Arts & Events	\$432,254	\$581,097	\$581,097	\$614,690	\$606,232

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$25,135 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 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Marketing & Special Events					
Postage	\$6,343	\$7,300	\$7,300	\$7,450	\$7,450
Printing	20,022	22,300	22,300	22,300	22,300
Dept Supp	2,483	3,675	3,675	3,675	3,675
Cont Serv	5,403	6,084	6,084	4,854	4,854
Dues & Sub	2,010	2,000	2,000	4,070	4,070
Total Marketing & Special Events	\$36,261	\$41,359	\$41,359	\$42,349	\$42,349

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$990 is primarily associated with an increased in Dues and Subscriptions.

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

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Youth & Athletics				Request	Recommended
Salaries	\$253,276	\$307,087	\$307,087	\$340,794	\$310,283
Salary OT	35	0	0	0	0
Sal Temp	103,157	214,234	214,234	278,228	182,120
Sal Tem OT	177	0	0	0	0
Longevity	3,531	3,656	3,656	3,656	3,656
FICA	27,076	36,308	36,308	38,512	32,585
Group Ins	62,838	50,165	50,165	48,152	48,152
Retirement	32,751	38,191	38,191	45,838	41,495
Telephone	2,767	3,816	3,816	3,816	3,816
Printing	166	2,000	2,000	2,000	2,000
Utilities	2,931	3,650	3,650	5,540	5,540
Trav & Trn	2,802	8,690	8,690	10,000	10,000
B&G Maint	3,152	15,700	15,700	14,100	14,100
Equip M&R	1,349	5,900	5,900	2,750	2,750
Auto M&R	181	0	0	0	0
Equip Rent	3,396	3,601	3,601	5,500	5,500
Fuel	0	580	580	580	580
Dept Supp	37,543	36,893	42,893	74,411	73,911
Software	1,275	0	0	0	0
Equip NC	1,659	0	0	20,242	0
Uniforms	3,530	5,825	5,825	6,300	6,300
Cont Serv	32,891	62,850	62,850	181,924	66,973
School Fee	13,858	7,650	7,650	0	0
Dues & Sub	0	480	480	160	160
Total Youth & Athletics	\$590,339	\$807,276	\$813,276	\$1,082,503	\$809,921

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$2,645 is primarily associated with personnel and operating requirements associated with the new Recreation Center.

Parks, Recreation and Cultural Resources Department

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.

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Recreation Center & Program Manager	1	-	1
Recreation Specialist - Seniors & Adults	1	-	1
Total	2	-	2

Parks, Recreation and Cultural Resources Department

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Adult & Senior Programs				Request	Recommended
Salaries	\$129,132	\$131,636	\$131,636	\$136,274	\$133,751
Salary OT	0	0	0	0	0
Sal Temp	56,908	78,555	78,555	80,680	70,680
Longevity	3,684	4,144	4,144	4,226	4,226
FICA	14,098	16,835	16,835	17,222	17,024
Group Ins	26,276	26,031	26,031	24,902	24,902
Retirement	16,976	19,004	19,004	21,407	21,015
Telephone	1,219	1,272	1,272	1,272	1,272
Printing	0	0	0	0	0
Trav & Trn	1,598	2,590	2,590	4,340	4,340
Trv Sen Cz	-35	2,400	2,400	2,800	2,800
B&G Maint	3,234	3,700	3,700	2,800	2,800
Equip M&R	1,309	1,515	1,515	600	600
Equip M&R	336	1,200	1,200	1,200	1,200
Auto M&R	50	0	0	0	0
Equip Rent	196	1,176	1,176	0	0
Fuel	0	300	300	300	300
Dept Supp	6,296	4,600	10,600	6,060	6,060
Equip NC	0	0	0	0	0
Uniforms	583	400	400	400	400
Cont Serv	11,893	12,374	16,948	8,807	8,807
Dues & Sub	0	120	120	120	120
Total Adult & Senior Programs	\$273,753	\$307,852	\$318,426	\$313,410	\$300,297

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$7,555 is primarily associated with compensation adjustments.

Parks, Recreation and Cultural Resources Department

OUTDOOR AND ADVENTURE

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

Position Summary

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 Recommended
Parks and Outdoor Education Program Manager	1	-	1
Total	1	-	1

Parks, Recreation and Cultural Resources Department

Budget Summary

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Outdoor Adventure				Request	Recommended
Salaries	\$56,764	\$56,991	\$56,991	\$56,991	\$56,991
Sal Temp	51,226	48,000	48,000	52,696	52,696
FICA	8,212	7,765	7,765	7,765	7,765
Group Ins	11,737	11,582	11,582	11,809	11,809
Retirement	7,231	7,926	7,926	7,926	7,926
Telephone	643	636	636	636	636
Printing	1,971	2,475	2,475	2,475	2,475
Trav & Trn	935	980	980	950	950
Equip M&R	0	750	750	750	750
Equip Rent	1,421	1,409	1,409	1,199	1,199
Dept Supp	8,187	9,010	12,585	16,230	11,070
Uniforms	364	545	545	545	545
Cont Serv	3,656	4,650	4,650	4,650	4,650
Dues & Sub	330	405	405	650	650
Total Outdoor Adventure	\$152,676	\$153,124	\$156,699	\$165,272	\$160,112

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$6,988 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 2018 -- 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department Request	Manager Recommended
Program Partners					
Garner Baseball	\$70,087	\$65,573	\$65,573	\$66,600	\$66,600
Civitan	21,323	21,569	21,569	23,094	23,094
Miss Garner	4,000	3,500	3,500	3,500	3,500
Town Players	23,650	23,650	23,650	23,650	23,650
CASL	53,532	26,460	26,460	30,000	30,000
GAYSL	13,592	16,032	16,032	16,750	16,750
Optimist Club	21,406	0	0	0	0
Total Program Partners					
	\$207,589	\$156,785	\$156,785	\$163,594	\$163,594

FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- A decrease of \$6,809 is primarily associated with miscellaneous funding adjustments.

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

Divisions	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2019-20 Revised	FY 2020-21 Department Request	FY 2020-21 Manager Recommended
Retirement	\$620,194	\$617,756	\$617,756	\$580,968	\$580,968
Town Insurance	\$644,377	\$594,376	\$594,376	\$645,000	\$645,000
Subsidized Programs	\$52,132	\$68,004	\$68,004	\$68,004	\$68,004
Office Administration	18,151	166,014	300,946	166,014	66,014
Total Expenditures	\$1,334,854	\$1,446,150	\$1,581,082	\$1,459,986	\$1,359,986

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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Retirement				Request	Recommended
Sep Allow	\$257,275	\$249,242	\$249,242	\$233,798	\$233,798
FICA	18,995	19,640	19,640	17,886	17,886
Ret Ins	343,924	348,874	348,874	329,284	329,284
Total Retirement	\$620,194	\$617,756	\$617,756	\$580,968	\$580,968

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 2018 - 2019 Actual	FY 2019 - 2020 Adopted	FY 2019 - 2020 Revised	FY 2020 - 2021 Department Request	FY 2020 - 2021 Manager Recommended
Town Insurance					
DENTAL COS	\$93,875	\$0	\$0	\$0	\$0
Insurance	234,179	241,068	241,068	280,000	280,000
Work Comp	316,084	338,308	338,308	350,000	350,000
Unemp Ins	239	15,000	15,000	15,000	15,000
Total Town Insurance					
	\$644,377	\$594,376	\$594,376	\$645,000	\$645,000

Special Appropriations

Non-Profit Contributions

The Town offers support to various local non-profit agencies through Subsidized Program funds. These agencies provide programs the Town could not otherwise afford to provide, or they supplement existing Town programs and services.

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Non-Profit Contributions				Request	Recommended
American Legion	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
City of Raleigh Utility Bill Assistance	0	14,173	14,173	14,173	14,173
Community of Hope	7,295	7,295	7,295	7,295	7,295
Garner Area Ministries	3,898	3,898	3,898	3,898	3,898
Garner Educational Foundation	10,000	10,000	10,000	10,000	10,000
Garner Magnet High Marching Band	0	1,699	1,699	1,699	1,699
Garner Police Athletic Activities League	3,000	3,000	3,000	3,000	3,000
INTERACT – Family Violence and Prevention Center	3,000	3,000	3,000	3,000	3,000
Resources for Seniors	3,939	3,939	3,939	3,939	3,939
YMCA Capital Campaign Pledge	20,000	20,000	20,000	20,000	20,000
Total Non-Profit Funding	\$52,132	\$68,004	\$68,004	\$68,004	\$68,004

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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Office Administration				Request	Recommended
PSN TRN	\$0	-\$50,000	-\$50,000	-\$50,000	-\$150,000
Prof Serv	0	0	99,800	0	0
Postage	1,559	0	0	0	0
ESN	0	-7,500	-7,500	-7,500	-7,500
Auto M&R	0	184,501	219,633	184,501	184,501
Auto M&R	280	0	0	0	0
Equip Rent	3,846	5,000	5,000	5,000	5,000
HAZMAT	12,467	14,013	14,013	14,013	14,013
Contingcy	0	20,000	20,000	20,000	20,000
Total Office Administration	\$18,151	\$166,014	\$300,946	\$166,014	\$66,014

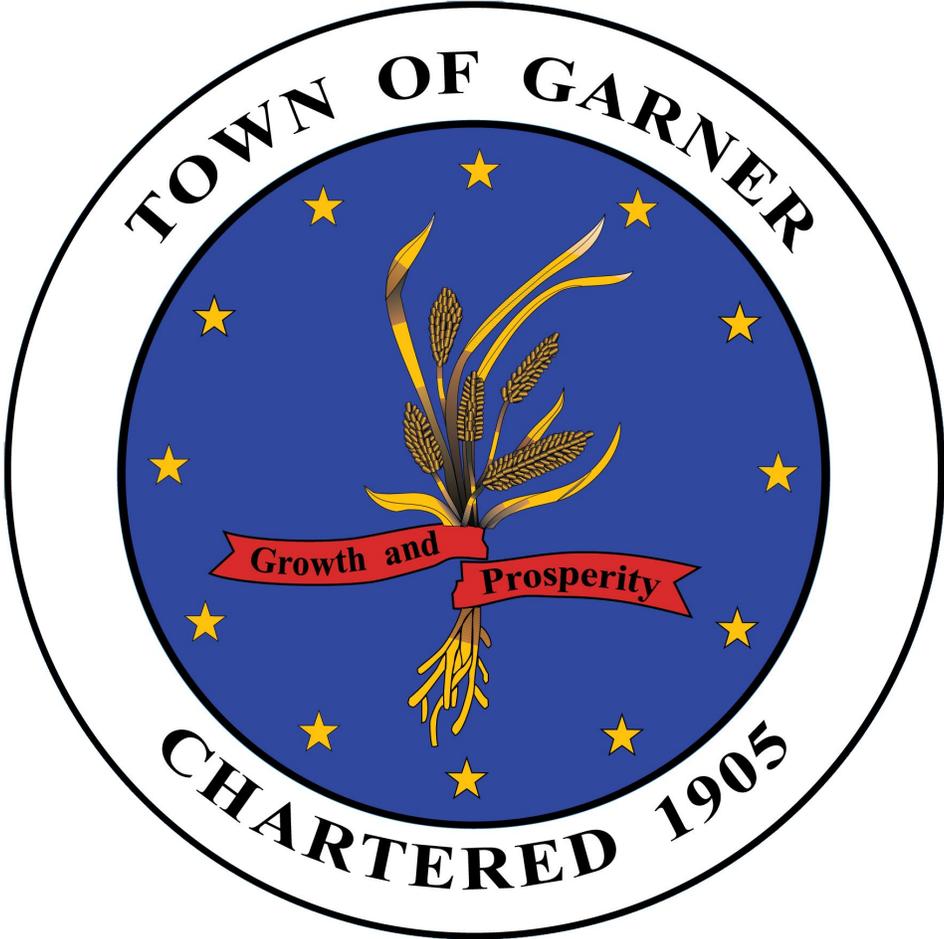
Debt Service

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 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Debt Service				Request	Recommended
Principal	\$1,005,000	\$1,135,000	\$1,135,000	\$1,330,000	\$1,330,000
Prin Lease	1,047,875	1,034,113	1,034,113	1,019,516	1,019,516
Inst Loan	495,626	342,000	342,000	347,000	347,000
REFUNDING	0	0	4,660,000	0	0
interest	1,096,050	1,143,835	1,228,698	1,320,185	1,320,185
Int Lease	110,527	91,287	91,287	71,877	71,877
Intr Inst	18,027	12,120	12,120	7,280	7,280
Issue Cost	0	0	80,000	0	0
Total Debt Service	\$3,773,106	\$3,758,355	\$8,583,218	\$4,095,858	\$4,095,858

