



TOWN *of*  
WAKE FOREST

2015-16 Annual Budget

*Fiscal year ending June 30, 2016*

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Wake Forest  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

# TOWN OF WAKE FOREST – BOARD OF COMMISSIONERS

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Mayor  
Vivian A. Jones



Mayor Pro-Tem  
Anne Hines



Margaret Stinnett



Jim Thompson



Greg Harrington



Zachary Donahue

## TOWN OF WAKE FOREST STAFF

Mark S. Williams  
Town Manager

Deeda Harris  
Town Clerk

Town Attorney  
Eric Vernon

Virginia Jones  
Human Resources Director

Jeff Leonard  
Police Chief

Aileen J. Staples  
Finance Director

Roe O'Donnell  
Deputy Town Manager – Operations

Roger A. Russell  
Planning Director

Ruben Wall  
Parks and Recreation Director

Eric Keravuori  
Director of Engineering

Mike Barton  
Public Works Director

Tom LaBarge  
Information Technology Director

Bill Crabtree  
Public Information Officer

J J Carr  
Inspections Director

Mickey Rochelle  
Facilities Manager

Lisa Hayes  
Downtown Development Director

## ADVISORY BOARDS AND COMMISSIONS

Planning and Zoning Board  
Bob Hill, Chairperson

Board of Adjustment  
Dale Dawson, Chairperson

Cemetery Advisory Board  
Alan O'Shaughnessy, Chairperson

Public Art Commission  
John Pelosi, Chairperson

Cultural Resources Advisory Board  
Ed Herrelko, Chairperson

Recreation Advisory Board  
Jeff Sank, Chairperson

Design Review Board  
Paul Eitel, Chairperson

Senior Center Advisory Board  
Donna Freeman, Chairperson

Greenway Advisory Board  
Deanna Welker, Chairperson

Technical Advisory Board  
Haleigh Tucker, Chairperson

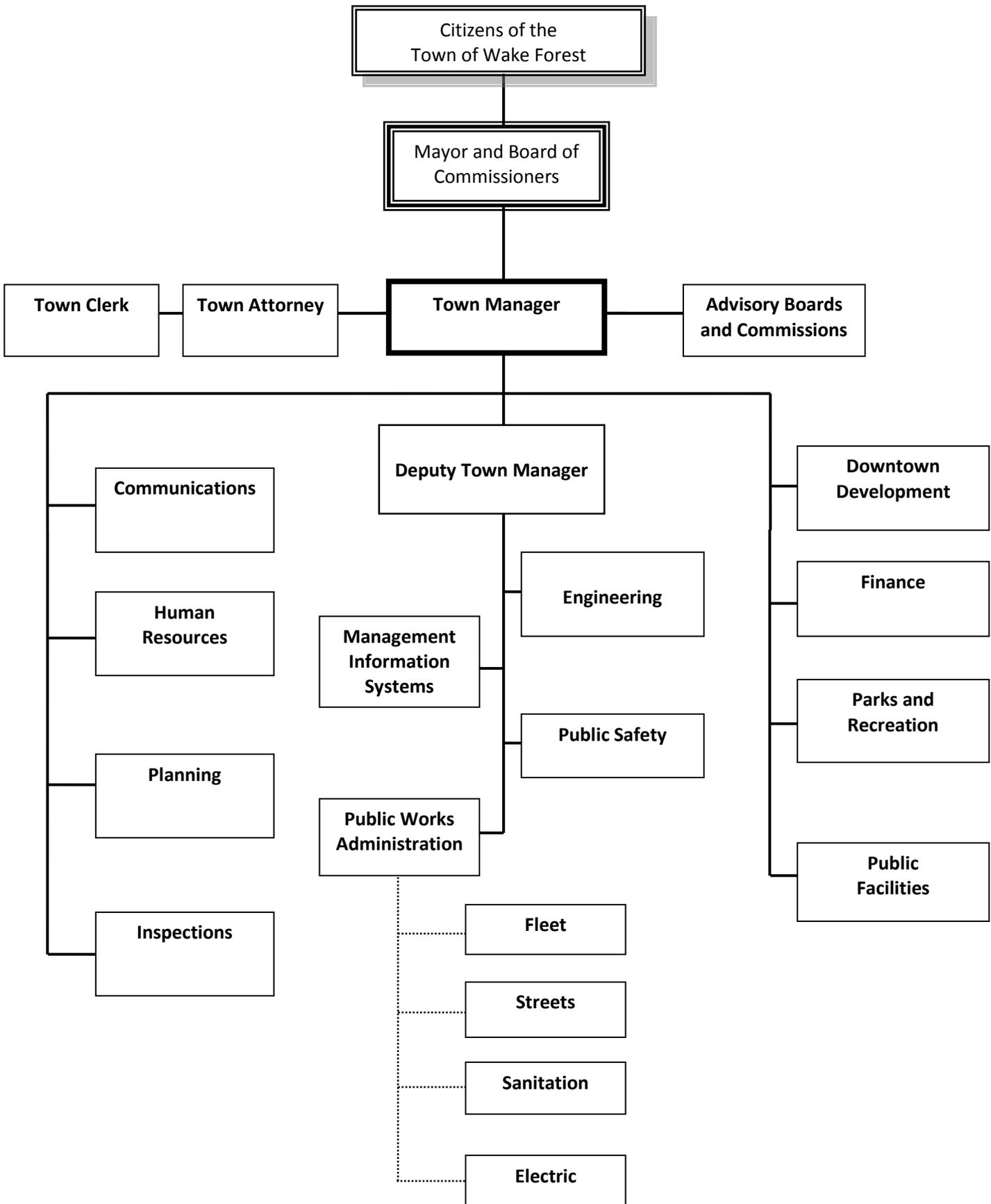
Historic Preservation Commission  
Ann Welton, Chairperson

Urban Forestry Advisory Board  
Anna Faatiliga, Interim Chairperson

Human Relations Council  
Dennis Brennan, Chairperson

Youth In Government  
Mary Daley, Chairperson

# TOWN OF WAKE FOREST ORGANIZATIONAL CHART



**AUTHORIZATION BY POSITION - ENTITY SUMMARY**

	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Requested</b>	<b>2016 Proposed</b>
<b>GENERAL FUND</b>					
<i><b>GENERAL GOVERNMENT</b></i>					
Administration	3.0	3.0	3.0	3.0	3.0
Downtown Development	1.0	1.0	1.0	2.0	1.0
Communications	2.0	2.0	3.0	3.0	3.0
Human Resources	4.0	4.0	4.0	5.0	4.0
Finance	18.0	18.0	18.0	17.0	17.0
Management Information Systems	5.0	5.0	5.0	6.0	5.0
Planning	7.0	7.0	8.0	9.0	8.0
Inspections	14.0	14.0	14.0	15.0	14.0
Public Facilities	2.0	2.0	3.0	3.0	3.0
Engineering	7.0	7.0	7.0	7.0	7.0
Public Administration	3.0	3.0	2.0	2.0	2.0
Fleet Maintenance	5.0	5.0	5.0	5.0	5.0
<b>TOTAL GENERAL GOVERNMENT</b>	<b>71.0</b>	<b>71.0</b>	<b>73.0</b>	<b>77.0</b>	<b>72.0</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>75.0</b>	<b>83.0</b>	<b>84.0</b>	<b>91.0</b>	<b>84.0</b>
<b>TOTAL TRANSPORTATION</b>	<b>17.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>
<b>TOTAL ENVIRONMENTAL PROTECTION</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
<b>TOTAL CULTURAL AND RECREATIONAL</b>	<b>15.0</b>	<b>15.0</b>	<b>19.0</b>	<b>24.0</b>	<b>19.0</b>
<b>TOTAL GENERAL FUND</b>	<b>187.0</b>	<b>198.0</b>	<b>205.0</b>	<b>221.0</b>	<b>204.0</b>
<b>ELECTRIC FUND</b>					
Operations	19.0	19.0	19.0	19.0	20.0
Tree Trimming	3.0	3.0	3.0	3.0	3.0
<b>TOTAL ELECTRIC FUND</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>23.0</b>
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>209.0</b>	<b>220.0</b>	<b>227.0</b>	<b>243.0</b>	<b>227.0</b>

\*Excludes temporary, part-time and seasonal employees

TOWN *of* WAKE FOREST  
STRATEGIC PLAN



Updated by the Wake Forest Board of Commissioners ▲ FEBRUARY 2015

As we look to the future, Wake Forest must plan for how it will continue providing services in a manner that efficiently meets the needs of our growing and ever-changing community.

The Wake Forest Strategic Plan charts our course for the next five years towards providing an excellent and sustainable quality of life for our citizens.





As employees of the Town of Wake Forest, we are committed to being C.I.V.I.C. leaders.

# C.I.V.I.C.

## Community

Provide a high level of trust between our community and one another.

## Innovation

Our work environment encourages innovative ideas and solutions, growth of self-esteem, and pride in our work and accomplishments.

## Valued Employees

Each employee has a valuable contribution to the town.

## Importance of Core Values

Staff's dedication to the town's core values of CARING, COMMITMENT, INTEGRITY and INNOVATION fosters a collaborative organizational culture that promotes teamwork and celebrates the achievement of common goals.

## Communication

Effective communication can be achieved through listening and understanding. We recognize that this is the cornerstone of a progressive and successful organization.

We embrace the town's core values of **CARING, COMMITMENT, INTEGRITY** and **INNOVATION**.



## OBJECTIVE A:

**Retain and foster businesses that create a diverse mixture of jobs**

## STRATEGIES

- ▲ Partner with the Wake Forest Area Chamber of Commerce to develop video and other materials to showcase Wake Forest as a destination for businesses
- ▲ Schedule quarterly reports from the chamber on economic development efforts (such as business closings, openings, workforce training needs, business prospects)
- ▲ Increase overall awareness and understanding of the Futures Fund
- ▲ Develop a survey as part of the permitting process to find out why businesses come to Wake Forest
- ▲ Partner with the chamber to implement their economic development strategic plan

## OBJECTIVE B:

**Promote business in the Renaissance Area**

- Make the Renaissance Area a cultural and entertainment destination
- Generate housing that is walkable and safe in the Renaissance Area
- Promote complimentary businesses in the Renaissance Area

## STRATEGIES

- ▲ Continue marketing, branding and promotional plan for the Renaissance Area (promote arts/artists)
- ▲ Market downtown as a destination location (Renaissance Centre and Renaissance Area)
- ▲ Partner with other organizations and merchants to promote and provide activities in the Renaissance Area
- ▲ Partner with Wake Forest Downtown (WFD) to promote their plan of work
- ▲ Schedule WFD report to board (chamber semi-annual report)
- ▲ Continue property owner seminars at least once a year (promote second floor housing)
- ▲ Evaluate the existing grant program for property owners and businesses
- ▲ Explore the possibility of expanding Futures Fund and/or Downtown MSD fund to provide funding sources for Renaissance Area redevelopment
- ▲ Periodic review of the sense of safety in Renaissance Area
- ▲ Continue the streetscapes project beyond Phase 2
- ▲ Update the Renaissance Plan

## OBJECTIVE C:

**Promote housing that meets present and future workforce demands**

## STRATEGIES

- ▲ Conduct a housing demand analysis



## OBJECTIVE A:

**Update and implement plans already in place** (*greenway, pedestrian, community, transportation, parks & recreation*)

## STRATEGIES

- ▲ Update and re-evaluate the priority list and plans already in place
- ▲ Periodically report and acknowledge accomplishments from respective plans

## OBJECTIVE B:

**Identify locations with missing connections and develop plans when reasonable to remedy them**

## STRATEGIES

- ▲ Inventory existing street, sidewalk and greenway systems to locate missing links and develop a priority list

## OBJECTIVE C:

**Ensure citizens are well-informed about community activities** (*town-sponsored or not*)

## STRATEGIES

- ▲ Continue to develop and pursue initiatives to engage citizens through the website and other means of technology
- ▲ Equip advisory board members with the tools to be town ambassadors
- ▲ Ensure that each department monitor website to make sure their portion of the website is up-to-date and accurate

## OBJECTIVE D:

**Build citizen participation in the community**

## STRATEGIES

- ▲ Educate citizens on volunteer opportunities (expand 411 videos to include advisory boards/commission)
- ▲ Research the potential to expand citizen academies

## OBJECTIVE E:

**Enhance the sense of connection of all neighborhoods to the town**

## STRATEGIES

- ▲ Contact HOAs to promote Wake Forest community news
- ▲ Partner with the chamber to provide newcomer packets (e.g. electronic) to include downtown and town material
- ▲ Schedule annual meeting with HOA presidents to share information
- ▲ Continue Community Watch program

## OBJECTIVE F:

**Enhance the sense of safety in the town**

## STRATEGIES

- ▲ Evaluate areas for better lighting
- ▲ Develop a plan to increase citizen contact with the police department
- ▲ Develop survey to determine the sense of safety
- ▲ Develop a plan to increase contact with businesses

**OBJECTIVE G:**

**Promote the use of technology to enhance our community**

**STRATEGIES**

- ▲ Encourage companies to provide fiber connect to the homes
- ▲ Cost analysis of town providing fiber to town-owned locations
- ▲ Investigate the feasibility of installing additional conduit in the ground for future connectivity (new developments)
- ▲ Develop a plan to provide additional digital communications in the RA
- ▲ Develop an educational plan on the capabilities of smart metering technology
- ▲ Prepare report on how to promote the use of technology