**TOWN OF GARNER
NORTH CAROLINA**



**RECOMMENDED FISCAL YEAR 2020-2021
Garner Volunteer Fire and Rescue (GVFR)**

**Garner Volunteer Fire and Rescue
Funding Summary**

	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	FY 2020 - 2020	FY 2020 - 2021
	Actual	Adopted	Revised	Department	Manager
Fire Services				Request	Recommended
Equip NC	\$216,501	\$115,220	\$115,220	\$115,220	\$115,220
Uniforms	10,955	18,315	18,315	18,315	18,315
Cont Serv	113,474	61,600	61,600	113,474	113,474
CS-GVFD	3,063,472	3,299,476	3,380,340	3,710,959	3,526,036
Vehicle	0	38,288	38,288	44,268	0
Total Fire Services	\$3,404,401	\$3,532,899	\$3,613,763	\$4,002,236	\$3,773,045

FY 2021 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 2021. 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.Gammon@wakegov.com**. The deadline for submission is **Friday, January 24, 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 Gammon at (919) 856-5889 or email at Michael.Gammon@wakegov.com

**Wake County Fire Tax District
FY 2021 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

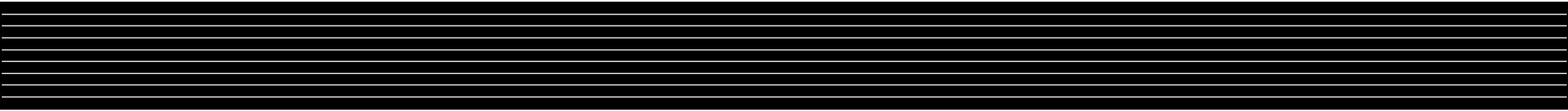
Website: www.garnerfire.com

Board Roster & Contact Information:

Board President	Name: <u>Steve Woodall</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>504 Longview Street</u> <u>Garner, NC 27529</u> Contact Email <u>swoodall8nc.rr.com</u> Contact Phone # <u>(919) 772-6665</u> Other Information: _____
Member Secretary	Name: <u>Kenny Walker</u> Term Expires: <u>11/19/2020</u> Mailing Address: <u>3021 Benson Hwy.</u> <u>Garner, NC 27529</u> Contact Email <u>walker6558@bellsouth.net</u> Contact Phone # <u>(919) 524-7613</u> Other Information: _____
Treasurer	Name: <u>Kenny Walker</u> Term Expires: <u>11/19/2020</u> Mailing Address: <u>3021 Benson Hwy.</u> <u>Garner, NC 27529</u> Contact Email <u>walker6558@bellsouth.net</u> Contact Phone # <u>(919) 524-7613</u> Other Information: _____
Member	Name: <u>Joe Sample</u> Term Expires: <u>11/19/2020</u> Mailing Address: <u>118 Newhaven Ct.</u> <u>Garner, NC 27529</u> Contact Email <u>josamprop@aol.com</u> Contact Phone # <u>(919) 602-2403</u> Other Information: <u>Vice - President</u>
Member	Name: <u>Carl Williams</u> Term Expires: <u>11/19/2020</u> Mailing Address: <u>9601 Neils Branch Rd.</u> <u>Raleigh, NC 27603</u> Contact Email <u>cwilliams@pike.com</u> Contact Phone # <u>(919) 669-6697</u> Other Information: _____
Member	Name: <u>Jeanette Stevens</u> Term Expires: <u>11/19/2020</u> Mailing Address: <u>901 Vandora Ave.</u> <u>Garner, NC 27529</u> Contact Email <u>jdagwood@earthlink.net</u> Contact Phone # <u>(919) 612-6130</u> Other Information: _____
Member (if applicable)	Name: <u>Mark Wilson</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>8316 Crowder Rd.</u> <u>Raleigh, NC 27603</u> Contact Email <u>mawilson06@yahoo.com</u> Contact Phone # <u>(919) 612-0972</u> Other Information: _____
Member (if applicable)	Name: <u>Nancy Anderson</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>263 Shady Hollow Ln.</u> <u>Garner, NC 27529</u> Contact Email <u>nsa8234@gmail.com</u> Contact Phone # <u>(518) 727-8234</u> Other Information: _____
Member (if applicable)	Name: <u>Stacy Kolacz</u> Term Expires: <u>11/19/2020</u> Mailing Address: <u>300 Lakeside Dr.</u> <u>Garner, NC 27529</u> Contact Email <u>stacy@grafixhouse.net</u> Contact Phone # <u>(919) 802-2997</u> Other Information: <u>Alternate</u>

**FIRE
CHIEF**

Name:	Matthew Poole
Mailing Address:	105 Saylor Ridge Ln. Willow Springs, NC 27592
Contact Phone #	(919) 427-9877
Other Information:	
Other Information:	

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PART TIME/TEMPORARY EMPLOYEES

Select Position Title	Annual Scheduled Hours	Hourly Rate	Annual Salary	FICA	State Firemen's Pension Fund	Unemployment Insurance	Workers ' Comp	Total Cost
<i>Example: Firefighter I</i>	1,040	11	11,430	874	120	-	-	12,424
Admin Asst. 1	1,040	15.12	15,725	1,203	-	136	250	17,314
			-	-				-
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			-	-				-
			-	-				-
			-	-				-
Subtotal - Part-time Employees	1,040	15.12	15,725	1,203	-	136	250	17,314

Describe Methodology for Certain Calculations

Unemployment Insurance SUTA - .060% of first \$25,200 / FUTA - .8% of first \$7,000.
 Workers Comp Administrative Secretary Rate.

OPERATING EXPENSES					
Category	Item	FY 2020 Adopted	FY 2021 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	14,795	14,795	-	
	Computer Equipment	3,000	3,000	-	
	Software Purchase/Licensing/Maintenance	1,860	1,860	-	
	Photocopying and Duplicating Equipment	2,500	2,500	-	
	Auditing Fees	13,000	13,000	-	
	Legal Fees/Litigation Services	1,000	1,000	-	
Other Office Supplies/Materials			-		
Other Professional Services Fees	21,600	21,600	-		
PPE & Uniforms	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	4,999	1,641	Background checks & random drug screens
Equipment	Tools			-	
	Boat Supplies	500	500	-	
	Communications Equipment (NON-radio)			-	
	Beeper/Pager Service			-	
	Cellular Communications	8,640	10,584	1,944	Batt. Chief phone and air cards
	Radio/Pagers Repairs	2,550	2,550	-	
Training	Maintenance & Repair - General Equipment	15,300	15,300	-	
	Other Fire Related Supplies/Equipment	25,577	25,577	-	
	Educational/Training Supplies			-	
	Employee Training, General Costs	22,500	22,500	-	
	Training-related Travel (including meals, lodging)	22,500	22,500	-	
Medical Supplies	Mileage Reimbursement			-	
	Prof. Training/Certification/Licensing			-	
Medical Supplies	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	14,990	5,040	Actual- Telephone, utility, cell phone remb., and Time Warner
	Electricity	29,956	29,956	-	
	Natural Gas	3,610	3,610	-	
	Propane - Outside Agencies	3,500	3,500	-	
	Water/Sewer	5,500	5,500	-	
	Dumpster/Garbage Pickup	200	200	-	
	Other Utilities	250	250	-	
Facilities	Maintenance & Repairs - Building	24,800	24,800	-	
	Building Modifications/Renovations			-	
Insurance	Purchased Insurance & Bonding	49,500	64,708	15,208	Supporting documentation attached- Actual
	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	61,000	(600)	County error in approved budget.
	Vehicle License	1,300	1,300	-	
	Accident Insurance	22,236	32,784	10,548	Supporting documentation attached- Actual
	Other Equipment	6,500	6,500	-	
	Bank charges	1,000	1,000	-	
	Sales Tax Expense		12,165	12,165	Not in 2020 approved budget.
	WC CAD	3,000	3,000	-	
Furniture Replacement			-		
Subtotal-Operating Costs		711,800	757,746	45,946	
Overall Increase/(Decrease) to Base*				45,946	

**Wake County Fire Tax District
FY 2021 Budget Requests
Debt Service**

Garner Volunteer Fire Rescue, Inc.

List of Buildings, Equipment, etc.	Creditor	Unpaid Balance as of 7/1/2020	FY 2020 Budgeted Debt Service
2011 Pierce Pumper Tanker	LGFCU/CIVIC	36,015	19,217
2012 Pierce Sabre Tanker	LGFCU/CIVIC	53,574	18,995
2016 Pierce Impel Pumper	LGFCU/CIVIC	191,331	34,630
2018 Rosenbauer Engine	LGFCU/CIVIC	411,213	57,865
2019 Pierce Ladder	LGFCU/CIVIC	927,732	117,177
TOTAL DEBT SERVICE			

ct

FY21 Minimum Annual Payments			Number of Months Left as of 7/1/2020
Interest	Principal	Payment	
620	18,597	19,217	23
1,021	17,974	18,995	35
4,890	29,740	34,630	72
10,718	47,147	57,865	95
28,846	88,331	117,177	110
46,095	201,789	247,884	