**OBJECTIVE A:**

**Maintain continuity of operations**

**STRATEGIES**

- ▲ Develop a survey to assess the commitment of probationary employees to the core values of the town
- ▲ Evaluate and enhance professional development in each department
  - Mentoring
  - Formal training (e.g., courses, certificates)
  - Employee involvement (e.g., cross-training)
- ▲ Develop a succession planning initiative for department directors
- ▲ Develop disaster recovery plans

**OBJECTIVE B:**

**Be an employer of choice through benefits and working environment**

**STRATEGIES**

- ▲ Benchmark annually the benefits of other organizations
- ▲ Redesign internal survey to capture work environment and schedule survey regularly (biannually)

**OBJECTIVE C:**

**Develop a culture of excellent service both internally and externally**

**STRATEGIES**

- ▲ Review current surveys to see if reflective of the values and levels of service desired—develop an implementation schedule and improvement plan
- ▲ Develop a plan to educate the employees on the core values (Core Value Awareness Day/Week)
- ▲ Enhance continuing education for supervisors and employees on how to document performance and discipline issues



## OBJECTIVE A:

**Maintain public trust in the sustainability of the town's financial system**

## STRATEGIES

- ▲ Develop long-range financial plan (five-year forecast of revenues and expenditures)
- ▲ Update town's internal control policy (current policy adopted 2008)
- ▲ Utilize fiscal analysis benchmarking tool (NC State Treasurer)
- ▲ Improve transparency on website
- ▲ Review Customer Costs for Municipal Services report (maintained by City of Raleigh)

## OBJECTIVE B:

**Maximize return on town funds**

## STRATEGIES

- ▲ Update fund balance policy
- ▲ Maintain or improve town's bond rating
- ▲ Develop cash flow plan for town
- ▲ Update debt issuance plan
- ▲ Convert payroll from weekly to bi-weekly
- ▲ Assessment of future bond needs
- ▲ Update the fire impact fee
- ▲ Update the recreation impact fee
- ▲ Evaluate feasibility of refinancing of 2006 GO Bond (refunding)
- ▲ Establish fund reserve for asset repair and replacement



# TOWN *of* WAKE FOREST

301 S. Brooks Street  
Wake Forest, NC 27587  
t 919.435.9400

[www.wakeforestnc.gov](http://www.wakeforestnc.gov)

May 5, 2015

Honorable Mayor Vivian Jones  
Commissioner Zachary Donahue  
Commissioner M. Greg Harrington  
Commissioner Anne Reeve  
Commissioner Margaret Stinnett  
Commissioner Jim Thompson

Mayor and Town Commissioners:

Submitted for your consideration is the proposed budget for the Town of Wake Forest for the fiscal year beginning July 1, 2015. This budget has been prepared in accordance with the North Carolina Local Government Budget and Fiscal Control Act. The budget is balanced and identifies estimates for all revenues and expenditures for Fiscal Year (FY) 2015-16.

## INTRODUCTION

For the past 32 years, it has been my pleasure to be involved with the budget process for the Town of Wake Forest. First involvement was as a department head, focusing on the needs of the Parks and Recreation Department. Then as Assistant Manager, I was involved with the overall production of the document. Finally for the past 22 years as Manager, I have been responsible for producing the final recommendations to be considered by the Town Board of Commissioners.

Each budget through the years has had its own unique theme and its own set of challenges and opportunities. But with all these varied themes, challenges and opportunities; every budget has one overriding common goal. That goal is to provide the best services possible to the citizens of Wake Forest. We have accomplished that each year to the best of our abilities. Many times we have accomplished the goal despite outside pressures caused by economic downturns or State decisions to withhold or change local revenues. There has and always will be the local pressures to keep taxes and fees as low as possible but at the same time provide all the many services the citizens have come to expect.

If there is a theme for this year's budget, it should be "a new beginning." For the first time in 22 years, a new Town Manager will take the helm sometime this summer. The Board has just adopted an updated Strategic Plan which sets the roadmap for all decisions for the next few years. The citizens overwhelmingly approved a \$25.1 million bond issue this past November to help finance capital improvements for streets, sidewalks, greenways and parks. Finally, it appears we are near the completion of the generation asset sale (July or August of this year) between NCEMPA and Duke Energy, which will have a significant impact on electric rates going forward. With these four major events, the Town has definitely entered a new era.

## **BUDGET EMPHASIS**

We must place our emphasis with this budget on meeting the four goals outlined in the newly revised Wake Forest Strategic Plan. In general, these goals focus on building our economy, providing for the needs of our citizens, providing for the needs of our employees and maintaining the fiscal strength of our government. This budget endeavors to achieve those goals by maintaining current service levels, enhancing our infrastructure and providing for our dedicated employees.

As was apparent with the CAFR presentation this past November, the Town continues to be on solid financial ground. Goal #4 in the updated Strategic Plan calls for enhancing the Town's fiscal strength. The challenges this year in meeting that goal are providing funding to cover debt service for the first round of the 2014 bonds that were sold and continuing to rebuild the Town's General Fund Balance. When we met with the two rating agencies (S&P and Moody's) prior to the bond sale, they both emphasized the need for the Town to focus on returning the fund balance to levels called for in our policies. The top priority of this budget has to be meeting Goal #4. To accomplish this, we must continue to focus on conservative revenue projections; the prudent utilization of current resources; and maintaining our existing assets, services and programs. As always, the critical areas on which this budget focuses are personnel and capital.

We continue to pride ourselves in the fact that we operate as a "lean" organization compared to our region's sister municipalities. We get the job done effectively with a smaller workforce. This is a credit to our hard-working employees, their supervisors who make the most efficient use of their resources and the Town Board which has consistently provided the pay and benefits necessary to hire and retain good employees. This year we find ourselves having to make a tough choice between hiring additional positions and maintaining all benefits for current employees at current levels. There are needs for new positions in several departments. However, to meet Objective B of Goal #3 in the Strategic Plan, which deals with Wake Forest being an employer of choice, we must focus our resources on our current employees. This budget supports that goal by maintaining merit pay, market adjustments and career ladders. These pieces of our benefit plan make Wake Forest an "employer of choice," giving us the tools to recruit and retain quality employees. To add new positions would require us to cut benefits or recommend a tax rate increase, which we feel are not appropriate alternatives at this time.

We are addressing many of our capital needs in the General Fund through proceeds from the sale of our first phase of the 2014 bond issue. The focus continues to be on those capital expenditures that preserve our capital assets and allow us to maintain services at current levels. Approximately \$2.1 million is budgeted for non-bond issue capital items in the General Fund which is a 17% increase from the current budget. In the Electric Fund, \$1.38 million is budgeted which is a slight increase of \$0.03 million over the current budget. Funding sources for these items include current revenues, capital reserve, installment purchase and fund balance.

## **REVENUE SUMMARY**

The recommended property tax levy, based on a tax rate of \$0.52 per \$100 of assessed value, an estimated tax base of \$4,425,050,000 (Wake County) and \$68,500,000 (Franklin County) and a collection rate of 97%, is \$22,665,466. The tax rate can be broken down into \$0.41 for Town services and \$0.11 for contracted fire services. This rate is the same as the past year.

The recommended tax rate for the Downtown Municipal Service District is \$0.14 per \$100 of assessed value. This remains unchanged from this past year. The revenues from this service district aid in offsetting debt service for the South White streetscape project, façade improvements and other costs as they arise.

With the pending sale of NCEMPA's generating assets to Duke Energy, hopefully taking place around July 1, wholesale costs will be reduced significantly. This will have a positive impact on retail rates for Wake Forest customers. Prior to making any changes in the retail rate structure, funding for a rate study has been included in the budget. This will allow us to make prudent and well thought out decisions on how best to pass along the benefits to all of our customers. There are no other significant changes in fees.

As is our normal practice even during good economic times, we continue to be very conservative in our projections of those revenues which are affected by changes in the economy. These revenues include sales tax, interest income and building and inspection fee collections. To help meet revenue needs in the General Fund, \$894,170 of fund balance is appropriated. All of these funds are earmarked for one time capital purchases. This appropriation is a 35.4% decrease from this past year. To continue our efforts for financial strength and sustainability (major goal of our Strategic Plan), it is important to prudently use our fund balance. As mentioned earlier, the rating agencies strongly encouraged us to rebuild our fund balance back to our policy level as part of our efforts to maintain our strong financial footing. We are hoping that this major reduction in use of fund balance will help us achieve this. By maintaining a healthy fund balance, the Town is able to deal with emergencies and unusual expenditures when the need arises as well as benefit from low interest rates when we enter the bond market, as we did this year. A portion of revenue requirements in the General Fund is being met by interfund transfers in the amount of \$441,825. These transfer funds cover both capital and Downtown expenditures. Downtown expenditures include streetscapes debt service, façade grants and program expenses.

## **EXPENDITURE SUMMARY**

### **PERSONNEL**

As stated earlier, no new positions are recommended for funding. There were several requests that were greatly needed; but to avoid considering a tax increase or cutting existing employee benefits, the decision was made to delay all of those requests.

No COLA is recommended. Health insurance premiums are funded with a 7% increase. Performance pay (merit) funds are included. Pay and classification changes are also recommended.

### **CAPITAL OUTLAY**

Capital funding increases in both the General Fund and in the Electric Fund. In the Electric Fund, system improvements, the underground fault indicator and the second phase of the smart metering/outage management system are funded with current revenues. Installment purchase proceeds are being used for the digger derrick truck. In the General Fund, we are relying on installment financing, capital reserve funds and fund balance to fund needed capital items. The installment financing will be used to acquire most of the rolling stock listed in the Capital Improvements Plan. These include 12 replacement police cars, Sanitation dump truck, garbage truck, dump truck with salt/sand spreader and an excavator. Capital reserve funds will be used for funding needs such as the balance of the cemetery landscaping plan, K-9 unit in Public Safety, fire impact fee study, Flaherty Park gym floor and fence replacements and

Flaherty tennis court resurfacing. Fund balance utilized this year focuses on one time/non-recurring capital items such as several items in the MIS Department, feasibility study for the Operations Center, renovations to 317 Brooks Street building and the grant match for the Taylor Street Park sprayground. The past Boards' decisions of maintaining adequate fund balance and capital reserve funds affords us opportunities for flexibility in funding capital items. Minor capital items have also been funded where needed.

## **DEBT SERVICE**

As was anticipated, debt service will increase \$432,465 in the General Fund. The majority of this increase is attributed to the first phase of bond sales issued in March. This will be the single, largest increase on the expenditure side of the upcoming budget. Debt service is allocated to the appropriate department or division. As mentioned previously, installment purchase proceeds will be used to purchase vehicles and other rolling stock.

## **FIRE SERVICES/OTHER AGENCIES**

It is important as we hold the line on requests for staffing, operating expenses and capital expenditures within our own departments to provide the same level of scrutiny for the outside agency requests. Only those requests that provide a direct program benefit to the Town should be considered. Those groups that provide a service that the Town would feel obligated to provide otherwise are the only ones that should be funded.

Funding levels are recommended to remain at current levels. The Wake Forest Fire Department (which provides our fire services) agreed to request no increase in the tax rate this year. We are still awaiting the results of Wake County's funding study for fire services in county areas. This may affect future funding formulas for fire service. The Chamber of Commerce (which provides our economic development program) and Resources for Seniors (which staffs and programs our senior center) are recommended for funding at current levels.

The 4<sup>th</sup> of July Committee is in transition to new leadership and they came to the Town Board meeting recently and asked for the Town to make the event a "Town" event so that police services could be provided at no charge. We recommend leaving the committee in charge because this event is truly a community event. It does not need to be run by Town staff. It is important for this event to continue to be run by community volunteers. We will fund their request for general expenses of \$5,000 plus we will provide funding in the amount of \$6,240 for police services. This number is based on the manpower they requested. We also recommend that a representative from the Police Department serve as an ex-officio member on the committee to help with planning for future needs.

No other requests for funding have been recommended. While the other requestors (both current and new) provide great services and are outstanding organizations, they do not provide services that relieve the Town of providing those services. The Town cannot and should not be expected to fund every outside group request, no matter how worthwhile their mission is.

## **FUTURE NEEDS AND ISSUES**

For the past seventeen years the Town Board has held a planning session in the early part of the year to discuss current issues and set long range goals for the Town. This past year, the Town Board updated

the Town's Strategic Plan and those strategic goals have been incorporated into this document. It is important for the Board to continue to schedule planning sessions each year to establish the framework for the next year.

As we enter this era of "new beginning", the biggest challenge the Town faces is the change in leadership. The new Town Manager will have his own management style and methods of getting the job done. He will be able to rely on a solid management team, comprised of members with experience and expertise. The Strategic Plan will serve as the road map to assist them. It will be up to him and the management team to develop a strong working relationship that results in a cohesive group. Their focus does not change. It will still be to provide excellent services to the citizens of Wake Forest.

## **SUMMARY**

This year's budget continues to focus on the financial stability of the Town. This means not spending beyond our means, replenishing our fund balance, focusing on our core services and continuing to be conservative when estimating revenues. This formula has been successful over the past few years. Once again the Department Heads assisted us in making cuts to keep the budget manageable. They had to give up on worthwhile requests but they did it in an atmosphere of teamwork. Many personnel requests and capital items had to be delayed. Our goal was to accomplish the strategies established in the Town's Strategic Plan but do it in a prudent and cost effective way. This FY 2015-16 Town budget accomplishes that goal. It provides the resources to meet the citizens' demands for services. It maintains services at current levels while providing the funding to support the infrastructure of the Town. It maintains stable tax and utility rates. This budget attempts to hold down expenditures wherever possible but at the same time recognizing the needs of the community.

I would like to thank all of the staff for their assistance in preparing this document. Staff is ready to assist the Board in finalizing the budget over the next few weeks.