**Wake County Fire Tax District
FY 19 Actuals and FY 20 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 2020 Actuals	FY 2020 Projection	Projected FY 20 Actuals	(Under)/Over Budget
		FY 2019	FY 2020	YTD Through 12/31/19	1/1/2020 - 6/30/2020	YTD Actuals + Projection	Budget Less Projected Actuals
REVENUES							
Taxes	Government Support-Fire Tax Allocation	2,268,620	2,274,889	1,174,661	0	1,174,661	(1,100,228)
	Governmental Support-Non-County Allocation (If applicable)	3,063,472		1,674,361	0	1,674,361	1,674,361
Reimbursables	Sales Tax Reimbursement		12,165			-	(12,165)
	Fuel Tax Reimbursement	-		-	-	-	-
Contracts	Contracts Related to Fire Protection	-		-	-	-	-
	NC State Contract	417		-	417	417	417
	WC-7 Contract	-		-	-	-	-
Other	Rent/Lease Revenue	-		-	-	-	-
	Special Events	-		-	-	-	-
	Interest Income	1,930		12	0	12	12
	Appropriated Fund Balance	-		-	-	-	-
	State Fire Service	-		-	-	-	-
	Donations/Contributions	3,681		-	-	-	-
	Sale of Equipment	-		250	0	250	250
	Miscellaneous	18		950	0	950	950
	City & County Reimbursements	551,883		76,820	0	76,820	76,820
	Johnston County Taxation	50,508		27,378	0	27,378	27,378
Other Revenues	-		-	-	-	-	
Other Revenues	-		-	-	-	-	
		5,940,529.0	2,287,054	2,954,432.0	417.0	2,954,849.0	667,795.0
PERSONNEL EXPENSES							
		Actuals	Adopted Budget	FY 2020 Actuals	FY 2020 Projection	Projected FY 20 Actuals	(Over)/Under Budget
		FY 2019	FY 2020	YTD Through 12/31/19	1/1/2020 - 6/30/2020	YTD Actuals + Projection	Budget Less Projected Actuals
Full-Time Personnel Costs	Salaries and Structural OT	3,134,104	3,370,544	1,647,205	1,723,339	3,370,544	-
	Longevity	59,992	59,992	63,874	-	63,874	(3,882)
	FICA - Full-Time + Structural OT Wages	234,802	257,846	125,913	131,933	257,846	-
	Retirement	241,661	262,228	142,534	154,500	297,034	(34,806)
	401(K)	156,567	168,527	82,381	86,146	168,527	-
	Merit Allocation	-	-	-	-	-	-
	Life Insurance (Full-Time Only)	14,148	13,760	7,918	5,842	13,760	-
	Health Insurance (Full-Time Only)	292,753	285,952	142,960	142,992	285,952	-
	Dental Insurance (Full-Time Only)	30,560	30,336	14,748	15,588	30,336	-
	State Fireman's Pension Fund - Full-Time	17	6,640	-	6,640	6,640	-
	Worker's Compensation	77,825	79,000	39,100	39,900	79,000	-
	Unemployment Insurance	3,704	4,544	200	4,344	4,544	-
	Pooled Overtime	37,982	19,607	19,844	19,000	38,844	(19,237)
	Pooled Overtime - FICA	2,906	1,500	1,518	1,500	3,018	(1,518)
	Pooled Overtime - Retirement	3,407	1,525	1,780	1,750	3,530	(2,005)
	Pooled Overtime - 401K	1,899	980	992	950	1,942	(952)
	Full-Time Personnel Costs Subtotal		4,292,327	4,562,881	2,290,967	2,334,424	4,625,391
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time	10,637	15,267	7,180	8,087	15,267	-
	FICA - Part-Time	814	1,168	549	619	1,168	-
	State Fireman's Pension Fund - Part-Time	-	-	-	-	-	-
	Unemployment Insurance - Part-Time	91	127	-	127	127	-
	Worker's Compensation - Part-Time	250	250	125	125	250	-
Part-Time Salaries Subtotal		11,792	16,812	7,854	8,958	16,812	-
Volunteer Compensation	Volunteer Stipends	12,690	8,690	6,365	6,325	12,690	(4,000)
	FICA - Volunteer Stipends	206	665	96	569	665	-
	State Firemen's Pension Fund - Volunteers	-	480	-	480	480	-
	Unemployment Insurance - Volunteers	23	23	-	23	23	-
	Worker's Compensation - Volunteers	813	894	447	447	894	-
Volunteer Compensation Subtotal		13,732	10,752	6,908	7,844	14,752	(4,000)
Other	Other Systemwide Personnel Costs	151,057	145,598	66,441	79,157	145,598	-
	Other (Enter as necessary)	-	-	-	-	-	-
Other Subtotal		151,057	145,598	66,441	79,157	145,598	-
PERSONNEL COSTS SUBTOTAL		4,468,908	4,736,143	2,372,170	2,430,383	4,802,553	(66,410)

OPERATING EXPENSES		Actuals		Adopted Budget		FY 2020 Actuals		FY 2020 Projection		Projected FY 20 Actuals		(Over)/Under Budget	
		FY 2019		FY 2020		YTD Through 12/31/19		1/1/2020 - 6/30/2020		YTD Actuals + Projection		Budget Less Projected Actuals	
Administrative	Office Supplies	7,247	4,590		3,253		1,337		4,590				
	Food Supplies (for daily use, not banquets)	2,448	3,470		1,495		1,975		3,470				
	Janitorial Supplies (Housekeeping)	13,444	10,000		5,215		4,785		10,000				
	Service Awards and Reception	2,815	3,000		1,128		1,872		3,000				
	Postage	8,230	4,287		2,278		2,009		4,287				
	Advertising	289	1,000		187		813		1,000				
	Printing - Outside Vendors	-	-		-		-		-				
	Cable/Satellite Services	2,536	4,000		1,839		2,161		4,000				
	Maintenance Agreements - Office Equip	7,145	14,790		4,905		9,885		14,790				
	Membership Dues & Subscriptions	17,948	14,795		1,419		13,376		14,795				
	Computer Equipment	4,285	3,000		690		2,310		3,000				
	Software Purchase/Licensing/Maintenance	-	1,860		-		1,860		1,860				
	Photocopying and Duplicating Equipment	2,500	2,500		-		2,500		2,500				
	Auditing Fees	15,316	13,000		19,224		-		19,224				(6,224)
	Legal Fees/Litigation Services	-	1,000		-		1,000		1,000				
	Other Office Supplies/Materials	-	-		-		-		-				
	Other Professional Services Fees	21,600	21,600		10,800		10,800		21,600				
PPE and Uniforms	PPE/NON TURNOUT GEAR ONLY	67,740	4,000		19,302		2,000		21,302				(17,302)
	Uniform Purchases or Clothing Allowance	35,003	35,056		11,446		23,610		35,056				
Safety and Health	Employee Safety Program Expenses	23,863	3,358		4,999		-		4,999				(1,641)
Equipment	Tools	-	-		-		-		-				
	Boat Supplies	108	500		61		439		500				
	Communications Equipment (NON-radio)	-	-		-		-		-				
	Beeper/Pager Service	-	-		-		-		-				
	Cellular Communications	16,832	8,640		5,292		5,292		10,584				(1,944)
	Radio/Pagers Repairs	15,583	2,550		2,110		440		2,550				
	Maintenance & Repair - General Equipment	4,000	15,300		4,603		10,697		15,300				
Other Fire Related Supplies/Equipment	27,459	25,577		24,119		1,458		25,577					
Training	Educational/Training Supplies	-	-		-		-		-				
	Employee Training, General Costs	8,959	22,500		6,058		16,442		22,500				
	Training-related Travel (including meals, lodging)	23,199	22,500		9,738		12,762		22,500				
	Mileage Reimbursement	-	-		-		-		-				
Medical Supplies	Prof. Training/Certification/Licensing	-	-		-		-		-				
	Medical Supplies	-	3,358		-		3,358		3,358				
Vehicle Fuel	Medical Equipment	-	-		-		-		-				
	Vehicle Fuels	56,883	90,667		31,747		58,920		90,667				
Vehicle M/R	Vehicle Maintenance & Repair Services	169,618	139,000		73,780		65,220		139,000				
Utilities	Telephone (land line)	13,631	9,950		7,495		7,495		14,990				(5,040)
	Electricity	27,615	29,956		15,862		14,094		29,956				
	Natural Gas	5,221	3,610		1,543		2,067		3,610				
	Propane - Outside Agencies	1,677	3,500		708		2,792		3,500				
	Water/Sewer	6,804	5,500		3,753		1,747		5,500				
	Dumpster/Garbage Pickup	244	200		150		50		200				
	Other Utilities	250	250		-		250		250				
Facilities	Maintenance & Repairs - Building	83,217	24,800		13,015		11,785		24,800				
	Building Modifications/Renovations	6,644	-		-		-		-				
Insurance	Purchased Insurance & Bonding	47,310	49,500		32,354		32,354		64,708				(15,208)
	Property Insurance Premium	-	-		-		-		-				
Other	Fire Prevention Supplies/Equip <\$5,000	8,894	10,000		600		9,400		10,000				
	Special Event Supplies/Materials	209	3,000		-		3,000		3,000				
	Rent of Land	-	-		-		-		-				
	Other Real Rentals (including facilities, equipment)	-	-		-		-		-				
	Engineering Services	-	-		-		-		-				
	Contract Services	61,600	61,600		61,600		-		61,600				
	Vehicle License	921	1,300		-		1,300		1,300				
	Accident Insurance	32,744	22,236		16,392		16,392		32,784				(10,548)
	Other Equipment	2,127	6,500		1,150		5,350		6,500				
	Bank Charges	-	1,000		(43)		1,043		1,000				
	WC CAD	221	-		-		-		-				
	Furniture Replacement	1,223	3,000		-		3,000		3,000				
OPERATING EXPENSES SUBTOTAL		855,602	711,800		400,267		369,440		769,707				(57,907)
TOTAL EXPENDITURE BUDGET		5,324,510	5,447,943		2,772,437		2,799,823		5,572,260				(124,317)

Wake County Fire Tax District
FY 2021 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 2021 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	Salaries and Structural Overtime	3,477,483	
	Longevity (Full-Time)	63,874	
	FICA - Full-Time + Structural OT Wages (Full-Time)	266,027	
	Retirement (Full-Time)	311,930	
	401(K) (Full-Time)	173,874	
	Merit Allocation (Full-Time)	95,160	
	Life Insurance (Full-Time)	13,715	
	Health Insurance (Full-Time)	293,280	
	Dental Insurance (Full-Time)	31,135	
	State Fireman's Pension Fund (Full-Time)	5,080	
	Worker's Compensation (Full-Time)	80,250	
	Unemployment Insurance (Full-Time)	4,680	
	Pooled Overtime (Full-Time)	40,678	
	Pooled Overtime - FICA (Full-Time)	3,112	
	Pooled Overtime - Retirement (Full-Time)	3,649	
Pooled Overtime - 401K (Full-Time)	2,034		
	Full-Time Personnel Costs Subtotal	4,865,961	
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time	15,725	
	FICA - Part-Time	1,203	
	State Fireman's Pension Fund - Part-Time	-	
	Unemployment Insurance - Part-Time	136	
	Worker's Compensation - Part-Time	250	
	Part-Time Salaries Subtotal	17,314	
Volunteer Compensation	Volunteer Stipends	11,550	
	FICA - Volunteer Stipends	884	
	State Firemen's Pension Fund - Volunteers	340	
	Unemployment Insurance - Volunteers	11	
	Worker's Compensation - Volunteers	813	
	Volunteer Compensation Subtotal	13,597	
Other Personnel Costs	Other Systemwide Personnel Costs1	151,057	
	Other Systemwide Personnel Costs2		
	Other Systemwide Personnel Costs3		
	Other Subtotal	151,057	
	PERSONNEL COSTS SUBTOTAL	5,047,929	

Wake County Fire Tax District
FY 2021 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 2021 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	4,999
Equipment	Tools	-
	Boat Supplies	500
	Communications Equipment (NON-radio)	-
	Beeper/Pager Service	-
	Cellular Communications	10,584
	Radio/Pagers Repairs	2,550
	Maintenance & Repair - General Equipment	15,300
	Other Fire Related Supplies/Equipment	25,577
Training	Educational/Training Supplies	-
	Employee Training, General Costs	22,500
	Training-related Travel (including meals, lodging)	22,500
	Mileage Reimbursement	-
	Prof. Training/Certification/Licensing	-
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)	14,990
	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	64,708
	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	61,000
	Vehicle License	1,300

Wake County Fire Tax District			
FY 2021 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 2021 Budget	
○	Accident Insurance	32,784	
	Other Equipment	6,500	
	Bank charges	1,000	
	Sales Tax Expense	12,165	
	WC CAD	3,000	
	Furniture Replacement	-	
	DEBT (GARNER ONLY)	247,884	
	OPERATING EXPENSES SUBTOTAL	1,005,630	
	TOTAL EXPENDITURE BUDGET	6,053,559	
	FY 2021 Target Base Budget	4,839,602	
	Total FY 2021 Budget Request	6,053,559	
	County Funding Request (Less Applicable Revenue)	6,053,559	
	Budget Request Above/(Below) Target	1,213,957	
	Projected Appropriation (County Staff to Fill Out Later)		
	FY 2021 Cost Share Percentage		
	Projected FY 2021 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 FT Captain 1 FT 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

FY 2021 Expansion Request Form

Enter Expansion Name: CPSE Accreditation Applicant and Site Visit

Total Cost (Automatic Calculation- Do Not Enter) : 15,400

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***

CPSE Accreditation Applicant and Site Visit

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?	We are entering the final phase of the CPSE accreditation process. Applicant Agency Fee – Based on population served. The fee covers 18 months of applicant agency status. Population-50,000-99,999= \$7,400 Site Visit- Document review and onsite assessment by CFAI peer assessors. Accreditation reports often include peer recommendations for improvement beyond those an agency may have considered. Estimated cost of site visit = \$8,000
How does this request relate to your department's mission and service delivery?	Accreditation is an international recognition of achievement. It shows to your community that your agency is performing to industry best practices and is holding itself accountable through an external peer review.
Who will this expansion serve and how will it improve services?	Some agencies seek a dollar-for-dollar return on investment before pursuing accreditation, the true investment is agency staff time and the actual return is a better-run, higher-performing agency.
How does your department currently address this problem/provide service?	We are committed to completing the accreditation process.
What is the solution proposed?	Self-assessment is an excellent way of coping with the rise of performance-based budgeting. This type of budgeting requires measuring, benchmarking, and analysis, all of which are in the CFAI model. Government accountability has also been an emerging trend for the last few decades. Self-assessment provides a reliable response to increased oversight by managers and elected officials and potential criticism from the community
How is this expansion related to the projected demand for future services?	Accredited agencies are often described as being community-focused, data-driven, outcome-focused, strategic-minded, well organized, properly equipped, and properly staffed and trained.
How can outcomes be measured if implemented?	<ul style="list-style-type: none"> Raise the profile of the department with the community Emphasize our agency's dedication to excellence to our stakeholders Establish an agency-wide culture of continuous improvement Assist with communicating leadership's philosophies Build positive relationships with labor groups Offer independent verification and validation of our agency's operations Provide tangible data and information for elected officials
What alternatives were considered?	Continuing current service.
What are the consequences if the expansion is delayed or denied?	We embarked on the accreditation process almost five years ago. Delaying or denying the funding would alter our ability to complete the process in the timeframe established by CPSE.

FY 2021 Expansion Request Form

Enter Expansion Name: Training Seminar

Total Cost (Automatic Calculation- Do Not Enter) : 10,000

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***

Training Seminar

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	With the everchanging trends and technologies of the fire service the need for external training becomes more and more a necessity each year. The Garner Fire-Rescue provides its employees with the required continued education to maintain their certifications. However, our staff has requested that we host an external instructor training class annually. This would provide training for all employees on various types of training that is unavailable internally.
How does this request relate to your department's mission and service delivery?	This request directly relates to the departments mission and vision. Our 2010 adopted mission statement is "building our future on the foundation of our past" and the adopted vision is "To become the best possible fire service organization through well trained and developed personnel, modern resources and equipment, and institute an active role in our community. We will continue to meet the ever changing needs of the community we serve."
Who will this expansion serve and how will it improve services?	It will serve the staff which would improve their abilities and services to the citizens we respond to.
How does your department currently address this problem/provide service?	We do not currently hold external instructor training seminars.
What is the solution proposed?	This interactive, multi-media based presentation will discuss the presence and effects of complacency in the fire service along with how & why we must combat it. Tips on the readiness of your attitude & equipment will be offered for the engine and truck company, rapid intervention team, & incident commander. Many factors have served to increase complacency in today's firefighters. A complacent attitude is the first step in a tragic calamity of errors that results in a fire extending beyond where it should have been controlled or preventable civilian or firefighter injuries and deaths.
How is this expansion related to the projected demand for future services?	This program will discuss strategy and tactics for fires in single family dwellings, apartments, and commercial structures. We will focus on the differentiating factors between these structures and how differences in construction, occupancy, and other factors must influence firefighting operations.
How can outcomes be measured if implemented?	Outcomes may be measured by our training officer who may choose goal operated based evaluation or process based evaluation. The Fire Chief can identify outcomes or benefit of program results by an increased level of service.
What alternatives were considered?	Continue to provide continuing education internally.
What are the consequences if the expansion is delayed or denied?	Sustainability for new types of training is critical for a fire department. When a department is not able to adequately train its personnel, it has the obvious impact of affecting the services a depart

Training Seminar

OPERATING EXPANSION REQUESTS

Instructions: Please enter the expansion amounts associated with this expansion below. ONLY ENTER THE INCREASE YOU ARE REQUESTING.			
Category	Item	Request Amount	Comment
Administrative	Office Supplies		
	Food Supplies (for daily use, not banquets)		
	Janitorial Supplies (Housekeeping)		
	Service Awards and Reception		
	Postage		
	Advertising		
	Printing - Outside Vendors		
	Cable/Satellite Services		
	Maintenance Agreements - Office Equip		
	Membership Dues & Subscriptions		
	Computer Equipment		
	Software Purchase/Licensing/Maintenance		
	Photocopying and Duplicating Equipment		
	Auditing Fees		
	Legal Fees/Litigation Services		
PPE & Uniforms	Other Office Supplies/Materials		
	Other Professional Services Fees		
	PPE/NON TURNOUT GEAR ONLY		
Safety & Health	Uniform Purchases or Clothing Allowance		
	Employee Safety Program Expenses		
Equipment	Tools		
	Boat Supplies		
	Communications Equipment (NON-radio)		
	Beeper/Pager Service		
	Cellular Communications		
	Radio/Pagers Repairs		
	Maintenance & Repair - General Equipment		
	Other Fire Related Supplies/Equipment		
Training	Educational/Training Supplies		
	Employee Training, General Costs	10,000	
	Training-related Travel (including meals, lodging)		
	Mileage Reimbursement		
Medical Supplies	Prof. Training/Certification/Licensing		
	Medical Supplies		
Vehicle Fuel	Medical Equipment		
	Vehicle Fuels		
Vehicle M/R	Vehicle Maintenance & Repair Services		
	Telephone (land line)		
Utilities	Electricity		
	Natural Gas		
	Propane - Outside Agencies		
	Water/Sewer		
	Dumpster/Garbage Pickup		
	Other Utilities		
Facilities	Maintenance & Repairs - Building		
	Building Modifications/Renovations		
Insurance	Purchased Insurance & Bonding		
	Property Insurance Premium		
Other	Fire Prevention Supplies/Equip <\$5,000		
	Special Event Supplies/Materials		
	Rent of Land		
	Other Real Rentals (including facilities, equipment)		
	Engineering Services		
	Contract Services		
	Miscellaneous Expenses		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
Total		10,000	

FY 2021 Expansion Request Form

Enter Expansion Name: Additional Firefighter

Total Cost (Automatic Calculation- Do Not Enter) : 167,598

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***

Additional Firefighter

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	The Garner Fire-Rescue is requesting to add one firefighter per shift which would total 3 FTE's. By adding one firefighter per shift we will complete the staffing model of having four fulltime personnel on all staffed units. Currently our four engines are staffed with a maximum of four firefighters, however our ladder/rescue company only have a maximum of three firefighters. This company is a dual truck company which transitions depending on the call to either our ladder or rescue truck. In most departments that staff ladder/rescue companies, their staffing for those units exceed that of the engines. In our department we are still trying to obtain just identical staffing levels at this time.
How does this request relate to your department's mission and service delivery?	Adequate staffing directly relates to our mission and vision for service delivery. To properly perform fireground functions a sufficient amount of staffing is required. We strive to provide not only aggressive firefighting tactics and strategies, but also aggressive and professional support functions as well such as: Search and rescue, ventilation, salvage and overhaul, and RIT operations. We are also a NC heavy Rescue Department which mitigates specialized emergencies such as: Water rescue, high angle rope rescue, and vech. extrication.
Who will this expansion serve and how will it improve services?	As the fire service becomes more specialized in nature, the increased need for staffing is needed for ladder/rescue company operations. If staffed with four personnel and the ladder or master streams needed this would provide one staff member on the turntable operating the ladder itself, one staff member on the pump panel operating the water supply and pressures, and two staff members on the ladder operating the nozzle, providing search and rescue, or any other duties. If the ladder portion of the truck is not needed then the crew can be spit into two groups on the fireground. As an example- one can perform search and rescue and the other ventilation. These examples are directly related to critical tasking. Critical tasking is an extremely important function of fire service accreditation.
How does your department currently address this problem/provide service?	Our current staffing is a maximum of four firefighters on all engines and three firefighters on the ladder/rescue unit.
What is the solution proposed?	The solution is to staff all units the same to insure for continuity and span of control for all job related functions. To bring the staffing of the ladder/rescue company to that of the engine companies.
How is this expansion related to the projected demand for future services?	Future service and philosophies of the fire service will become more specialized in nature. Where we have to be a well rounded profession, there is also benefits in becoming specialized in certain areas. An employee may be much more proficient in high angle or rope knowledge than that of someone else. This is a technical area and would best suited for someone who has specialized knowledge to combat these types of emergencies. Also, with the growth and development of our community we must keep our staffing numbers in range of the people we serve.
How can outcomes be measured if implemented?	We can measure the outcomes of this expansion in a number of ways. Unit reliability can be measured. If we have one additional staff member, this will help when there are unplanned shortages of staff such as sick leave. The unit may stay in service where now if staffing is low we do not operate the unit. Fire lose values can be measured. If we can split the fireground duties by having more personnel then we can combat operational challenges more rapidly. By having a fully staffed unit, we can measure and show an improvement in set up time and water supply establishment with the truck itself. The statistic of total amount of firefighter per 1,000 citizens will improve as well as our effective response force staffing levels.
What alternatives were considered?	Continued existing service
What are the consequences if the expansion is delayed or denied?	Not addressing staffing issues currently will compound the problem long term. We must continue to grow inline with the growth of our community.

Additional Firefighter

Wake County Fire Tax District
FY 2021 Budget Requests - Base Budget Personnel Costs

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

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

Position Title (Select Compensation Guideline Equivalent Below)	Name	Years and Months in Position in This Organization (As of July 1, 2018) Format "Year.Months"		Total Annual Scheduled Hours	Regular Hourly Rate	Annual Salary Before Structural (Scheduled) Overtime	Annual Overtime Hours Worked	Overtime Pay Rate (1.5*Hourly Rate)	Structural Overtime Pay	Annual Salary (w/ Overtime)	FICA	Retirement	401(k)	Longevity	State Fireman's Pension	Life Insurance	Health Insurance	Dental	Unemployment Insurance	Workers' Comp	Total Cost/Employee
Example: Captain	John Doe	2.4		2,920	10.99	22,850	840	16.48	13,842	36,692	2,807	3,000	1,500	2,000	120	152	3,300	200	-	-	49,771
Firefighter 2	New Position	New Position		3,340	10.11	21,029	1,260	15.17	19,108	40,144	3,071	3,600	2,007		120	211	4,512	479	72	1,250	55,466
Firefighter 2	New Position	New Position		3,340	10.11	21,029	1,260	15.17	19,108	40,144	3,071	3,600	2,007		120	211	4,512	479	72	1,250	55,466
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	New Position	New Position				(2,080)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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Additional Firefighter