Respectfully submitted,

Mark S. Williams  
Town Manager

**BUDGET ORDINANCE**

**PAGES**

**WILL BE INSERTED**

**UPON BOARD APPROVAL**

## Town of Wake Forest Annual Budget Summary

	FY 2014 Actual	FY 2015 Budget	FY 2015 Actuals	FY 2015 Estimated	FY 2016 Proposed
<b>100 General Fund</b>					
<b>Revenue</b>					
Ad Valorem Taxes	\$ 21,290,422	\$ 21,774,900	\$ 21,699,190	\$ 22,311,033	\$ 22,917,960
Other Taxes	110,790	104,210	62,439	71,172	40,000
Unrestricted intergovernmental	7,527,963	7,766,695	4,211,865	8,304,746	8,501,725
Restricted Governmental	888,289	994,350	890,426	890,425	1,148,870
Permits and Fees	1,803,280	1,575,700	1,615,427	1,998,910	1,901,750
Sales and services	695,300	794,800	535,250	750,315	926,950
Other Revenue	385,952	355,710	194,972	332,573	398,500
Investment Earnings	25,436	40,000	7,386	24,386	35,000
Other Financing Sources	2,490,072	3,044,970	1,349,683	1,714,035	2,254,995
<b>Revenue Total</b>	<b>35,217,503</b>	<b>36,451,335</b>	<b>30,566,638</b>	<b>36,397,595</b>	<b>38,125,750</b>
<b>Expenses</b>					
Personal Service	14,412,864	15,643,840	11,312,251	15,205,335	16,160,025
Professional Services	814,670	586,835	513,900	734,143	833,750
Operating	12,603,931	13,699,210	9,282,622	13,400,693	14,223,035
Contributions	133,500	131,000	117,000	131,000	123,740
Capital Outlay	3,226,345	2,001,405	1,071,600	2,054,751	2,143,950
Debt Service	4,303,396	4,389,045	3,460,637	4,548,225	4,641,250
Transfers In (Out)	15,000	-	-	-	-
<b>Expenses Total</b>	<b>35,509,706</b>	<b>36,451,335</b>	<b>25,758,010</b>	<b>36,074,147</b>	<b>38,125,750</b>
<b>100 General Fund Total</b>	<b>\$ (292,202)</b>	<b>\$ -</b>	<b>\$ 4,808,628</b>	<b>\$ 323,448</b>	<b>\$ -</b>
<b>360 Wake Forest Power</b>					
<b>Revenue</b>					
Charges for Services	\$ 17,459,002	\$ 18,665,665	\$ 13,812,246	\$ 18,429,380	\$ 19,241,355
Sales Tax - Utility	527,268	1,296,495	1,005,788	1,316,913	1,320,855
Other Revenue	171,353	140,000	94,932	170,991	138,500
Investment Earnings	2,085	2,500	1,668	2,224	2,500
Other Financing Sources	-	200,500	-	-	258,000
<b>Revenue Total</b>	<b>18,159,709</b>	<b>20,305,160</b>	<b>14,914,634</b>	<b>19,919,508</b>	<b>20,961,210</b>
<b>Expenses</b>					
Personal Service	2,612,222	2,469,155	1,832,791	2,447,294	2,817,010
Professional Services	10,545	134,500	30,148	51,535	72,500
Operating	14,349,600	15,856,070	10,698,047	15,614,486	16,148,735
Contributions	5,000	5,000	3,750	5,000	5,000
Capital Outlay	-	1,307,675	319,233	1,033,683	1,383,900
Debt Service	60,629	532,760	517,988	532,573	534,065
Transfers In (Out)	1,116,230	-	-	130,000	-
<b>Expenses Total</b>	<b>18,154,226</b>	<b>20,305,160</b>	<b>13,401,958</b>	<b>19,814,571</b>	<b>20,961,210</b>
<b>360 Wake Forest Power Total</b>	<b>\$ 5,482</b>	<b>\$ -</b>	<b>\$ 1,512,677</b>	<b>\$ 104,937</b>	<b>\$ -</b>

## Town of Wake Forest Annual Budget Summary

	FY 2014 Actual	FY 2015 Budget	FY 2015 Actuals	FY 2015 Estimated	FY 2016 Proposed
<b>400 DMSD Special Revenue Fund</b>					
<b>Revenue</b>					
Ad Valorem Taxes	\$ 73,886	\$ 75,000	\$ 71,486	\$ 72,000	\$ 75,900
Other Revenue	-	-	-	-	-
Investment Earnings	179	250	110	125	100
Other Financing Sources	-	14,750	-	-	36,725
<b>Revenue Total</b>	<b>74,066</b>	<b>90,000</b>	<b>71,596</b>	<b>72,125</b>	<b>112,725</b>
<b>Expenses</b>					
Operating					
Transfers In (Out)	62,081	90,000	-	70,000	112,725
<b>Expenses Total</b>	<b>62,081</b>	<b>90,000</b>	<b>-</b>	<b>70,000</b>	<b>112,725</b>
<b>400 DMSD Special Revenue Fund Total</b>	<b>\$ 11,985</b>	<b>\$ -</b>	<b>\$ 71,596</b>	<b>\$ 2,125</b>	<b>\$ -</b>
<b>425 Wake Forest Renaissance Centre</b>					
<b>Revenue</b>					
Sales and services	\$ 51,697	\$ 145,000	\$ 44,686	\$ 64,243	\$ 114,500
Other Revenue	17,050	55,000	55,642	68,805	95,500
Other Financing Sources	15,000	-	-	-	-
<b>Revenue Total</b>	<b>83,747</b>	<b>200,000</b>	<b>100,329</b>	<b>133,048</b>	<b>210,000</b>
<b>Expenses</b>					
Professional Services	30	-	-	-	-
Operating	83,547	200,000	87,545	123,302	210,000
Transfers In (Out)	-	-	-	-	-
<b>Expenses Total</b>	<b>83,577</b>	<b>200,000</b>	<b>87,545</b>	<b>123,302</b>	<b>210,000</b>
<b>425 Wake Forest Renaissance Centre Total</b>	<b>170</b>	<b>-</b>	<b>12,784</b>	<b>9,746</b>	<b>-</b>
<b>Revenue Grand Totals</b>	<b>53,535,025</b>	<b>57,046,495</b>	<b>45,653,196</b>	<b>56,522,276</b>	<b>59,409,685</b>
<b>Expenditure Grand Totals</b>	<b>53,809,589</b>	<b>57,046,495</b>	<b>39,247,512</b>	<b>56,082,020</b>	<b>59,409,685</b>
<b>Net Grand Totals</b>	<b>(274,565)</b>	<b>-</b>	<b>6,405,684</b>	<b>440,256</b>	<b>-</b>

Town of Wake Forest  
**BUDGET HIGHLIGHTS**  
**Fiscal Year 2015-2016**

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**TAX RATES & USER FEES**

- **Property Tax:** \$0.52 per \$100 of assessed property valuation. This equates to a breakdown of \$0.41 for Town operations and debt service and \$0.11 for fire services.
  - **Downtown Municipal Service District Tax:** \$0.14 per \$100 of assessed property valuation.
  - **Electric Rates:** Once the sale is completed between NCEMPA and Duke Energy – staff will move forward with a comprehensive rate study. Once that is completed, any recommendations to amend the electric rates will be presented during the fiscal year. No rate adjustments are included in the proposed budget.
- 

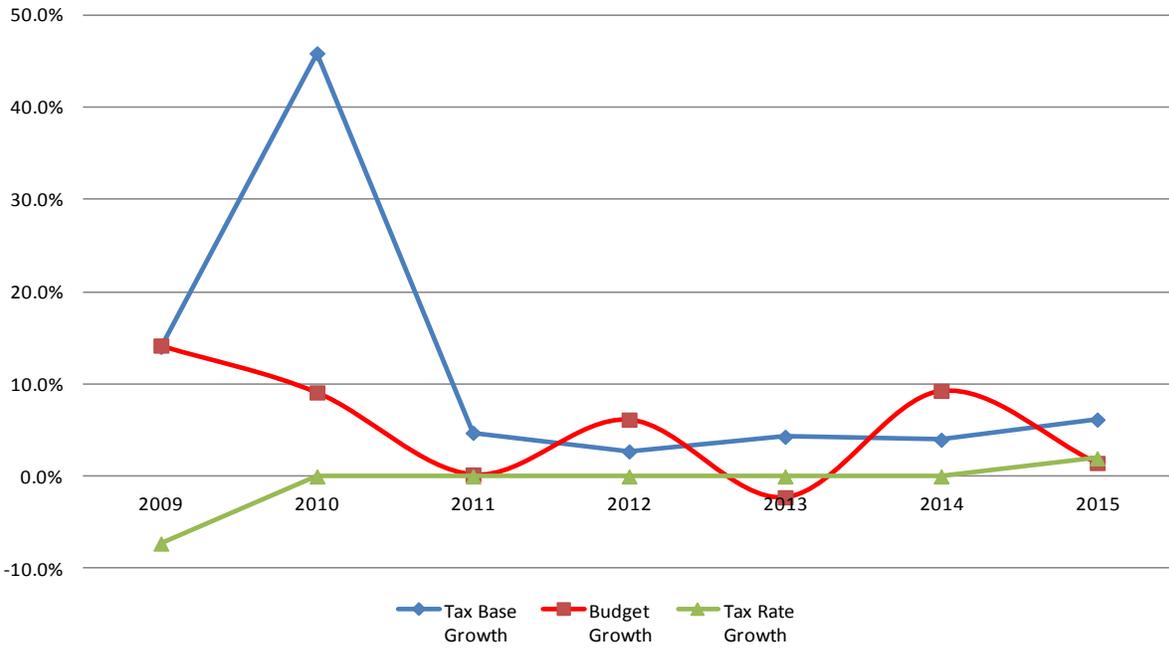
**PERSONNEL ISSUES**

- No new positions funded
  - Continued with Pay and Classification update
  - Included performance pay (merit) funds along with career ladder for eligible departments
  - Insurance premiums – funded at 7 % *increase*
- 

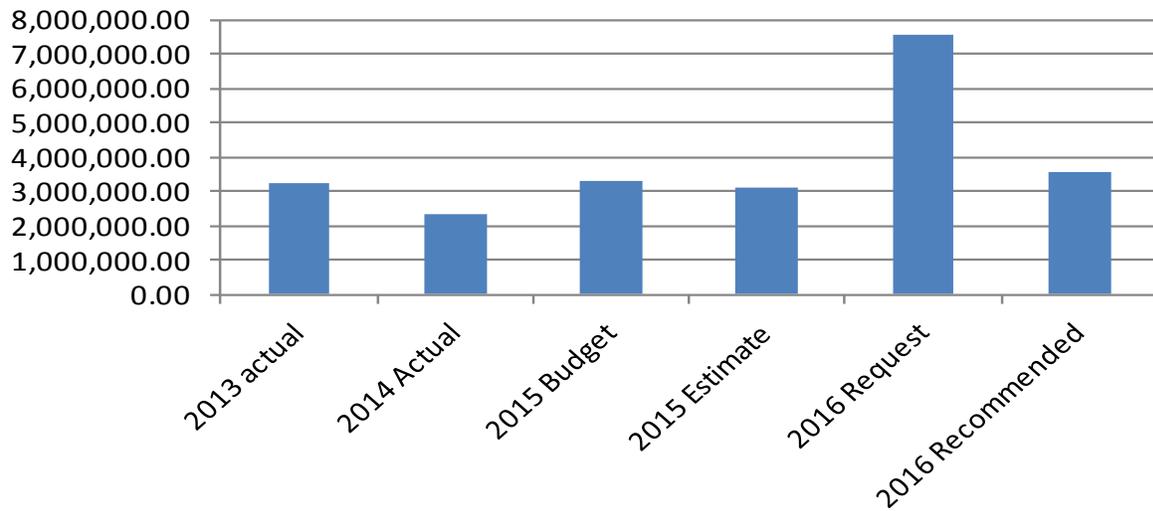
**MAJOR IMPACTS**

- Major emphasis in budget on strategic plan items
- Capital Funding Plan: \$3.5 million – includes the following (refer to CIP tab for complete list)
  - \$2.1 million – General Fund
  - \$1.4 million – Electric Fund
- \$894,170 Appropriated Fund Balance
  - Funding one- time items
  
- \$320,040 – impact of 2015 GO Bonds issued in March – debt service

## Growth Comparison of Tax Rate, Tax Base and Budget (last revaluation - 2008)



## Capital Outlay



## FY 2015-2016 BUDGET - Strategic Plan Items

*GOAL: Strategy/Objective*

*Department*

### ***Goal 1 - Stimulate Economic Development***

Wake Forest Chamber - economic development funding	Board of Commissioners
Façade Improvements	Downtown Development
Time Warner Cable - Advertising	"
Update Renaissance Area Plan - Spring 2016	Planning

### ***Goal 2 - Enhance and Promote a Safe and Connected Community***

Cost Analysis - fiber deployment to town sites	Management Information Systems
Education and marketing initiatives (411 videos, social media, publications, etc.)	Communications
Website refresh and upgrade	Communications
Feasibility study - Operations Center expansion	Public Facilities
Upfit - 317 Brooks Street	"
2015 Bonds - Streets/Greenways - debt service	Streets

### ***Goal 3 - Instill an Organizational Culture that Reflects our Core Values***

Training for Supervisors	Human Resources
Performance pay and career ladder funding	Organization
Medical insurance premium increase	"

### ***Goal 4 - Enhance Fiscal Strength***

Update Fire impact fee study	Administration
Convert to biweekly payroll effective July 1, 2015	Finance
Comprehensive electric rate study	Electric
Reduction in appropriated fund balance - one time capital items	Organization
No new positions funded	Organization

## Town of Wake Forest REVENUE ASSUMPTIONS Fiscal Year 2015-2016

The following information defines the major sources of revenue for the Town of Wake Forest for the fiscal year 2015-2016. The Town's anticipated revenues have been determined using historical financial trends, property tax values from Wake County, Franklin County and projections provided by the North Carolina League of Municipalities (NCLM).