OPERATING EXPANSION REQUESTS

Instructions: Please enter the expansion amounts associated with this expansion below. ONLY ENTER THE INCREASE YOU ARE REQUESTING.			
Category	Item	Request Amount	Comment
Administrative	Office Supplies		
	Food Supplies (for daily use, not banquets)		
	Janitorial Supplies (Housekeeping)		
	Service Awards and Reception		
	Postage		
	Advertising		
	Printing - Outside Vendors		
	Cable/Satellite Services		
	Maintenance Agreements - Office Equip		
	Membership Dues & Subscriptions		
	Computer Equipment		
	Software Purchase/Licensing/Maintenance		
	Photocopying and Duplicating Equipment		
	Auditing Fees		
	Legal Fees/Litigation Services		
PPE & Uniforms	Other Office Supplies/Materials		
	Other Professional Services Fees		
PPE & Uniforms	PPE/NON TURNOUT GEAR ONLY		
	Uniform Purchases or Clothing Allowance	1,200	\$400 per employee for annual uniforms
Safety & Health	Employee Safety Program Expenses		
Equipment	Tools		
	Boat Supplies		
	Communications Equipment (NON-radio)		
	Beeper/Pager Service		
	Cellular Communications		
	Radio/Pagers Repairs		
	Maintenance & Repair - General Equipment		
	Other Fire Related Supplies/Equipment		
Training	Educational/Training Supplies		
	Employee Training, General Costs		
	Training-related Travel (including meals, lodging)		
	Mileage Reimbursement		
Medical Supplies	Prof. Training/Certification/Licensing		
	Medical Supplies		
Medical Supplies	Medical Equipment		
Vehicle Fuel	Vehicle Fuels		
Vehicle M/R	Vehicle Maintenance & Repair Services		
Utilities	Telephone (land line)		
	Electricity		
	Natural Gas		
	Propane - Outside Agencies		
	Water/Sewer		
	Dumpster/Garbage Pickup		
Facilities	Other Utilities		
	Maintenance & Repairs - Building		
Facilities	Building Modifications/Renovations		
Insurance	Purchased Insurance & Bonding		
	Property Insurance Premium		
Other	Fire Prevention Supplies/Equip <\$5,000		
	Special Event Supplies/Materials		
	Rent of Land		
	Other Real Rentals (including facilities, equipment)		
	Engineering Services		
	Contract Services		
	Miscellaneous Expenses		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
Total		1,200	

FY 2021 Expansion Request Form

Enter Expansion Name: Replacement of Ladder One

Total Cost (Automatic Caclulation- Do Not Enter) : 1400000 Financed over 10 years

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

Replacement of Ladder One

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 Ladder One is a 2000 model. Our replacement schedule replaces large apparatus such as engines, tankers, and ladders at 20 years of age. The problem over the past few years has become the reoccurring maintenance cost and also out of service time of our current ladder truck. Over the last four years Ladder One has become the most expensive piece of apparatus to maintain. An attached report shows that Ladder one has consumed 35% of our annual vehicle maintenance budget in those four years. From 2016-2019 we have spent \$236,352 on maintaining the unit. The amount of time the truck is out of service due to these repairs have become excessive in nature thus making operational reliability and issue. An attached report shows that Ladder One was out of service and unable for use 6,289 hours over the last four years and 1,779 hours in 2019 alone.
How does this request relate to your department's mission and service delivery?	This truck has become part of our daily operational plan. ISO recommends the Garner Fire Service District operate two elevated master stream devices such as ladder trucks. It is dispatched to all structural related calls in the Town of Garner. Its usages along with its staffing includes but not inclusive to: Fire attack, ventilation, search and rescue, high angle rescue, vech. extrication, service calls, and ladder operations.
Who will this expansion serve and how will it improve services?	It will replace an existing piece of apparatus and continuing the already approved level of service.
How does your department currently address this problem/provide service?	We currently address the service with a 2000 Pierce platform ladder truck.
What is the solution proposed?	Replace to existing unit.
How is this expansion related to the projected demand for future services?	With the increase of multifamily homes and single family housing roof heights, the need for an elevated master stream becomes more and more of a necessity. As new neighborhoods are developed, the trend of smaller yards and more condensed housing creates an exposure fire risk which is usually combatted by master stream devices. Lastly, modern roof construction has made it difficult to safely work from the sharp angles and roof pitches. The platform portion of the ladder creates a safer working environment for the firefighter performing roof operations.
How can outcomes be measured if implemented?	We can measure vehicle maintenance expenses and reliability of in-service time on a monthly, quarterly, or annual basis. We can also show the improvements made by modern technology on these types of trucks since the last truck that is 20 years old.
What alternatives were considered?	Continue to operate our existing truck
What are the consequences if the expansion is delayed or denied?	Directly apposing NFPA guidelines on replacement schedules and increased maintenance cost and out of service time.

Replacement of Ladder One

OPERATING EXPANSION REQUESTS

Instructions: Please enter the expansion amounts associated with this expansion below. ONLY ENTER THE INCREASE YOU ARE REQUESTING.			
Category	Item	Request Amount	Comment
Administrative	Office Supplies		
	Food Supplies (for daily use, not banquets)		
	Janitorial Supplies (Housekeeping)		
	Service Awards and Reception		
	Postage		
	Advertising		
	Printing - Outside Vendors		
	Cable/Satellite Services		
	Maintenance Agreements - Office Equip		
	Membership Dues & Subscriptions		
	Computer Equipment		
	Software Purchase/Licensing/Maintenance		
	Photocopying and Duplicating Equipment		
	Auditing Fees		
	Legal Fees/Litigation Services		
PPE & Uniforms	Other Office Supplies/Materials		
	Other Professional Services Fees		
	PPE/NON TURNOUT GEAR ONLY		
Safety & Health	Uniform Purchases or Clothing Allowance		
	Employee Safety Program Expenses		
Equipment	Tools		
	Boat Supplies		
	Communications Equipment (NON-radio)		
	Beeper/Pager Service		
	Cellular Communications		
	Radio/Pagers Repairs		
	Maintenance & Repair - General Equipment		
	Other Fire Related Supplies/Equipment		
Training	Educational/Training Supplies		
	Employee Training, General Costs		
	Training-related Travel (including meals, lodging)		
	Mileage Reimbursement		
Medical Supplies	Prof. Training/Certification/Licensing		
	Medical Supplies		
Vehicle Fuel	Medical Equipment		
	Vehicle Fuels		
Vehicle M/R	Vehicle Maintenance & Repair Services		
	Telephone (land line)		
Utilities	Electricity		
	Natural Gas		
	Propane - Outside Agencies		
	Water/Sewer		
	Dumpster/Garbage Pickup		
	Other Utilities		
Facilities	Maintenance & Repairs - Building		
	Building Modifications/Renovations		
Insurance	Purchased Insurance & Bonding		
	Property Insurance Premium		
Other	Fire Prevention Supplies/Equip <\$5,000		
	Special Event Supplies/Materials		
	Rent of Land		
	Other Real Rentals (including facilities, equipment)		
	Engineering Services		
	Contract Services		
	Miscellaneous Expenses		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
Other (Enter as necessary)			
Total		-	

FY 2021 Expansion Request Form

Enter Expansion Name: Replacement of 1998 Chevy Pickup

Total Cost (Automatic Calculation- Do Not Enter) : 44,268

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

Replacement of 1998 Chevy Pickup

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	Our existing 1998 Chevy Pickup was a surplus vehicle donated to the department by the Town of Garner several years ago. Since then it has been diagnosed with a severe oil leak, the dri drains the battery if not driven in a few days, transmission leak, as well as repeated starting issues. The estimated cost to repair current issues exceeds \$3,500. The estimated value of the 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 operational staff after a fire to transport contaminated hose, personnel protective equipment, SCBA's, and misc transportation vehicle for line staff to attend training meeting, exercises, and out of town travel. The use of a smaller vehicle rather than large apparatus cuts down on mileage, fuel cost, a
Who will this expansion serve and how will it improve services?	Due to the current status of the truck we do not allow the vehicle to be used outside of routine intown travel.
How does your department currently address this problem/provide service?	We have been recently transporting this listed equipment after a fire by using the engines. This situation is problematic due to our cancer prevention efforts. It is our vision to remove any firefighters travel and live. Studies have shown that the residual soot, smoke, and other debris from a fire greatly increase the firefighters risk of cancer.
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?	Mileage reports and activity tracking by our record management system can determine usage.
What alternatives were considered?	Repair the existing vehicle in the amount that exceeds its replacement value.
What are the consequences if the expansion is delayed or denied?	We will continue to cross contaminated the interior of the apparatus and staff.

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s form if you choose to do that.

vers side door will not open. Electrical issue that vehicle by NADA is \$2,500 It would not be
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c. firefighting tools. Its also is used as a and preventive maintenance.
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contaminated items from the areas in which
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Replacement of 1998 Chevy Pickup

OPERATING EXPANSION REQUESTS

Instructions: Please enter the expansion amounts associated with this expansion below. ONLY ENTER THE INCREASE YOU ARE REQUESTING.			
Category	Item	Request Amount	Comment
Administrative	Office Supplies		
	Food Supplies (for daily use, not banquets)		
	Janitorial Supplies (Housekeeping)		
	Service Awards and Reception		
	Postage		
	Advertising		
	Printing - Outside Vendors		
	Cable/Satellite Services		
	Maintenance Agreements - Office Equip		
	Membership Dues & Subscriptions		
	Computer Equipment		
	Software Purchase/Licensing/Maintenance		
	Photocopying and Duplicating Equipment		
	Auditing Fees		
	Legal Fees/Litigation Services		
PPE & Uniforms	Other Office Supplies/Materials		
	Other Professional Services Fees		
	PPE/NON TURNOUT GEAR ONLY		
Safety & Health	Uniform Purchases or Clothing Allowance		
	Employee Safety Program Expenses		
Equipment	Tools		
	Boat Supplies		
	Communications Equipment (NON-radio)		
	Beeper/Pager Service		
	Cellular Communications		
	Radio/Pagers Repairs		
	Maintenance & Repair - General Equipment		
	Other Fire Related Supplies/Equipment		
Training	Educational/Training Supplies		
	Employee Training, General Costs		
	Training-related Travel (including meals, lodging)		
	Mileage Reimbursement		
Medical Supplies	Prof. Training/Certification/Licensing		
	Medical Supplies		
Vehicle Fuel	Medical Equipment		
	Vehicle Fuels		
Vehicle M/R	Vehicle Maintenance & Repair Services		
	Telephone (land line)		
Utilities	Electricity		
	Natural Gas		
	Propane - Outside Agencies		
	Water/Sewer		
	Dumpster/Garbage Pickup		
	Other Utilities		
Facilities	Maintenance & Repairs - Building		
	Building Modifications/Renovations		
Insurance	Purchased Insurance & Bonding		
	Property Insurance Premium		
Other	Fire Prevention Supplies/Equip <\$5,000		
	Special Event Supplies/Materials		
	Rent of Land		
	Other Real Rentals (including facilities, equipment)		
	Engineering Services		
	Contract Services		
	Miscellaneous Expenses		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
Other (Enter as necessary)			
Total		-	

FY 2021 Expansion Request Form

Enter Expansion Name: Replacement of Firefighting Equipment (PPV Fans and Nozzles)

Total Cost (Automatic Calculation- Do Not Enter) : 19,996

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

Replacement of Firefighting Equipment (PPV Fans and Nozzles)

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

Question	Department Response
What is the problem the department aims to solve with this expansion request?	The Garner-Fire Rescue has identified the need to begin replacement of its existing Positive Pressure Fans (PPV) and firefighting nozzles. Our fleet of PPV fans consist mainly of fans that are exceeding 20 years of age. They are gas powered and require inconsistent maintenance and fuel. When out of service for repairs they are not available for extended periods of time. The gas engine also produces carbon monoxide and other harmful exhausts that have the potential to enter a citizens house or commercial buildings. Our nozzle inventory mainly consists of nozzles even older than the PPV fans. They were designed for an older style fire hose and do not accurately reflect the fire attack strategies and tactics we would like to use in today's common building construction.
How does this request relate to your department's mission and service delivery?	The benefits of PPV, both for active and passive purposes have been well known to fire services for some time, but recent advances in PPV technology have led to a rewriting of the rule book in this critical area of effective firefighting. In addition to the general risks associated with confined-space rescues there are additional factors to consider due to the dangers of asphyxiation, poisoning and explosion. A significant proportion of injuries and fatalities in confined-space operations are as a result of atmospheric hazards which can be largely combatted by the correct use of PPV fans. Nozzles combine quality stream performance at a variety of pressures with the simplicity of a fixed orifice. Stream performance at a variety of pressures, combined with a durable and simple design makes replacement a necessity. Smooth bore flows at 50 psi (3.5 bar) of 161 and 185 gpm (609, 700 lpm). Flows from 150 GPM at 75 PSI.
Who will this expansion serve and how will it improve services?	A relatively unknown secondary benefit of PPV is its ability to be integrated with misting systems for firefighter rehabilitation. Rehabilitation in the fire service is very important to maintain. Firefighters are always up against extreme conditions which have the potential to adversely affect their health. Rehabilitation on the fire ground can help prevent on-site injury, or indeed death. Protective measures need to be taken to keep firefighters safe. Reach, penetration, and reaction force are important factors when using a fire nozzle. Modern nozzle improve these functions and allow lower pressures which make hose maneuverability easier.
How does your department currently address this problem/provide service?	Using older existing fans and nozzles.
What is the solution proposed?	Develop a replacement plan for existing PPV fans and nozzles. The electric PPV fan offers a cleaner air flow that provides better results at certain incidents, such as the food-on-the-stove example. By using the electric fan we don't add the exhaust fumes associated with internal combustion engines. The electric fan will also add cooler, cleaner air during the overhaul and investigation process than the gas unit, with less noise.
How is this expansion related to the projected demand for future services?	Further advancements have been integrated into this new breed of PPVs such as high-powered LED floodlights, providing crews with good entry reference points in smoke-impaired, low-light conditions. Another clear advantage of battery PPVs is the compact nature of these units, which minimizes on-board stowage issues and aids fast, uninhibited deployment. The obvious concerns over carrying fuel or the potential trip hazards of hardwired alternatives are fully negated by the use of battery fans. Automatic, or adjustable, nozzles can adjust to increases or decreases in flow. Streams can maintain the proper shape, achieve maximum reach with the water available, and keep the correct nozzle pressure for the available gallonage.
How can outcomes be measured if implemented?	At any fireground operation, a comprehensive 360-degree survey of the building provides us with the best information to base decisions on. That same process should be used before initiating PPV for smoke and heat removal. The use of fans and nozzles can be directly measuring in performance on the fireground. Also the amount of time this equipment is out of service for repair can be measured as well.
What alternatives were considered?	Continue to use existing equipment.
What are the consequences if the expansion is delayed or denied?	The National Fire Protection Association, a leading authority on fire prevention in the United States, has created guidelines for spray nozzles. These standards, written in NFPA 1964: Standard for Spray Nozzles, determine how nozzles are constructed, including how narrow or how straight streams must be.

Replacement of Firefighting Equipment (PPV Fans and Nozzles)

OPERATING EXPANSION REQUESTS

Instructions: Please enter the expansion amounts associated with this expansion below. ONLY ENTER THE INCREASE YOU ARE REQUESTING.			
Category	Item	Request Amount	Comment
Administrative	Office Supplies		
	Food Supplies (for daily use, not banquets)		
	Janitorial Supplies (Housekeeping)		
	Service Awards and Reception		
	Postage		
	Advertising		
	Printing - Outside Vendors		
	Cable/Satellite Services		
	Maintenance Agreements - Office Equip		
	Membership Dues & Subscriptions		
	Computer Equipment		
	Software Purchase/Licensing/Maintenance		
	Photocopying and Duplicating Equipment		
	Auditing Fees		
	Legal Fees/Litigation Services		
	Other Office Supplies/Materials		
Other Professional Services Fees			
PPE & Uniforms	PPE/NON TURNOUT GEAR ONLY		
	Uniform Purchases or Clothing Allowance		
Safety & Health	Employee Safety Program Expenses		
Equipment	Tools		
	Boat Supplies		
	Communications Equipment (NON-radio)		
	Beeper/Pager Service		
	Cellular Communications		
	Radio/Pagers Repairs		
	Maintenance & Repair - General Equipment		
	Other Fire Related Supplies/Equipment	19,996	
Training	Educational/Training Supplies		
	Employee Training, General Costs		
	Training-related Travel (including meals, lodging)		
	Mileage Reimbursement		
Medical Supplies	Prof. Training/Certification/Licensing		
	Medical Supplies		
Medical Equipment	Medical Equipment		
Vehicle Fuel	Vehicle Fuels		
Vehicle M/R	Vehicle Maintenance & Repair Services		
Utilities	Telephone (land line)		
	Electricity		
	Natural Gas		
	Propane - Outside Agencies		
	Water/Sewer		
	Dumpster/Garbage Pickup		
Facilities	Other Utilities		
	Maintenance & Repairs - Building		
Insurance	Building Modifications/Renovations		
	Purchased Insurance & Bonding		
Other	Property Insurance Premium		
	Fire Prevention Supplies/Equip <\$5,000		
	Special Event Supplies/Materials		
	Rent of Land		
	Other Real Rentals (including facilities, equipment)		
	Engineering Services		
	Contract Services		
	Miscellaneous Expenses		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
Other (Enter as necessary)			
Total		19,996	

FY 2021 Expansion Request Form

Enter Expansion Name: Target Solutions Training Software

Total Cost (Automatic Calculation- Do Not Enter) : \$7,325

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***

Target Solutions Training Software

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?	Target Solutions creates an online opportunity for fire department training. The platform features more than 250 hours of EMS recertification training, more than 60 hours of NFPA training, and applications for tracking firefighter compliance, employee scheduling, and conducting inspections of apparatus and equipment.
How does this request relate to your department's mission and service delivery?	Target Solutions' online firefighter training is written to the current NFPA standard. Courses are created by experienced firefighters and educators, regularly reviewed to ensure compliance with current standards, and ideal for pre-training prior to hands-on activities.
Who will this expansion serve and how will it improve services?	With Target Solutions we can deliver a ready-made training package that covers ISO fire department training categories. The platform features "buckets" – consisting of online training courses and digital tracking reports – built specifically to meet ISO's standards. After our crews has completed the assignments, Target Solutions' recordkeeping system automatically tracks completions and generates detailed reports.
How does your department currently address this problem/provide service?	We use multiple programs and software and would like to combine it to one platform.
What is the solution proposed?	We will use Target Solutions more than 450 hours of training for fire departments. Courses are based on the NFPA codes and standards, including NFPA 1001, NFPA 1021 and the NFPA 1500 Series.
How is this expansion related to the projected demand for future services?	Target Solutions' operations management software is technology created for routine maintenance inspections of trucks, tools, medical supplies, drugs, and other items logged in inventory records
How can outcomes be measured if implemented?	With Target Solutions equipment inspection functionality, we will be notified instantly if equipment or apparatus are out of service. Work orders can be created by mobile devices which will save time management.
What alternatives were considered?	Keep our existing program in place.
What are the consequences if the expansion is delayed or denied?	Increased man hours will be required to maintain records, create training programs, and equipment management/ inventory.

Target Solutions Training Software

OPERATING EXPANSION REQUESTS

Instructions: Please enter the expansion amounts associated with this expansion below. ONLY ENTER THE INCREASE YOU ARE REQUESTING.			
Category	Item	Request Amount	Comment
Administrative	Office Supplies		
	Food Supplies (for daily use, not banquets)		
	Janitorial Supplies (Housekeeping)		
	Service Awards and Reception		
	Postage		
	Advertising		
	Printing - Outside Vendors		
	Cable/Satellite Services		
	Maintenance Agreements - Office Equip		
	Membership Dues & Subscriptions		
	Computer Equipment		
	Software Purchase/Licensing/Maintenance		
	Photocopying and Duplicating Equipment		
	Auditing Fees		
	Legal Fees/Litigation Services		
PPE & Uniforms	Other Office Supplies/Materials		
	Other Professional Services Fees		
	PPE/NON TURNOUT GEAR ONLY		
Safety & Health	Uniform Purchases or Clothing Allowance		
	Employee Safety Program Expenses		
Equipment	Tools		
	Boat Supplies		
	Communications Equipment (NON-radio)		
	Beeper/Pager Service		
	Cellular Communications		
	Radio/Pagers Repairs		
	Maintenance & Repair - General Equipment		
	Other Fire Related Supplies/Equipment		
Training	Educational/Training Supplies	7,325	
	Employee Training, General Costs		
	Training-related Travel (including meals, lodging)		
	Mileage Reimbursement		
Medical Supplies	Prof. Training/Certification/Licensing		
	Medical Supplies		
Medical Equipment	Medical Equipment		
Vehicle Fuel	Vehicle Fuels		
Vehicle M/R	Vehicle Maintenance & Repair Services		
Utilities	Telephone (land line)		
	Electricity		
	Natural Gas		
	Propane - Outside Agencies		
	Water/Sewer		
	Dumpster/Garbage Pickup		
Facilities	Other Utilities		
	Maintenance & Repairs - Building		
Insurance	Building Modifications/Renovations		
	Purchased Insurance & Bonding		
Other	Property Insurance Premium		
	Fire Prevention Supplies/Equip <\$5,000		
	Special Event Supplies/Materials		
	Rent of Land		
	Other Real Rentals (including facilities, equipment)		
	Engineering Services		
	Contract Services		
	Miscellaneous Expenses		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
	Other (Enter as necessary)		
Total		7,325	

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

Project Name:	Station Two Generator Replacement
Project Estimated Project Cost:	\$98,214.00
Estimated Start Date:	1-Jul-20
Estimated Completion Date:	1-Jan-21
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.	
1. What is the problem the department aims to solve?	
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.	
2. How does the County currently address this problem/provide service?	
The generator was determined and justified to be replaced in the Wake County Facility Assessment Study (see attachment)	
3. Who will this project serve and how will it improve services?	
A generator is needed at the fire station to provide power. Continual power is required to operate the radio system.	
4. How is this project related to the projected demand for future services?	
All fire stations have generator back up power supplies	
5. How can outcomes be measured once this project is built/implemented?	
The amount of times we experience loss of power can be documented.	
6. What alternatives were considered?	
N/a	
7. What are the consequences if the project is delayed or denied?	
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 Two Ventilation System
Project Estimated Project Cost:	\$33,128.00
Estimated Start Date:	1-Jul-20
Estimated Completion Date:	1-Jan-21
Estimated Operating Costs:	\$1,000 annually
Project Description/Scope:	
Station Two 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 two 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 fire station 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	\$33,128.00	
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:

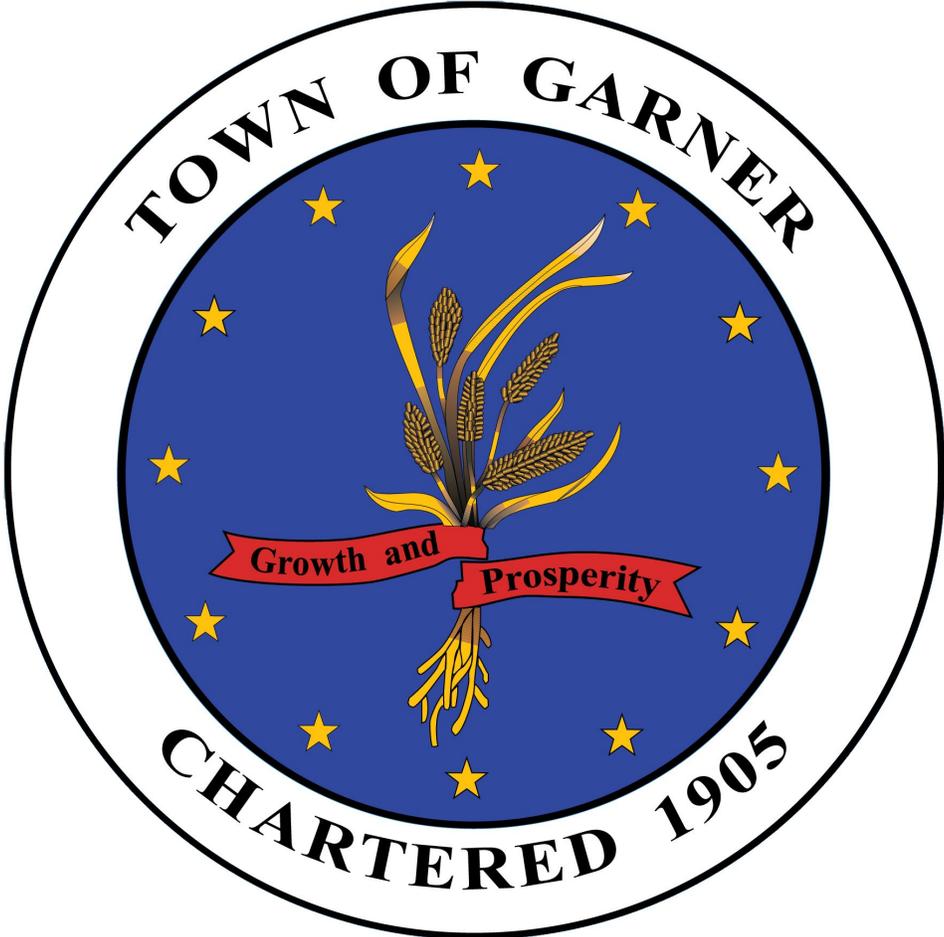
Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services	NO	
Life safety issues in the fire station	Yes	The vehicle exhaust has contaminants that are hazardous to the employee and volunteers health. The exhaust contaminants 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**