### AD VALOREM TAXES

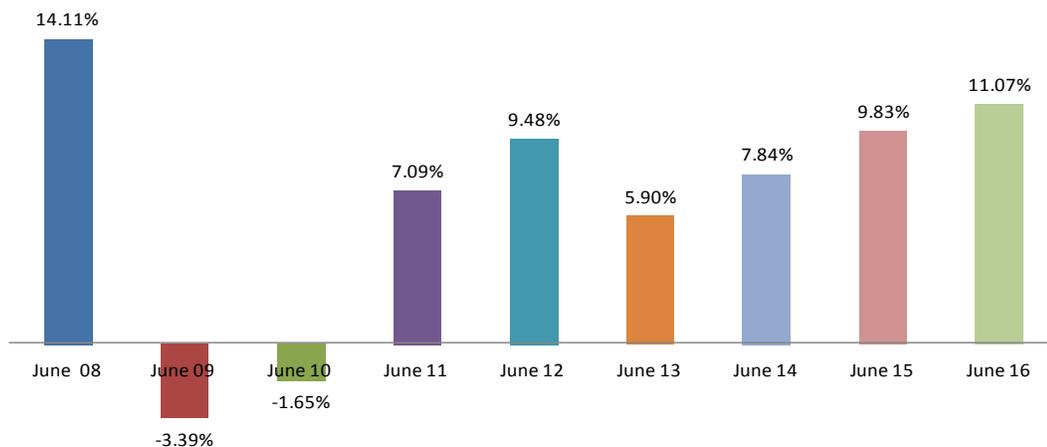
Ad Valorem taxes represent 60% of General Fund revenues and are based upon a \$.52 tax rate per one hundred dollars (\$100) of assessed property valuation. The estimated assessed valuation which includes tax and tag estimates as provided by Wake County and Franklin County totals \$4,493,550,000 and is budgeted at 97% collection rate.

### STATE SHARED REVENUES

#### ◆ LOCAL OPTION SALES TAXES

The State collects and distributes a \$.01 tax on retail sales on a point of sale basis. Local governments also are eligible to receive three ½ cent taxes based on either a per capita (population) or an ad valorem (property value) basis. The Town's distributions are calculated using the per capita distribution formula. Local option sales taxes represent approximately 16.8% of General Fund revenues for FY 2015-2016. The North Carolina League of Municipalities is projecting that the statewide local sales tax revenue will grow by 4% from the FY 2014-2015 level. This growth is not being experienced equally across the state and Wake County trends have been higher, anywhere from 8% to 15%. With that said, sales tax revenue is budgeted at approximately 11% *higher* than projected for FY 2014-2015.

### Sales Tax Growth



#### ◆ POWELL BILL

Based on the latest State Budget Office estimates, the total allocation for FY 2015- 2016 is expected to *decrease* approximately 1%. Staff has budgeted Powell Bill funds at the same level as the amount received for FY 2014-2015.

#### ◆ UTILITY FRANCHISE TAX

Utility franchise tax represents 5% of General Fund revenues for FY 2015-2016. Staff has budgeted total utility franchise tax 15.6% higher than FY 2013-2014 actual received and 2.3% higher than projected for FY 2014-2015.

*Electricity Franchise* - the Town's share of the tax is based on actual receipts from electric service within the municipal boundaries. It is projected based on rates and price forecasts for the South Atlantic region, 2% growth is expected in FY 2015-2016.

*Telecommunications Sales Tax* - the distribution of this revenue is based on each municipality's past share of the old telephone franchise tax. Annual statewide telecommunications revenues for FY 2014-2015 are expected to *decrease 1.5%*. There is an expected *decline* of 3% for FY 2015-2016.

*Piped Natural Gas Sale Tax* – the distribution method for the tax on piped natural gas was changed as part of the recent tax reform legislation. The general sales tax rate will now apply to the sale of piped natural gas and 20% of the proceeds will be returned to cities and towns. The amount received in FY 2013-2014 is intended to serve as a baseline for what is received going forward. The statewide projection for the current fiscal year is expected to be 35% lower than FY 2013 -2014 and there is a projected decrease of 2% for FY 2015–2016.

#### **ELECTRIC FEES**

The Town provides electricity to over 6,000 residents and commercial establishments combined. No rate increase is included in the proposed budget, however a comprehensive rate study will be undertaken after the sale is finalized between NCEMPA and Duke Energy. Any rate adjustments recommended as a result of the study will be presented later in the year.

Sale of power for the upcoming fiscal year is budgeted with an approximate 2.9% increase over FY 2014-2015 amended budget and 4.2% higher than FY 2014-2015 projected. Sale of power represents 90.7% of Electric Fund revenues.

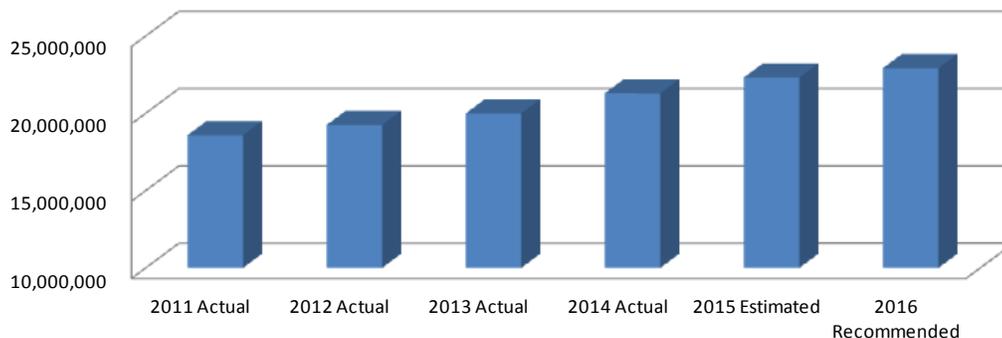
## Town of Wake Forest Detail Revenue Summaries

Description of major revenue sources and their related trends follow. The graphs present four years of actual data, estimated revenues for FY 2015 and proposed budget revenues for FY 2016.

### Ad Valorem Taxes

The property tax is the Town’s main revenue source. Property taxes are assessed and collected by Wake and Franklin County and remitted to the town throughout the year. The proposed property tax rate for FY 2016 is \$.52 per \$100 of assessed value. Property categories assessed include real property, personal property, vehicles and public service providers.

### Ad Valorem Taxes



### Unrestricted Intergovernmental

#### *Sales Tax*

The State of North Carolina (State) counties levy two half-cent sales taxes (Article 40 and Article 42) and one full-cent sales tax (Local Option Sales Tax) on sales. These taxes are collected by the state monthly and remitted to counties on a per capita basis. Wake County then distributes these taxes to the municipalities based on their portion of the total county assessed valuation. Each municipality also receives a share referred to as the Hold Harmless provision, which accounts for prior legislative changes in local sales tax distributions by passing through additional sales tax to municipalities as a result of the half-cent Article 44 state tax repeal. The state Department of Revenue uses a formula which redistributes a share of county sales tax among the cities. This redistribution calculates of Article 39 and 40 allocations.

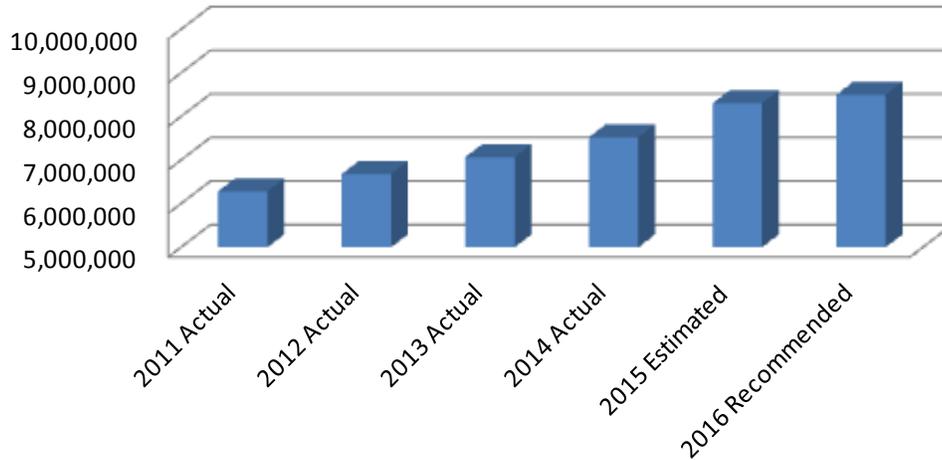
#### Utility Franchise Tax

The State levies a tax on utility companies (electricity and natural gas) based on either gross receipts or usage. The state shares a portion of these taxes with local governments based on usage within their jurisdiction. The State also levies a tax on telecommunications gross receipts and then distributes a portion of these taxes per capita to each municipality.

### Beer and Wine Tax

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

### Unrestricted Intergovernmental



### Permits and Fees

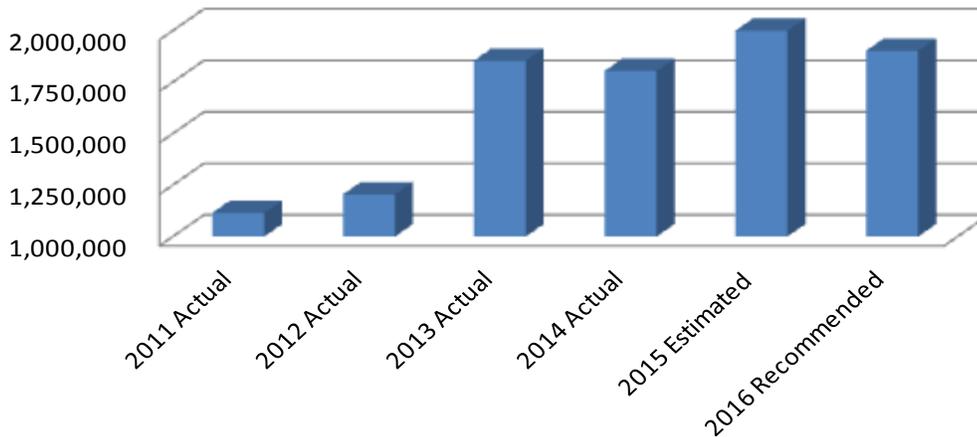
#### Motor Vehicles Fees

The Town collects an annual fee for each motor vehicle registered within the town limits as allowed by the North Carolina General Statutes.

#### Building Permits and Inspections

The Town charges fees for providing construction permits, plan reviews and inspection services to applicants in accordance with North Carolina General Statute 160 A-414. In addition, the town charges fees for commercial site, street sign inspections, re-inspections, etc.

### Permits and Fees



## Restricted Governmental

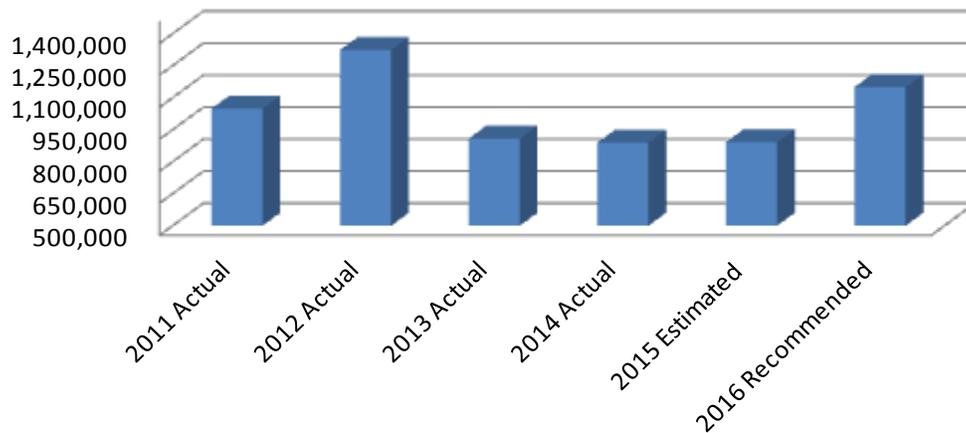
### *Powell Bill*

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

### *Grants*

The town receives various general government related grants and other financial assistance from the federal government, State of North Carolina, Wake County and other local/private organizations.

## Restricted Intergovernmental



## Sales and Services

### *Recreation Fees*

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

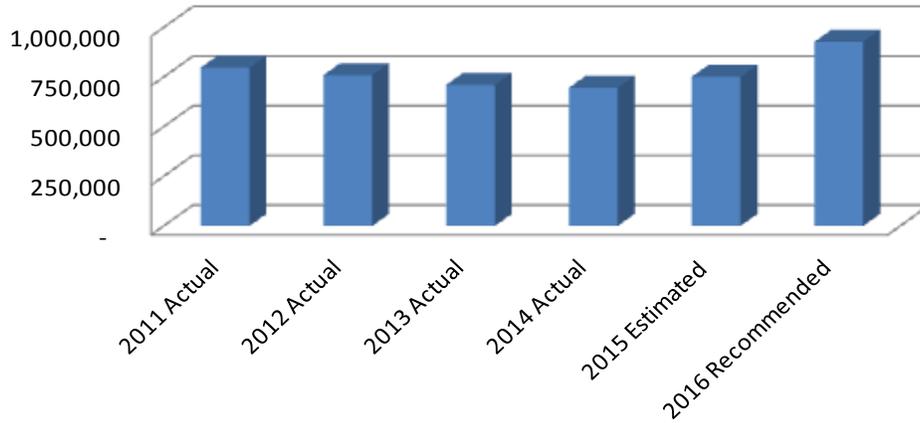
### *Solid Waste*

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

*Communication Tower*

Funds are from lease payments made by cellular telephone service providers to the town for the lease of property on which cellular towers are built.