**RECOMMENDED FISCAL YEAR 2020-2021
Capital Improvement Plan (CIP)**

FY 2021 – 2025 Capital Improvement Plan

The FY 2021 – 2025 Draft Capital Improvement Plan (CIP) builds on prior year efforts to enhance the Town’s long-term capital planning capabilities. The Town continued to utilize the revised CIP process designed to allow staff from multiple departments to collaborate and provide input on their requirements and how decisions impact their operations. This input allows 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.

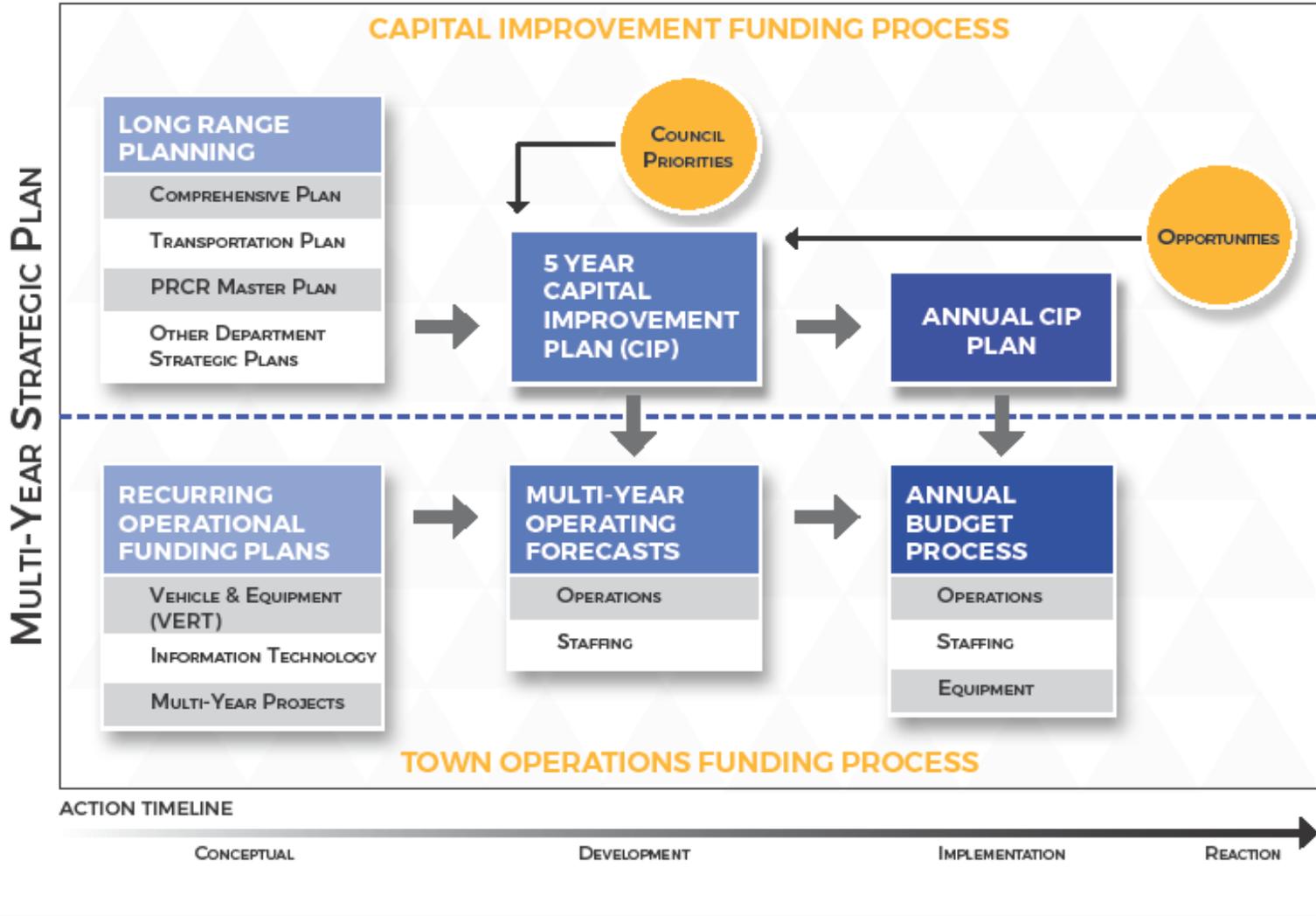
The Town’s CIP is designed to identify all capital projects that may require funding within a five-year period. Programming capital needs over an extended period allows resources to be matched with requirements, which promotes better use of the Town’s limited funding. In addition, the process of putting 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 transitions 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 draft 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
- **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
- **Unknown Funding** – Funding options are still being evaluated

Summary of Projects

The FY 2021 – 2025 Draft Capital Improvement Plan (CIP) includes funding requirements totaling \$94,374,814. The plan assumes a General Fund contribution of \$0. Other funding sources include \$44,187,600 in Future Bond Proceeds, \$31,480,400 in Partner Agency contributions, \$6,282,277 in Bond Proceeds, \$3,760,527 in Other, \$3,142,729 in Powell Bill, \$2,400,000 in Impact Fees and \$502,813 in Appropriated Fund Balance. It is important to note that there are requirements without a dedicated revenue source totaling \$4,414,306.

Category	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Parks	0	1,000,000	7,466,667	7,466,667	7,466,666	\$23,400,000
Transportation	7,517,631	5,336,934	7,947,270	21,561,076	20,374,574	\$62,737,486
General Government	0	500,000	3,850,000	2,968,000	0	\$7,318,000
Stormwater	0	0	645,000	0	504,000	\$1,149,000
Capital Renewal	70,859	450,244	390,371	314,416	340,275	\$1,566,165
Total	\$7,588,490	\$7,287,178	\$20,299,308	\$32,310,160	\$28,685,515	\$96,170,651

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	0	0	0	0	0	\$0
Bond Proceeds	5,732,277	550,000	0	0	0	\$6,282,277
Future Bond Proceeds	0	4,050,000	13,193,334	14,910,934	12,033,332	\$44,187,600
Impact Fees	0	0	800,000	800,000	800,000	\$2,400,000
Powell Bill	616,100	622,261	628,484	634,768	641,116	\$3,142,729
Appropriated Fund Balance	502,813	0	0	0	0	\$502,813
Partner Agency Funding	0	150,000	2,840,000	14,890,400	13,600,000	\$31,480,400
Other	737,300	744,673	752,120	759,641	766,792	\$3,760,527
Unknown Funding Source	0	1,170,244	2,085,371	314,417	844,275	\$4,414,306
Total	\$7,588,490	\$7,287,178	\$20,299,308	\$32,310,160	\$28,685,515	\$96,170,651

Park Projects

Category	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Master Plan Implementation ¹	-	1,000,000	7,284,134	7,284,133	7,284,133	\$22,852,400
Total	\$0	\$1,000,000	\$7,284,134	\$7,284,133	\$7,284,133	\$22,852,400

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	1,000,000	6,484,134	6,484,133	6,484,133	\$20,452,400
Impact Fees	-	-	800,000	800,000	800,000	\$2,400,000
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Unknown Funding Source	-	-	-	-	-	\$0
Total	\$0	\$1,000,000	\$7,284,134	\$7,284,133	\$7,284,133	\$22,852,400

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 Master Plan Implementation efforts.

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.



Project Summaries**Master Plan Implementation****\$22,852,400**

Funding would cover the costs associated with implementing the results of the Parks Comprehensive Master Plan and the Meadowbrook and Yeargan Property master plans. The Town is in the process of finalizing a Comprehensive Master Plan which will result in 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. In addition, a master plan is being developed for the Meadowbrook and Yeargan properties that the town purchased for future park development. This work will be completed in advance of an anticipated bond referendum and will allow for final decisions to be made regarding the mix of projects and the exact allocation of funding.

Once complete, several Parks and Public Works full time staff members, significant funding for maintenance and programing costs, and intermittent capital requirements will likely be required to operate the Meadowbrook and/or Yeargan property. Additional operating and capital funding will likely be required to maintain and operate other items approved as part of the master plan's implementation. Staff will be able to provide a detailed operating impact after final design decisions have been made regarding the properties, and additional amenities, have been selected.

Horizon Issues

Additional funding may be required to cover costs associated with implementing the results of the Parks Comprehensive Master Plan. Staff will work with council to determine a funding strategy for fully implementing the results of the plan.

Transportation Projects

Category	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Street Improvements	7,417,631	4,616,934	6,280,603	19,894,409	18,707,908	\$56,917,486
Sidewalks	100,000	-	1,666,667	1,666,667	1,666,666	\$5,100,000
Transit	-	720,000	-	-	-	\$720,000
Total	\$7,517,631	\$5,336,934	\$7,947,270	\$21,561,076	\$20,374,574	\$62,737,486

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	5,732,277	550,000	-	-	-	\$6,282,277
Future Bond Proceeds	-	2,700,000	4,566,667	6,166,667	5,366,666	\$18,800,000
Impact Fees	-	-	-	-	-	\$0
Powell Bill	616,100	622,261	628,484	634,768	641,116	\$3,142,729
Appropriated Fund Balance	431,954	-	-	-	-	\$431,954
Partner Agency Funding ¹	-	-	2,000,000	14,000,000	13,600,000	\$29,600,000
Other ²	737,300	744,673	752,120	759,641	766,792	\$3,760,526
Unknown Funding Source	-	720,000	-	-	-	\$720,000
Total	\$7,517,631	\$5,336,934	\$7,947,270	\$21,561,076	\$20,374,574	\$62,737,486

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Pavement Condition Improvements	1,353,400	1,366,934	1,380,603	1,394,409	1,407,908	\$6,903,255
Rand Mill and Main Street Improvements	600,000	-	-	-	-	\$600,000
Ackerman Rd / Hebron Church Rd at White Oak Rd	523,123	-	-	-	-	\$523,123
New Rand Road & Garner Road Sidewalks	4,509,154	-	-	-	-	\$4,509,154
Betterments to NCDOT Projects	431,954	600,000	-	-	300,000	\$1,331,954
Lake Drive (Hwy 50 Bridge Project) ¹	-	250,000	-	-	-	\$250,000
Ackerman Road Extension ¹	-	2,400,000	-	12,000,000	-	\$14,400,000
Jones Sausage Road Improvements ¹	-	-	2,500,000	5,500,000	-	\$8,000,000
Wilmington Road Extension ¹	-	-	2,400,000	-	12,000,000	\$14,400,000
Grovemont Road Extension ¹	-	-	-	1,000,000	5,000,000	\$6,000,000
Total	\$7,417,631	\$4,616,934	\$6,280,603	\$19,894,409	\$18,707,908	\$56,917,486

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	5,632,277	550,000	-	-	-	\$6,182,277
Future Bond Proceeds	-	2,700,000	2,900,000	4,500,000	3,700,000	\$13,800,000
Impact Fees	-	-	-	-	-	\$0
Powell Bill	616,100	622,261	628,484	634,768	641,116	\$3,142,729
Appropriated Fund Balance	431,954	-	-	-	-	\$431,954
Partner Agency Funding	-	-	2,000,000	14,000,000	13,600,000	\$29,600,000
Other	737,300	744,673	752,120	759,641	766,792	\$3,760,526
Unknown Funding Source	-	-	-	-	-	\$0
Total	\$7,417,631	\$4,616,934	\$6,280,603	\$19,894,409	\$18,707,908	\$56,917,486

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 completing these projects.