**Sales and Services**

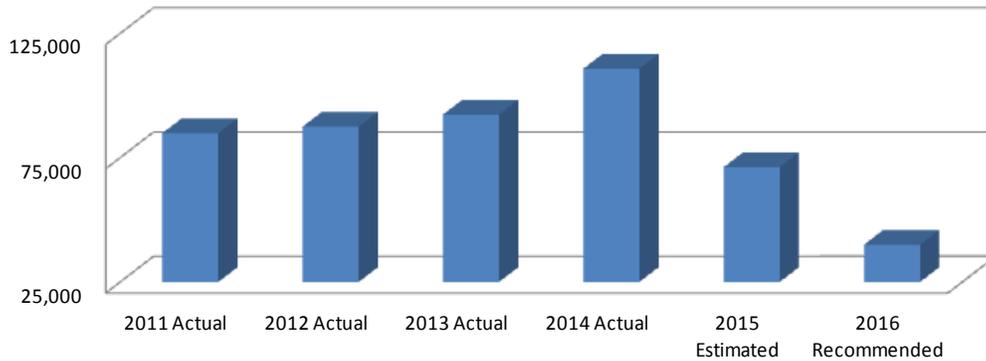


**Other Taxes**

*Rental Vehicle Tax*

The state legislature authorized the taxing of gross receipts on rental of heavy equipment.

**Other Taxes**



**Other Revenue**

*ABC Revenue*

These revenues are distributed quarterly by the county Alcohol Beverage Control board based on the ad valorem levy from the previous year after expenses are deducted for law enforcement, education and rehabilitation.

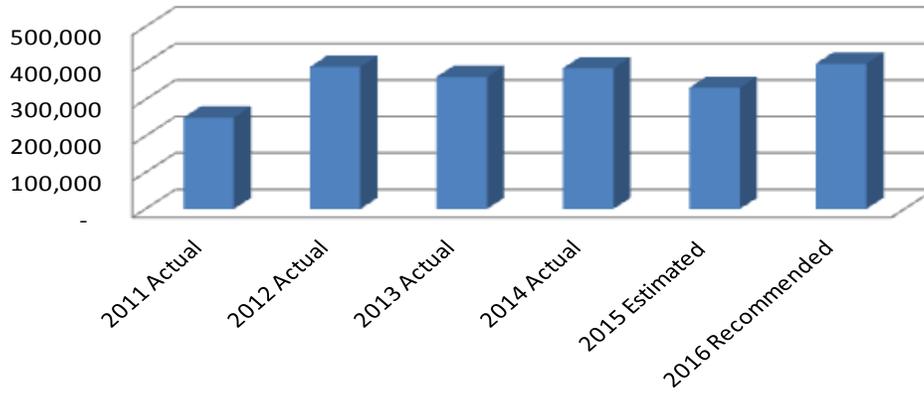
*Miscellaneous*

These are revenues that do not fit into any other revenue category.

*Sale of capital assets and surplus*

Through the purchase of replacement vehicles and equipment, the town intends to sell, via approval of the Board of Commissioners, surplus equipment and vehicles that are no longer used by the town.

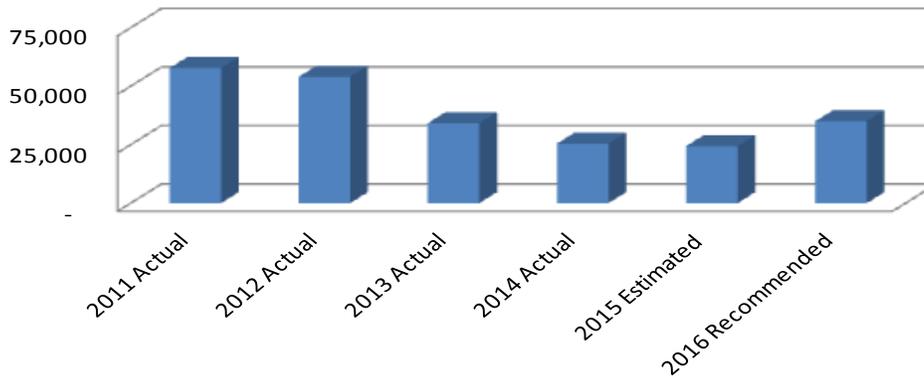
### Other Revenue



### Investment Earnings

This category of revenue is significantly depended on current market conditions and the overall dollar amount available for investment. It reflects interest earned by the town’s account at the various financial institutions. This revenue stream is projected to increase as the town will continue to diversify some of its investment portfolio as allowed by the North Carolina General Statutes and the town’s investment policy.

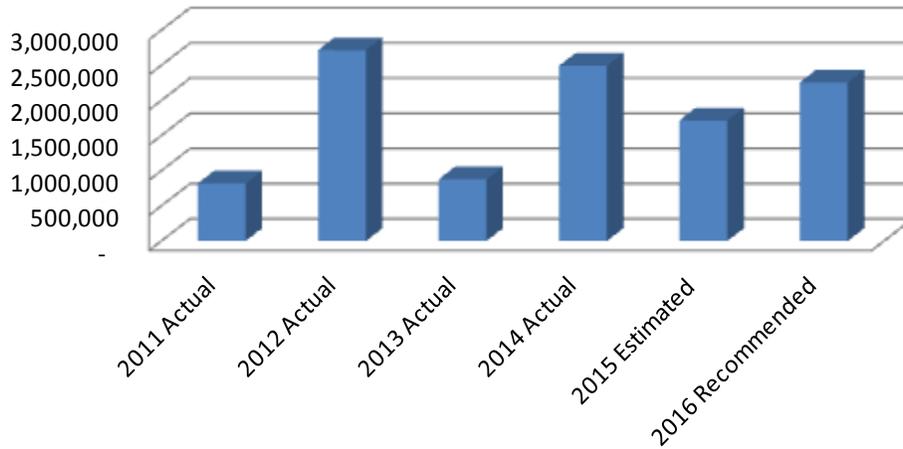
### Investment Earnings



### Other Financing Sources

These represent amounts transferred from reserves, proceeds received from any issuance of debt and any funds appropriated in fund balance.

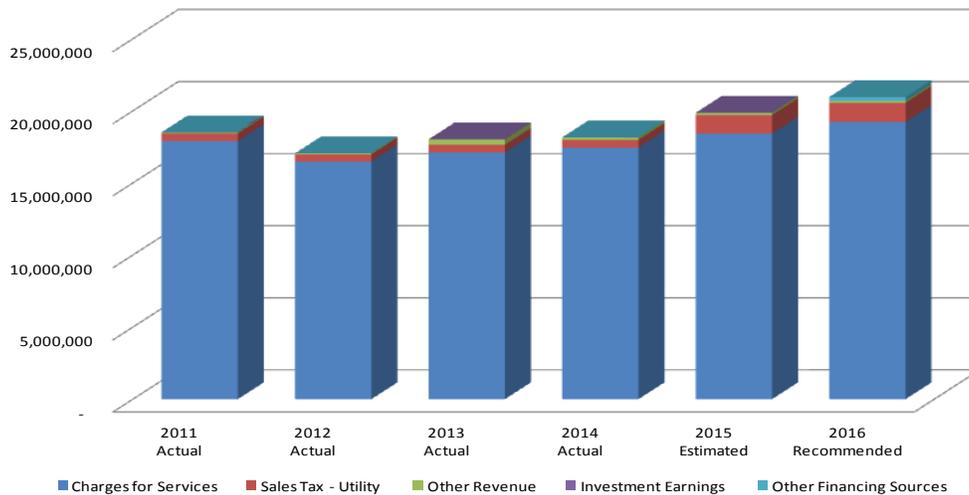
### Other Financing Sources



### Electric Fund

The majority of these funds are received as a result of the sale of power to the Wake Forest Power customers, including the sales tax incurred on this power being sold. The other main sources that make up this funding stream are electric late and reconnection fees, capital asset surplus and any debt financing that may occur.

### Electric Fund



**Town of Wake Forest  
FUND BALANCE - PROJECTED  
Fiscal year ending June 30, 2015**

	<b>General Fund</b>
Fund balance at June 30, 2014	\$11,928,767
Projected revenues and other sources	36,397,595
Projected expenditures and other uses	<u>(36,074,147)</u>
Projected fund balance at June 30, 2015	12,252,215
Less:	
Restricted - Stabilization By State Statute - estimated	(2,757,000)
Assigned - Subsequent years expenditures	<u>(894,170)</u>
*Unassigned fund balance - estimated	<u>\$8,601,045</u>
<b>FY 2015-2016 Proposed Budgeted Expenditures</b>	<b>\$38,125,750</b>
Unreserved, undesignated fund balance as a percentage of budgeted exp	<b>22.56%</b>
Total Fund balance as a percentage of budgeted expenditures	<b>32.14%</b>

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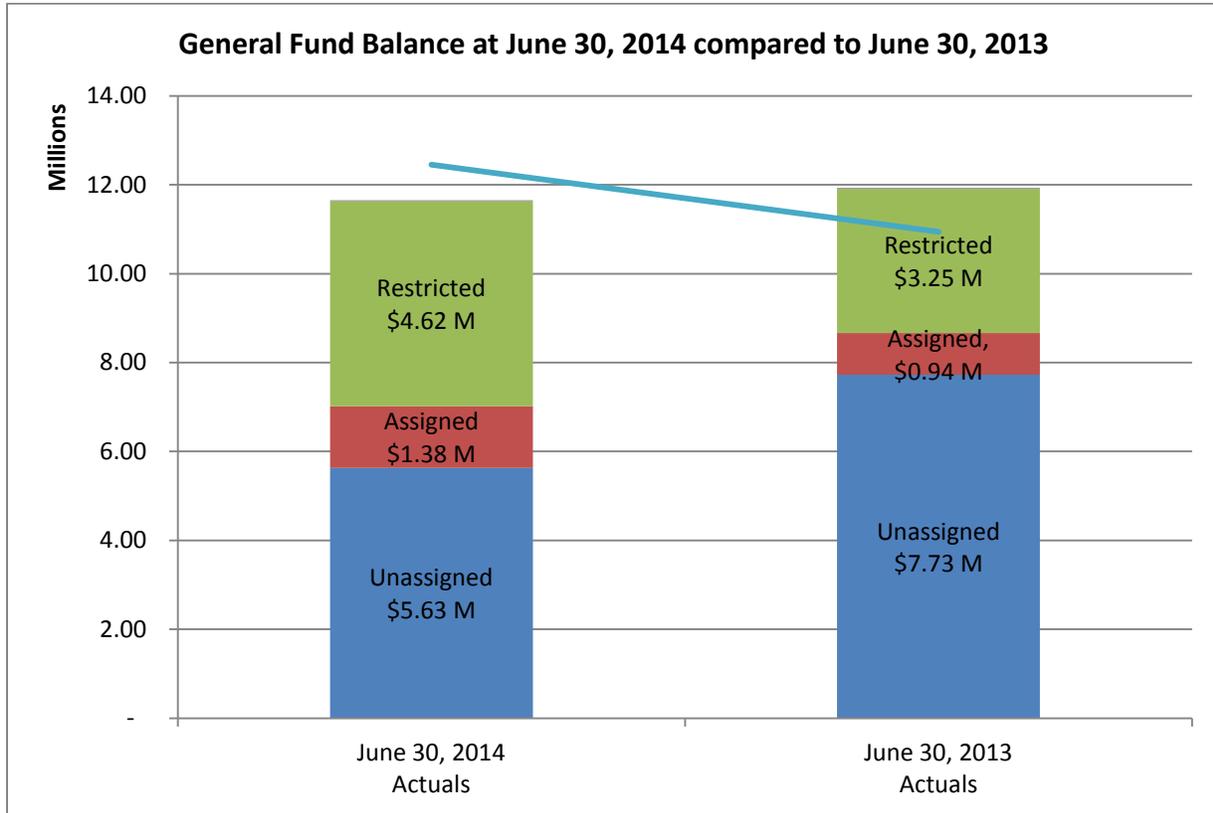
	Target %	Amount to Retain Per Policy Available Fund Balance	PROJECTED Additional Funds over/(under) Target %
<b>Policy Approved by BOC</b>	<b>35%</b>	<b>\$13,344,013</b>	<b>(\$4,742,968)</b>

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# General Fund - Fund Balance

It is important to maintain a fund balance level that would be sufficient for the town in the event of an unanticipated crisis or event, such as a loss or major reduction of a revenue source, a sudden economic downturn or a natural disaster. In addition, fund balance assists the town in avoiding cash flow interruptions, to generate investment income and to eliminate the need for short-term borrowing.

## General Fund Balance Analysis



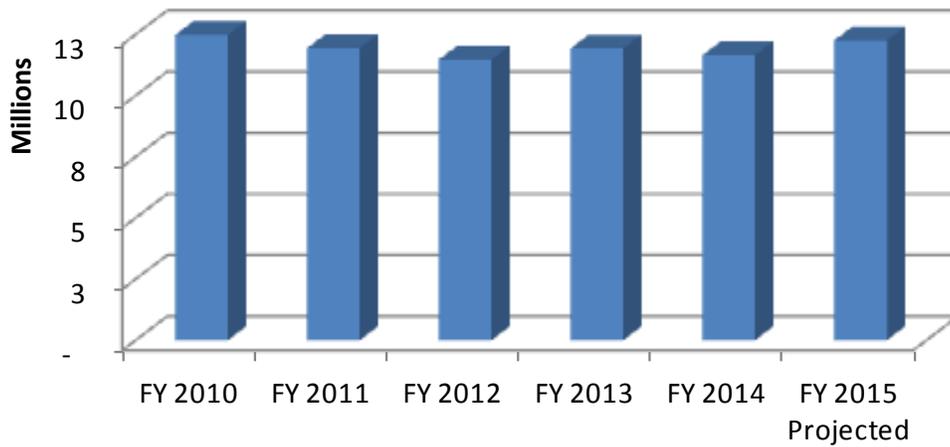
**Note:** The assigned portion of fund balance represents the subsequent fiscal year's appropriated fund balance. The restricted portions are made up of the stabilization by state statute, downtown municipal service district and public safety special revenue funds.

**Fund Balance Reserve Policy:** The North Carolina Local Government Commission (LGC) recommends that all units of government maintain a minimum fund balance in their operating funds of 8% of budgeted expenditures. The town's policy is to maintain a minimum fund balance reserve that is equivalent to 35% of budgeted expenditures. For the FY 2016 budget year the 35% projected requirement total is \$13,344,013.

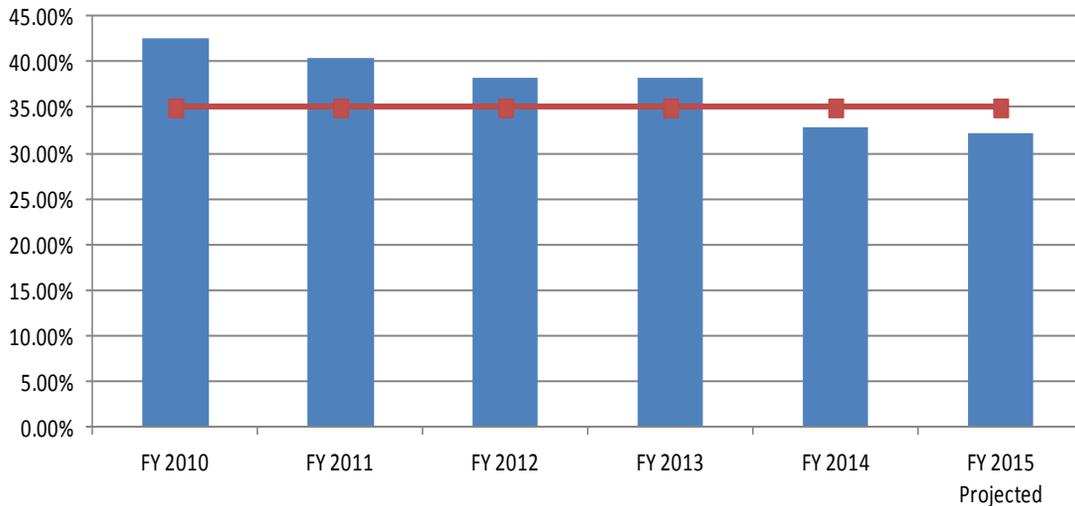
# General Fund - Fund Balance

As a result of the effective leadership, prudent spending and conservative budget practices of management the town has been able to successfully maintain a healthy fund balance level. This is apparent when analyzing the town's current financial status. Despite of the recent economic uncertainty, involving the financial crisis which led to the "great recession" which began around 2008, the town has continued to perform at or near expected levels.

## Total General Fund Fund Balance as an Dollar Value



## Total General Fund - Fund Balance as a Percentage compared to Policy Level



## **BUDGET PROCESS**

### **OVERVIEW**

The Town's budgets are adopted as required by the North Carolina General Statutes. An annual budget is adopted for the General Fund, Special Revenue and the Enterprise Funds. Project ordinances are adopted for Capital Project funds and proprietary capital improvements. All budgets are prepared using the modified accrual basis of accounting.

Budgetary control is executed at the department level or by project. The Town Manager is authorized by the budget ordinance to transfer appropriations between functional areas within a fund without limitation and may transfer appropriations up to \$25,000 between financial areas within a fund with an official reporting to the Board. During the year, several amendments to the original budget are necessary, the effects of which are not material.

### **PROCEDURES**

The Town's budget process begins in November, at which time the CIP materials and instructions are distributed to the departments. All departments receive their operating budget materials and instructions in February.

Department Heads are responsible for estimating departmental expenditures. The Finance Director will make the determination of the revenue projections. The budget reflects the service priorities of the Board and the Citizens of the Town of Wake Forest. The service needs of the community are determined by public hearings and feedback through the Mayor and the Board of Commissioners. After final service priorities have been established and agreed upon, a balanced funding plan is formulated. Through careful assessment of funding requirements and financing methods, a proposed budget document is organized into final format and submitted to the Board for their consideration and adoption.

The Board reviews the recommended budget with the Town Manager and staff during the Town's work sessions. A copy of the proposed budget with recommended changes is also filed with the Town Clerk for public review and also on the Town's website. A public hearing is scheduled prior to the formal adoption of the budget. Adoption of the budget by the Board of Commissioners establishes the legal authority to incur expenditures in the ensuing fiscal year. All annual appropriations lapse at fiscal year-end.

### **BUDGET CALENDAR**

A budget calendar is included in the North Carolina General Statutes which prescribes the last day on which certain steps of that budget procedure are to be performed. The following schedule lists the tasks to be performed and the date by which each is required to be completed.

NOVEMBER

1. Distribute CIP budget materials to the Department Heads.
2. CIP Public Hearing on capital needs held.

DECEMBER

1. Complete and return CIP budget request to Finance Department.
2. Meet with Department Heads to review CIP budget requests.

FEBRUARY

1. Public Hearing to receive input on CIP budget.
2. Adoption of the CIP update.
3. Distribute budget packages to Department Heads.
4. Public Hearing to receive input on Budget needs.

MARCH

1. Complete and return budget request to Finance Department.

APRIL

1. Meet with Department Heads to review budget requests.

April 30 – Each Department Head will transmit to the budget officer the budget requests and the revenue estimates for their department for the budget year.

April – May

1. Finalize recommended Budget.

MAY

1. Present recommended Budget to Board of Commissioners
2. Public Hearing on Budget proposal.

JUNE

1. Conduct budget work sessions with Board of Commissioners
2. Adopt Budget Ordinance

June 1 – The budget and the budget message shall be submitted to the governing board. The public hearing on the budget shall be scheduled at this time.

July 1 – The budget ordinance shall be adopted by the governing board.

## **BASIS OF BUDGETING**

The accounts of the Town of Wake Forest are organized on the basis of funds and account groups. A fund is an independent fiscal and accounting entity, with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. The account groups are not funds but are a reporting device used to account for certain assets and liabilities of the governmental funds that are not recorded directly in those funds.

## **MEASUREMENT FOCUS AND BASIS OF ACCOUNTING**

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the measurement focus applied.

In accordance with North Carolina General Statutes, all funds of the Town are maintained during the year using the modified accrual basis of accounting. The governmental fund types are presented in the financial statements using the same basis of accounting.

Governmental fund audited financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal year. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Proprietary funds use the accrual basis of accounting. Under this basis, revenues are recognized in the period earned and expenses are recognized in the period in which they are incurred.

## **BUDGET TRANSFERS & AMENDMENTS**

Full implementation of the budget begins immediately on July 1. Pursuant to General Statute 159-15, the budget may be amended by submission of proposed changes to the Town Board. The Town Manager is authorized to transfer funds from one appropriation to another within the same fund in an amount not to exceed \$25,000. Any revisions to transfer budgeted amounts over \$25,000 or that alter the total expenditures of any fund must be approved by the Town Board before being recorded. Budget amendments and transfers must adhere to balanced budget requirements.

## ENCUMBRANCES

As required by North Carolina General Statutes, the Town maintains encumbrance accounts, which are considered “budgetary accounts” under which purchase orders, contracts and other commitments for expenditures of funds are recorded in order to reserve that portion of applicable appropriation. Encumbrances outstanding at year-end represent the estimated amounts for the expenditures ultimately to result in unperformed contracts in process at year-end to be completed. Encumbrances outstanding at year-end do not constitute expenditures or liabilities. These encumbrances outstanding are reported as “restricted” in the fund balance section of the balance sheet and will be charged against the subsequent year’s budget.

## BASIS OF BUDGETARY ACCOUNTING

Budgetary accounting is used for management control of all funds of the Town. Annual budget ordinances are adopted on the modified accrual basis of accounting at the fund level and amended as required for the operations of the General, Special Revenue and Enterprise Funds.

FUND ACCOUNTING SUMMARY									
FUND TYPE	BUDGET APPROPRIATION	BASIS OF ACCOUNTING	BUDGETARY ACCOUNTING	General Government	Public Safety	Transportation	Environmental Protection	Cultural and Recreation	Debt Service
General Fund	Annual	Modified Accrual	Modified Accrual	X	X	X	X	X	X
Special Revenue	Annual	Modified Accrual	Modified Accrual	X	X	-	-	-	-
Capital Projects	Multi-year	Modified Accrual	Modified Accrual	X	-	X	-	X	-
Enterprise	Annual	Accrual	Modified Accrual	X	-	-	-	-	X

**GOVERNMENTAL FUNDS** – used to account for governmental functions. Governmental funds include the following fund types:

### *General Fund*

The General Fund is the general operating fund of the Town. It is used to account for expenditures and all financial resources for services to the public, except for those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, state grants and various other taxes and licenses. The primary expenditures are for public safety, streets maintenance and construction, sanitation services and general governmental functions.

### *Special Revenue Fund*

The Special Revenue Funds are used to account for resources that are legally restricted to expenditures for specified purposes. Restrictions on resources may be federal, state or local; a special revenue fund is established when required by legal mandate or sound financial management practices. These are non-major funds of the Town. The Town currently maintains three Special Revenue Funds: the Downtown Municipal Service District, Police Department Special Funds, Wake Forest Renaissance Centre and IDC-Futures Fund.

### *Capital Project Funds*

The Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major facilities (other than those financed by proprietary funds). These funds are used for the tracking of large non-recurring capital projects which are outside of the General Fund. Included in this classification are the Town's Capital Reserve Funds. The Capital Reserve Funds are used to set aside money to pay for large expenditure items and functions. These are non-major funds of the Town.

**PROPRIETARY FUNDS** – used to account for business-type activities. Proprietary funds include the following fund types:

### *Enterprise Funds*

The Enterprise Funds account for those operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The Town has one Enterprise Fund: Electric.

## FISCAL POLICY GUIDELINES

### ADOPTED POLICIES

The Town maintains a number of financial and management policies providing guiding principles and goals that will influence financial management practice of the Town as approved by the Board of Commissioners. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management which:

1. Contributes significantly to the Town's ability to insulate itself from fiscal crisis,
2. Enhances short-term and long-term financial credit ability by helping to achieve the highest credit and bond ratings possible,
3. Promotes long-term financial stability by establishing clear and consistent guidelines,
4. Directs attention to the total financial picture of the Town rather than single issue areas,
5. Promotes the view of linking long-run financial planning with day to day operations and
6. Provides the Board of Commissioners, citizens and management a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

### BUDGETARY

1. Each year the Town will develop the operating budget in conjunction with strategic goals established at the annual Board planning retreats, as well as state programs of performance objectives and measures with which to gauge progress toward meeting those objectives.
2. Electric rates will be established at the appropriate level to enable related funds to be self-supporting.
3. One-time or other special revenues will not be used to finance continuing Town operations, but instead will be used for funding special projects.
4. The Town will pursue an aggressive policy seeking the collection of delinquent utility, license, permit and other fees due to the Town.
5. The Board of Commissioners will receive a financial summary each month showing year-to-date revenues and expenditures and comparing each amount to the budget as amended.

#### *Balanced Budget:*

According to North Carolina General Statute, local governments are required to present and operate under an annual balanced budget ordinance. A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to expenditure appropriations.

## **CAPITAL IMPROVEMENT PLAN**

1. The Town will prioritize all capital improvements in accordance with an adopted Capital Improvement Plan (CIP).
2. The Town will develop a five-year plan for capital improvements and review capital improvements and review and update annually.
3. The Town will coordinate development of the capital improvements program with development of the operating budget.
4. The Town will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and Town priorities.
5. The Town will maintain all its assets at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.
6. The Town will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
7. The Town will attempt to determine the least costly and most flexible method for all new projects.

Additional information on the CIP will be highlighted within the Capital Improvements section of this document.

## **CASH MANAGEMENT AND INVESTMENT**

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. 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.
3. Cash flows will be forecasted and investments will be made to mature when funds are projected to be needed to meet cash flow requirements.
4. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time.
5. Maturity: All investments will mature in no more than thirty-six (36) months from their purchase date.
6. Custody: All investments will be purchased "payment-versus-delivery" and if certificated will be held by the Finance Director 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).

7. Authorized Investments: The Town may deposit Town funds into: Any Board approved official depository, if such funds are secured in accordance with NCGS-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 rate no lower than “AAA”, and Commercial Paper meeting the requirements of NCGS-159 plus having a national bond rating.
8. 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.
9. Allocation: Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Director.
10. Reporting: The Board of Commissioners will receive copies of the Town’s “Report of Deposits and Investments” (LGC Form 203) filed semi-annually with the Local Government Commission.