Project Summaries

Pavement Condition Improvements

\$6,903,255

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.

Rand Mill and Main Street Improvements **\$600,000**

Funding would cover the costs associated with enhancements at the intersection of Rand Mill Road and Main Street. Curb and gutter will be added along Rand Mill Road and sidewalk along the west side for pedestrian connectivity. Curb and gutter will be modified on Main Street to provide bump outs that will improve pedestrian crosswalks and visibility at the intersection, and includes stormwater rock garden features at each corner for improved aesthetics.

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

Ackerman Road / Hebron Church Road at White Oak Road **\$523,123**

Funding would cover the costs associated with the construction of a new partial dual lane roundabout to enhance the intersection, improve safety, and increase capacity at the intersection of these three corridors that are currently seeing increased development activity. It's important to note that funding totals reflect the Town's share of this project as CAMPO LAPP will provide 75 percent of the 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.

New Rand Road & Garner Road Sidewalks **\$4,509,154**

Funding would cover the costs associated with roadway improvements and sidewalk along the west side of New Rand Road from just south of US 70 to Garner Road, and along the north side of Garner Road from New Rand Road to the Garner Senior Center.

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.

Betterments to NCDOT Projects**\$1,331,954**

Funding would cover the costs associated with multiple projects managed by NCDOT where Town funds will allow for enhancements to be made. These projects are summarized below:

- Funding of \$277,337 in FY 2021 is associated the construction of a sidewalk from south of Old Stage Road to south of Mechanical Boulevard. This work would be completed in conjunction with the US 401 Widening project (NCDOT TIP# U-5302). It's important to note that funding totals reflect the Town's share of this project as NCDOT will provide 70 percent of the funding. A cost estimate for installation of street lighting along the corridor is being developed separate of the NCDOT project and is being administered by Town staff.

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.

- Funding of \$154,617 in FY 2021 is associated with the construction of bicycle and pedestrian betterments on overpasses over 540. This would facilitate future connections identified in the Town's Transportation Plan. It's important to note that funding totals reflect the Town's share of this project as NCDOT will provide 70 percent of the funding.

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

- Funding of \$300,000 in FY 2022 would cover the Town's share of costs for aesthetic improvements to Hwy 50 bridge as part of its replacement.

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

- Funding of \$300,000 in FY 2022 would cover the Town’s share of costs for pedestrian improvements at the intersection of Timber, Hammond and Hwy 70.

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

- Funding of \$300,000 in FY 2025 would cover the Town’s share of costs for aesthetic improvements to Vandora Spring bridge as part of its replacement.

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

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 the addition of curb and gutter along Lake Drive between Benson Highway and Hilltop Avenue, as well as sidewalk along the north side of 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.

Ackerman Road Extension \$14,400,000

Funding would cover the planning and construction costs associated with extending Ackerman Road to Hwy 50. 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.

Jones Sausage Road Improvements \$8,000,000

Funding has already been included to cover the cost of design work for roadway improvements to Jones Sausage Road, which will include upgrading from a 2-lane street to a 4-lane divided with sidewalks on both sides. The conceptual design will also include the analysis of a grade separation at the NC Railroad crossing between Garner Road and US 70. 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.

Wilmington Road Extension

\$14,400,000

Funding would cover the planning and construction costs associated with extending Wilmington to the Garner Station area. 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.

Grovemont Road Extension

\$6,000,000

Funding would cover the planning and construction costs associated with extending Grovemont Road to US 401. 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.

Horizon Issues

The 6 to 10-year section of the CIP includes the realignment and grade crossing of Jones Sausage Road in FY 2026. The funding associated with this project will primarily be covered by partner agencies. 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Sidewalk Connectors	100,000	-	-	-	-	\$100,000
Future Sidewalks	-	-	1,666,667	1,666,667	1,666,666	\$5,000,000
Total	\$100,000	\$0	\$1,666,667	\$1,666,667	\$1,666,666	\$5,100,000

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	100,000	-	-	-	-	\$100,000
Future Bond Proceeds	-	-	1,666,667	1,666,667	1,666,666	\$5,000,000
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Unknown Funding Source	-	-	-	-	-	\$0
Total	\$100,000	\$0	\$1,666,667	\$1,666,667	\$1,666,666	\$5,100,000

Project Summaries

Sidewalk Connectors

\$100,000

Funding would cover the costs associated with constructing various sidewalks that will allow for connections to be made to the Town’s existing sidewalk infrastructure. Specifically, this funding will cover the cost of constructing sidewalks on Averboro Road at the YMCA, on Garner Road at Vandora West, and on Bryan Road at Ackerman.



The current scope of these projects would not have a significant impact on the Town’s operating budget.

Future Sidewalks

\$5,000,000

Funding would allow for various projects identified in the Town’s Transportation Plan. Prior to the future bond referendum, staff will be required to reprioritize these projects to ensure the highest priority projects are selected.

Staff is unable to determine the impact these projects may have on the operating budget based on the uncertainty regarding which projects will be selected.

Horizon Issues

As the Town’s sidewalk infrastructure changes, it will be imperative for staff to regularly reprioritize the sidewalk projects identified in the Transportation Plan. As development continues, it’s likely that new projects will be identified and that the ability to make critical connections may alter the importance of existing projects. As a result, staff will be required to review projects on a semiannual basis to evaluate their strategic importance. As part of this effort, it will likely be necessary to establish a committee to review projects to ensure multiple perspectives are being considered.

Transit

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

Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Public Transit Infrastructure	-	720,000	-	-	-	\$720,000
Total	\$0	\$720,000	\$0	\$0	\$0	\$720,000

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Unknown Funding Source	-	720,000	-	-	-	\$720,000
Total	\$0	\$720,000	\$0	\$0	\$0	\$720,000

Investment Summary

Public Transit **\$720,000**

Funding would cover the capital costs associated with building the infrastructure associated with 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.



This project will not directly impact the Town’s operating budget; however, the Town will incur operating costs when the circulator loop has been fully implemented. The full

impact of operating the circulator loop has not been determined. Staff will update Council as additional information is obtained for other communities implementing a similar service.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Facility Development	-	500,000	3,050,000	2,968,000	-	\$6,518,000
IT Projects	-	-	250,000	250,000	250,000	\$750,000
Total	\$0	\$500,000	\$3,300,000	\$3,218,000	\$250,000	\$7,268,000

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	350,000	1,960,000	2,077,600	-	\$4,387,600
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Partner Agency Funding	-	150,000	840,000	890,400	-	\$1,880,400
Other	-	-	-	-	-	\$0
Unknown Funding Source	-	-	500,000	250,000	250,000	\$1,000,000
Total	\$0	\$500,000	\$3,300,000	\$3,218,000	\$250,000	\$7,268,000

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Fire Station 5 ¹	-	500,000	2,800,000	2,968,000	-	\$6,268,000
Shooting Range ¹	-	-	250,000	-	-	\$250,000
Total	\$0	\$500,000	\$3,050,000	\$2,968,000	\$0	\$6,518,000

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	350,000	1,960,000	2,077,600	-	\$4,387,600
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Partner Agency Funding	-	150,000	840,000	890,400	-	\$1,880,400
Other	-	-	-	-	-	\$0
Unknown Funding Source	-	-	250,000	-	-	\$250,000
Total	\$0	\$500,000	\$3,050,000	\$2,968,000	\$0	\$6,518,000

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 Summary

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 cost estimates assume that Wake County Emergency Medical Services will provide 30 percent of the funding for this project as part of a partnership with the Town. Additional partnerships with



Wake County or Fuquay-Varina have not been factored in as the details regarding 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.

Shooting Range

\$250,000

Funding would cover the costs associated with constructing a shooting range for the Police Department. The Department is currently exploring potential site locations and/or partnerships. Additional professional analysis would likely be required prior to construction taking place.

The operating costs associated with this facility are anticipated to be minimal. There would be some replacement costs as items reached their end of life. These costs would be somewhat offset by reduced overtime and travel costs as the Department currently has limited access to a range. As a result, staff are often required to work extra hours, and travel large distances, when a range is available.

Horizon Issues

The Town recently funded a space needs assessment to review future requirements associated with Public Works expansion, Police large evidence storage and the Town's records storage requirements. The impact of this study 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Fiber Ring ¹	-	-	250,000	250,000	250,000	\$750,000
Total	\$0	\$0	\$250,000	\$250,000	\$250,000	\$750,000

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Unknown Funding Source	-	-	250,000	250,000	250,000	\$750,000
Total	\$0	\$0	\$250,000	\$250,000	\$250,000	\$750,000

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 this project.

Project Summary

Fiber Ring

\$750,000

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. It is important to note, that funding in FY 2023 would allow for the fiber ring to be laid in the downtown area. This would result in the connection of several town



facilities and would allow for the development of free wi-fi in the downtown area. Future year funding would allow for additional connections to be made.

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	-	-	645,000	-	504,000	1,149,000
Total	\$0	\$0	\$645,000	\$0	\$504,000	\$1,149,000

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	-	-	645,000	-	504,000	1,149,000
Partner Agency Funding	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$0	\$0	\$645,000	\$0	\$504,000	\$1,149,000

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Forest Ridge Road ¹	-	-	645,000	-	-	\$645,000
Junction Boulevard ¹	-	-	-	-	504,000	\$504,000
Total	\$0	\$0	\$645,000	\$0	\$504,000	\$1,149,000

Revenue Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Future Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	-	-	645,000	-	504,000	1,149,000
Partner Agency Funding	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total	\$0	\$0	\$645,000	\$0	\$504,000	\$1,149,000

¹ Funding estimates based on preliminary engineering report conducted by McAdams in August 2019.

Project Summaries

Forest Ridge Road **\$645,000**

This project would focus on a single 60"x48" CMP arch culvert at Forest Ridge Drive, between Spring Drive and Buck Branch Drive. This pipe is over capacity and it is recommended for replacement with a 6'x17' Reinforced Box Culvert (RCBC), with new headwalls/wingwalls. However, due to current flooding downstream of this culvert near Spring Drive and Woodland Drive, a more detailed



analysis of those crossings is necessary to determine whether improvements to those crossings should be completed in advance of the new box culvert at Forest 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.

Junction Boulevard

\$504,000

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.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
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 Recreation 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
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
Fire Department Requirements						
Facilities Study Recommendations ¹	70,859	35,835	44,057	1,453	2,759	154,962
Total	\$70,859	\$450,244	\$390,371	\$314,417	\$340,275	\$1,566,165
Revenue Source						
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	70,859	-	-	-	-	\$70,859
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
Unknown Funding Source	-	\$450,244	\$390,371	\$314,417	\$340,275	\$1,495,306
Total	\$70,859	\$450,244	\$390,371	\$314,417	\$340,275	\$1,566,165

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.