## **DEBT MANAGEMENT**

1. The Town will confine long-term borrowing to capital improvement 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 capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated 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. Where feasible, the Town will limit the amount of debt issued within the respective calendar year to remain bank qualified per Internal Revenue Service (IRS) guidelines.
6. Net debt as a percentage of total assessed value of taxable property should not exceed 2%. Net debt is defined as any and all debt that is supported by tax revenues.
7. The ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed 15% with an aggregate ten (10) year principal payout ratio target of 60% or better.

## RESERVE POLICY

1. Unassigned Fund Balances will mean funds that remain available for appropriation by the Board of Commissioners after all commitments for future expenditures, required reserves defined by state statutes and previous designations have been calculated. The Town will define these remaining amounts as “available fund balances”.
2. Available fund balances at the close of each fiscal year should be at least 35% of general fund expenditures.
3. In the event that funds are available over and beyond the targeted amount, those funds may be transferred to capital reserve funds or capital project funds, at the Board of Commissioners discretion.
4. The Board of Commissioners may, from time-to-time, appropriate fund balances that will reduce available fund balances below the 35% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal stability and security of the Town of Wake Forest. In such circumstances, the Board will adopt a plan to restore the available fund balances to the policy level within 36 months from the date of the appropriation.

*Adopted by Town of Wake Forest - Board of Commissioners – January 15, 2013*

**Fund 100: General Fund Summary**

	<b>2014 Actual</b>	<b>2015 Adopted Budget</b>	<b>2015 Amended Budget</b>	<b>2015 Actuals</b>	<b>2015 Projected</b>	<b>2016 Requested</b>	<b>2016 Proposed</b>
<b>Revenue</b>							
Ad Valorem Taxes	\$ 21,290,422	\$ 21,774,900	\$ 21,774,900	\$ 21,699,190	\$ 22,311,033	\$ 22,036,600	\$ 22,917,960
Other Taxes	110,790	104,210	104,210	62,439	71,172	40,000	40,000
Unrestricted intergovernmental	7,527,963	7,766,695	7,766,695	4,211,865	8,304,746	8,372,570	8,501,725
Restricted Governmental	888,289	988,740	994,350	890,426	890,425	1,148,870	1,148,870
Permits and Fees	1,803,280	1,455,700	1,575,700	7,386	1,998,910	1,837,250	1,901,750
Sales and services	695,300	794,800	794,800	1,615,427	750,315	773,650	926,950
Other Revenue	385,952	351,750	355,710	535,250	332,573	312,210	398,500
Investment Earnings	25,436	40,000	40,000	194,972	24,386	27,500	35,000
Other Financing Sources	2,490,072	2,505,360	3,044,970	1,349,683	1,714,035	1,875,500	2,254,995
<b>Revenue Total</b>	<b>\$ 35,217,503</b>	<b>\$ 35,782,155</b>	<b>\$ 36,451,335</b>	<b>\$ 30,566,638</b>	<b>\$ 36,397,595</b>	<b>\$ 36,424,150</b>	<b>\$ 38,125,750</b>
<b>Expenses</b>							
Personal Service	\$ 14,412,864	\$ 15,628,830	\$ 15,643,840	\$ 11,312,251	\$ 15,205,335	\$ 17,209,860	\$ 16,160,025
Professional Services	814,670	515,000	586,835	513,900	734,143	1,030,250	833,750
Operating	12,603,931	13,479,340	13,699,210	9,282,622	13,400,693	15,129,205	14,223,035
Contributions	133,500	131,000	131,000	117,000	131,000	131,500	123,740
Capital Outlay	3,226,345	1,810,200	2,001,405	1,071,600	2,054,751	5,655,000	2,143,950
Debt Service	4,303,396	4,217,785	4,389,045	3,460,637	4,548,225	4,830,085	4,641,250
Transfers In (Out)	15,000	-	-	-	-	-	-
<b>Expenses Total</b>	<b>\$ 35,509,706</b>	<b>\$ 35,782,155</b>	<b>\$ 36,451,335</b>	<b>\$ 25,758,010</b>	<b>\$ 36,074,147</b>	<b>\$ 43,985,900</b>	<b>\$ 38,125,750</b>
Revenue Total	\$ 35,217,503	\$ 35,782,155	\$ 36,451,335	\$ 30,566,638	\$ 36,397,595	\$ 36,424,150	\$ 38,125,750
Expenses Total	\$ 35,509,706	\$ 35,782,155	\$ 36,451,335	\$ 25,758,010	\$ 36,074,147	\$ 43,985,900	\$ 38,125,750
<b>Fund 100 - Net Total</b>	<b>\$ (292,202)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,808,628</b>	<b>\$ 323,448</b>	<b>\$ (7,561,750)</b>	<b>\$ -</b>

## General Fund Budget Summary by Department

	2014 Actual	2015 Adopted Budget	2015 Amended Budget	2015 Actuals	2015 Projected	2016 Requested	2016 Proposed
<b>Revenue</b>							
000 Non-Departmental	\$ 35,217,503	\$ 35,782,155	\$ 36,451,335	\$ 30,566,638	\$ 36,397,595	\$ 36,424,150	\$ 38,125,750
<b>Revenue Total</b>	<b>\$ 35,217,503</b>	<b>\$ 35,782,155</b>	<b>\$ 36,451,335</b>	<b>\$ 30,566,638</b>	<b>\$ 36,397,595</b>	<b>\$ 36,424,150</b>	<b>\$ 38,125,750</b>
<b>Expenses</b>							
410 Board of Commissioners	877,637	626,025	626,025	614,324	816,715	840,560	688,490
420 Administration	400,786	428,440	426,940	298,086	416,413	482,505	473,025
425 Communications	370,840	425,995	426,345	316,064	436,344	633,170	559,400
430 Human Resources	472,741	505,995	514,455	363,780	491,554	609,620	545,595
435 Downtown Development	146,160	143,590	171,115	100,610	146,540	218,635	193,810
440 Finance	1,366,256	1,339,690	1,361,190	1,082,675	1,344,299	1,494,410	1,249,515
445 Management Informatior	777,674	832,170	832,770	521,440	800,781	1,231,840	1,138,240
480 Building Inspections	1,262,749	1,267,900	1,284,000	944,614	1,292,167	1,452,090	1,371,900
490 Planning	747,910	901,970	916,510	582,377	838,149	1,186,750	1,032,115
500 Public Facilities	4,431,093	2,881,245	2,960,360	2,324,991	3,112,069	3,844,405	3,176,770
510 Public Safety	12,768,391	13,591,780	13,667,985	9,846,715	13,556,425	15,028,035	13,968,895
530 Public Works Administrat	184,311	163,990	163,990	113,668	155,583	165,585	148,720
540 Engineering	1,214,759	1,215,385	1,222,105	835,035	1,134,132	2,121,195	1,142,990
550 Fleet Maintenance	441,146	503,345	597,060	369,502	527,897	684,180	473,785
560 Streets	3,135,915	3,173,520	3,301,425	2,499,276	3,237,521	4,556,680	3,655,625
570 Powell Bill	817,586	765,155	765,155	374,703	763,650	765,155	743,400
580 Enviromental Services	2,803,164	3,070,120	3,111,250	1,855,057	3,131,243	3,607,190	3,330,770
620 Parks & Recreation	3,290,588	3,945,840	4,102,655	2,715,092	3,872,665	5,063,895	4,232,705
<b>Expenses Total</b>	<b>35,509,706</b>	<b>35,782,155</b>	<b>36,451,335</b>	<b>25,758,010</b>	<b>36,074,147</b>	<b>43,985,900</b>	<b>38,125,750</b>
<b>Fund Total: General Fund</b>	<b>\$ (292,202)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,808,628</b>	<b>\$ 323,448</b>	<b>\$ (7,561,750)</b>	<b>\$ -</b>

## BOARD OF COMMISSIONERS DEPARTMENT SUMMARY

The Wake Forest Town Board of Commissioners, consisting of a Mayor and five (5) Commissioners, sets policies governing the operations of the Town. Legal services are provided through a contract with a law firm. Also included are funds for contributions to outside agencies such as the Wake Forest Chamber of Commerce, Resources for Senior and Fourth of July Committee.

### PURPOSE STATEMENT

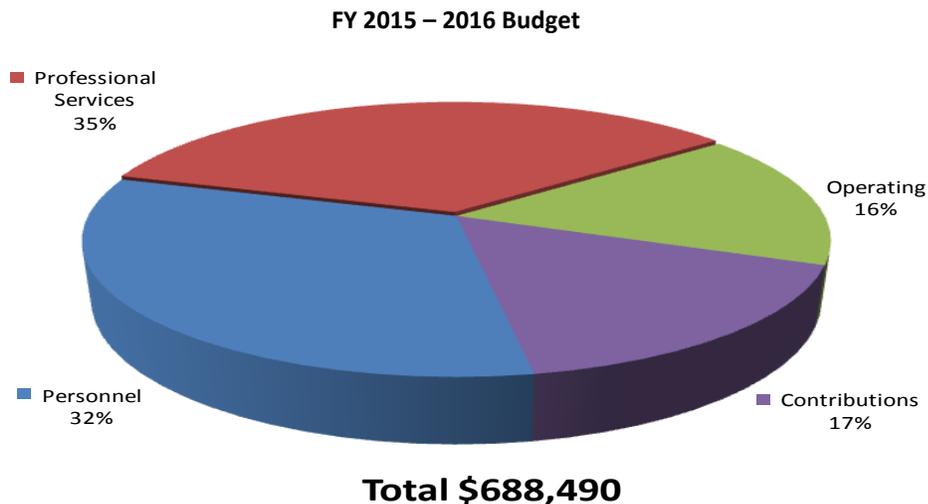
The mission of the elected officials is to provide for the health, safety and welfare of the citizens, while achieving community goals by providing municipal services in a cost effective, customer friendly manner through an open, consensus driven process.

### DEPARTMENT SUMMARY

Board of Commissioners	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 170,798	\$ 179,755	\$ 218,501	\$ 245,335	\$ 223,575
Professional Services	486,119	223,900	390,480	350,000	240,000
Operating	97,220	101,370	86,734	123,725	111,175
Contributions	123,500	121,000	121,000	121,500	113,740
<b>Total</b>	<b>\$ 877,637</b>	<b>\$ 626,025</b>	<b>\$ 816,715</b>	<b>\$ 840,560</b>	<b>\$ 688,490</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ The amount of legal assistance needed changes from year to year which attributes to the fluctuations in professional services.
- ❖ Outside agency requests reflect those received to date. Applications are due March 31 (refer to Outside Agency Requests tab for complete list).



Programs within Board of Commissioners:

- Community Activity Support
- Legislative

## **COMMUNITY ACTIVITY SUPPORT**

The Town supports some organizations through donations. The Town contracts with the Wake Forest Chamber of Commerce for economic development activities. The Town also contributes to Resources for Seniors and the 4th of July Committee. Please refer to the “Outside Agency” section of this document which provides the schedule of requests.

### **PROGRAM GOALS & OBJECTIVES**

- Fund the Chamber of Commerce for continued Economic Development
- Maintain current level of funding for Resources for Seniors
- Increase funding for Fourth of July – Police and security costs
- Eliminate funding for Boys & Girls Club and Wake Forest Birthplace

### **FY 2015 ACCOMPLISHMENTS**

- Continued to fund “Outside Agencies” as requested
- Funded monies for the Renaissance Plan for downtown in respective departments

## **LEGISLATIVE**

The Board of Commissioners comprises the Mayor and five (5) Commissioners who are elected to four (4) year terms of office. The Board sets policies and enacts ordinances that govern the operation of Town government and determines the service levels provided to citizens. Legal services are provided on a contracted basis. The law firm provides legal advice to the Board and staff; handles legal documents such as leases, contracts, deeds, and easements; and litigates as needed.

### **PROGRAM GOALS & OBJECTIVES**

- Adopt policies, resolutions, and ordinances to provide services to the public
- Provide legal services to the Board and staff to avoid litigation and liability issues
- Appoint members to all advisory boards
- Conduct Planning Retreats for Board & Staff in August 2014 and January/February 2015

### **FY 2015 ACCOMPLISHMENTS**

- **Held Annual Planning Retreat – February 2014 (SP)**
- **Updated Town’s Strategic Plan and modified goals and objectives for next three years (SP)**
- Appointed members to all advisory boards
- Initiated two new advisory boards: Cultural and Technology
- Adopted policies, resolutions and ordinances to provide services to the public
- **Approved sale of first offering for GO Bonds approved by voters in November 2014 (SP)**

## ADMINISTRATION DEPARTMENT SUMMARY

The Town Manager and his management team provide direction to the remaining staff in implementing policies set by the Board of Commissioners.

### PURPOSE STATEMENT

Oversee and direct the day to day operations and general management of the Town of Wake Forest.

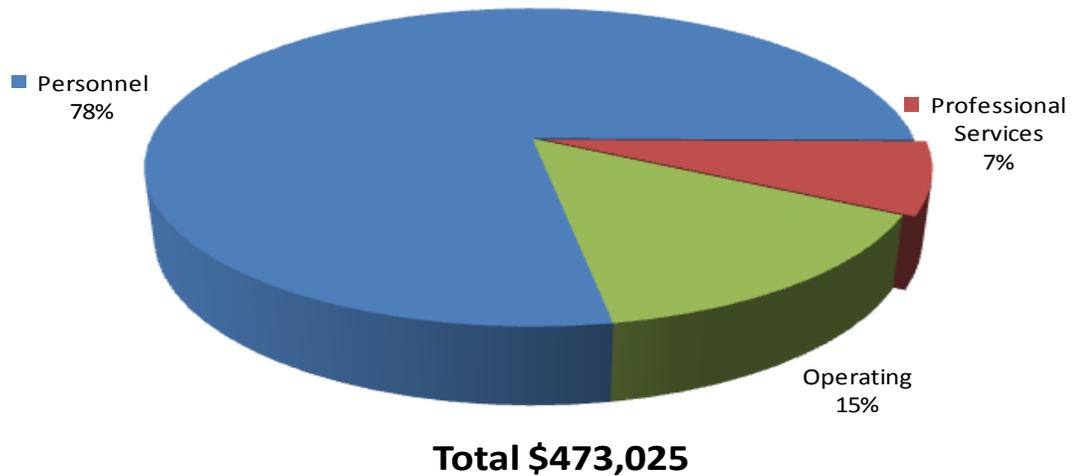
### DEPARTMENT SUMMARY

Administration	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 368,166	\$ 367,985	\$ 356,424	\$ 380,210	\$ 368,730
Professional Services	-	20,000	21,410	35,000	35,000
Operating	32,620	38,955	38,579	67,295	69,295
<b>Total</b>	<b>\$ 400,786</b>	<b>\$ 426,940</b>	<b>\$ 416,413</b>	<b>\$ 482,505</b>	<b>\$ 473,025</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Personnel costs to be adjusted accordingly with hiring of new town manager.
- ❖ Contingency was added to the FY 2016 requested operating amount which represents the increase from FY 2014 and FY 2015.
- ❖ Funds included in professional services for fire impact fee study in FY 2016.

**FY 2015 - 2016 – Budget**



## AUTHORIZATION BY POSITION

Administration Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Town Manager	1	1	1	1	1
Deputy Town Manager	1	1	1	1	1
Town Clerk	1	1	1	1	1
Total	3	3	3	3	3

Programs within Administration:

- Management
- Town Clerk

## MANAGEMENT

Provision of leadership and guidance to Town staff and implementation of Board-adopted policies and procedures are the primary functions of this program. In addition, management directs Board goals and philosophies into appropriate administrative policies. The Town Manager supervises the Deputy Town Manager and nine (9) department heads in the administration of their respective teams. The Manager also acts as liaison between the Town and other public service providers among which is the Chamber of Commerce, Triangle J Council of Governments, and the North Carolina Eastern Municipal Power Agency.

### PROGRAM GOALS & OBJECTIVES

- Assist the Board in the development of long range plans to guide management in recommending policies and procedures
- Provide professional leadership and interpretation of ordinances to assure unbiased legal adherence and to implement policies and programs developed by the Board
- Guide department heads in the development of annual goals based on departmental programs and objectives
- Provide staff support to the Mayor and Board to keep abreast of political activity at all levels of governments
- Update Capital Improvements Plan by February 2016 and recommend Annual Operating Budget by May 2016
- Disseminate information to the news media, civic organizations, intergovernmental groups, and other entities as required by county, state, and local jurisdictions

### FY 2015 ACCOMPLISHMENTS

- **Developed input from the Board's annual planning retreat to develop updated and/or new strategies for the Town's strategic plan to be completed over the next three years (SP)**
- **Developed a plan for staff to better delineate and inform the Board on all projects which are a part of the Town's Strategic Plan (SP)**
- Updated Capital Improvement Plan in March 2015 and recommended the operating budget in May 2015
- Oversaw the completion of several capital projects including the Safe Routes to School project
- Provided input in various capital design projects including multiple LAP projects
- Provided advice to the Board regarding the potential sale of NCEMPA generation assets

## **TOWN CLERK**

The mission of the Town Clerk's office is to prepare and maintain complete and accurate records of the Board of Commissioners proceedings, to serve as the official custodian of all permanent records including minutes, resolutions, ordinances, contracts, agreements, deed and easements and various other documents, provide staff support to the Mayor, Board of Commissioners and disseminate information and assistance to the citizens and other entities as well as the news media.

### **PROGRAM GOALS & OBJECTIVES**

- Meet the qualifications to obtain the certified Municipal Clerk
- Assist the Board of Commissioners in the appointment/reappointment of members to various advisory boards
- Maintain/update the Code of Ordinances as needed
- Maintain catalog for Town records as per Municipal Records Retention and Disposition Schedule issued by Archives and History Department of Cultural Resources
- Maintain filing system for contracts, agreements, easements, annexation, etc., for easy retrieval

### **FY 2015 ACCOMPLISHMENTS**

- Indexed minutes/resolutions/ordinances books
- Submitted ordinances to Municipal Code for Codification
- Maintained the administration section of the town's website
- Continued to use Granicus for minute taking and posting agenda and video of meetings to the website
- Learning to use Adobe for ease of distributing the Board of Commissioners Meeting Agenda Packet
- Participated in educational opportunities through the UNC School of Government, NC Association of Municipal Clerks
- Member of Membership and Program Committees for the NC Association of Municipal Clerks
- Chair of the We Share Our Service Committee (WSOS)
- Administered Oath of Office to new Police Officers
- Provided notary services for citizens
- Provided information for several public records requests for the public and staff
- Coordinated several tours of the building for groups
- Coordinated the Facility Rental for use of the Ground Floor Training Room for different organizations

## DOWNTOWN DEVELOPMENT DEPARTMENT SUMMARY

The Downtown Development Department is responsible for public relations, business development, and marketing and promotion of the Downtown Renaissance area for the purpose of assisting Downtown Wake Forest in achieving its economic and cultural potential.

### PURPOSE STATEMENT

To lead the renaissance of Downtown Wake Forest in achieving its economic and cultural potential.

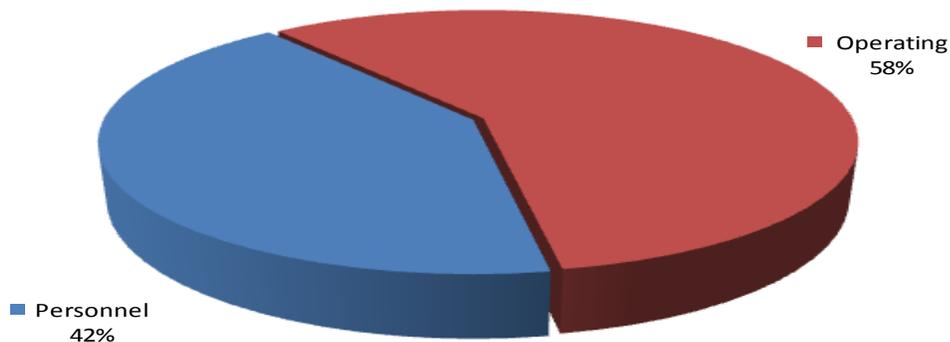
### DEPARTMENT SUMMARY

Downtown Development	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 74,062	\$ 77,905	\$ 77,486	\$ 96,830	\$ 81,380
Operating	72,098	93,210	69,054	121,805	112,430
<b>Total</b>	<b>\$146,160</b>	<b>\$171,115</b>	<b>\$146,540</b>	<b>\$ 218,635</b>	<b>\$ 193,810</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ The request also includes maintenance that is needed: \$3,000 for power washing of the new streetscape and \$10,000 for a replacement sign at the Roosevelt Avenue gateway into Downtown.
- ❖ **The Town of Wake Forest entered into a contract with Time Warner Cable during the 2014-2015 fiscal year to accelerate advertising and branding for all Town events. This contract would continue in the new fiscal year at a cost of \$30,000. (SP)**

**FY 2015 - 2016 – Budget**



**Total \$193,810**

## AUTHORIZATION BY POSITION

<b>Downtown Development Position</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Requested FY 2016</b>	<b>Proposed FY 2016</b>
Downtown Development Director	1	1	1	1	1
P/T Program Assistant	-	-	-	1	-
Total	-	1	1	2	1

Programs within Downtown Development:

- Economic Development
- Marketing/Promotions
- Organization

## ECONOMIC DEVELOPMENT

Identify new market opportunities for the traditional commercial district, finding new uses for historic commercial buildings, and stimulating investment in Downtown properties. Provide guidance to Downtown property owners and tenants who need assistance with the procedures to open a new business, building rehabilitation or adaptive reuse of properties.

### PROGRAM GOALS & OBJECTIVES

- Build and maintain effective working relationships with the media, property owners, tenants and elected officials to enhance the viability and sustainability of the Renaissance area
- Provide design/historic preservation education and technical assistance to Downtown property owners
- **Work with the Wake Forest Downtown, Inc.'s (WFD) economic restructuring committee to explore financial incentives, project development, economic strategies and recruitment opportunities for the Renaissance area (SP)**
- **Hold periodic gatherings for Downtown Property Owners to enhance relationships, promote rehabilitation and development, and provide an open forum for communication (SP)**
- Serve as a resource to new business owners downtown, providing assistance as needed in the areas of navigating a lease, code issues, marketing and promoting, introduction to the Merchant's Association, etc.
- **Work with economic development partners to encourage and attract extended stay space as well as promote available space for lease (SP)**

### FY 2015 ACCOMPLISHMENTS

- **Held a Commercial Brokers lunch and tour of Downtown to spur Economic Development (SP)**
- **Added a Mini-Grant program to our existing Façade Improvement Program that will help identify small projects that will make a large impact (SP)**
- **Worked with Downtown Merchants on an "adopt-a-block" program to maintain a clean and welcoming environment in the Renaissance Area (SP)**
- **Worked with the Farmer's Market, the Renaissance Centre, and Downtown Property Owners to assist the Farmer's Market in finding a new location in the Renaissance Area (SP)**
- **Provided design assistance and guidance to multiple property owners who maintained historic preservation of their buildings and consequently qualified for FIG monies (SP)**
- **Served as a liaison between Downtown stakeholders and the Town of Wake Forest on individual properties for use changes/up fits (SP)**

- **Worked with Wake Forest Chamber staff and the Wake Forest Chamber Economic Development committee to further economic development in the Renaissance Area (SP)**
- **Worked with the Town and Community committees to provide direction/ideas on making the new Renaissance Centre a viable resource and economic driver for the Renaissance Area (SP)**
- **Maintained database of available properties and interested businesses and utilized this to help property owners looking for new tenants (SP)**
- **Worked with the Chamber to provide information and maps to realtors and in newcomer packages (SP)**

## **MARKETING/PROMOTIONS**

Promote Downtown Wake Forest as the center of business, cultural activities, residential life and the community for residents and visitors alike. Developing, maintaining and communicating a positive public image for the Downtown area which is a crucial component of this effort.

### **PROGRAM GOALS & OBJECTIVES**

- **Build and maintain a strong working relationship with the Downtown merchants, property owners, Merchant's Association, Chamber of Commerce, Wake Forest Arts and other community groups**
- **Coordinate organized programs, events and marketing to promote the Renaissance area as well as partner with other organizations to promote and provide downtown activities (SP)**
- **Develop marketing materials and advertising campaigns to promote our Downtown retail and service businesses (SP)**
- **Explore avenues for reaching and communicating with surrounding communities and neighborhoods (SP)**
- **Partner with the Chamber of Commerce to provide newcomer packets (SP)**

### **FY 2015 ACCOMPLISHMENTS**

- **Expanded the reach of our brand and program by increasing our print advertising, social media advertising, use of Downtown maps and videos (SP)**
- **Developed a "Partnership Program" via WFD that will assist in evaluating and approving requests from civic organizations to partner on Downtown events and initiatives (SP)**
- **Coordinated a shop local event (Small Business Saturday) for the Downtown Merchants to help spur sales and attract new customers (SP)**
- **Partnered with the Wake Forest Garden Club to place flower planters along S. White Street for a beautification project**
- **Worked with a committee to begin and sustain a monthly Flag Raising Ceremony to honor deceased Wake Forest veterans**
- **Organized and managed the annual Wake Forest Christmas Parade, Lighting of Wake Forest, and Holiday Open House, Mardi Gras Street Festival, Art After Hours, and the Wake Forest Classic Car Show (SP)**
- **Worked with Wake Forest Downtown and a community committee to plan and offer Dirt Day – a new Downtown event promoting the outdoors, healthy living, gardening, landscaping, etc. (SP)**
- **Worked with Urban Forestry and an independent committee to develop and market "Wake Forest Outdoors" – a series of outdoor events including Arbor Day, Dirt Day and Herb Fest (SP)**
- **Updated the current retail map and business services map to be distributed to local businesses, realtors, newcomer packets, area hotels, etc. (SP)**
- **Public promotion of Wake Forest Downtown with booths at Meet In the Street, the Chamber Business Expo, Good Neighbor Day and Chamber Leadership days (SP)**
- **Served on many local groups and boards to enhance the partnership between the Town and the community including the Wake Forest Community Council, Wake Forest Merchant's Association, Wake Forest Boys and Girls Club, Wake Forest Purple Heart Foundation and the Purple Heart Foundation of NC (SP)**

- **Worked with communications and public works to hang banners in the Renaissance Area that promote our branding, our events, and add to the pleasing aesthetics of our new streetscape project (SP)**

## **ORGANIZATION**

Manage day to day operations of the Downtown Development office to include promotion of the program to stakeholders and the community.

## **PROGRAM GOALS & OBJECTIVES**

- Provide professional leadership to WFD's Board of Directors to promote the mission of the WFD, organize taskforce committees and Board of Director's meetings
- Coordinate WFD's Annual Program of Work
- Oversee daily operations and manage staff and volunteer resources
- **Provide a communication link between the Town of Wake Forest, WFD, the Merchant's Association, the Wake Forest Chamber of Commerce and various community groups to ensure that efforts and projects are synchronized for optimized results (SP)**
- **Act as a data and information source for Renaissance area business district interests (SP)**
- **Develop a public education effort to promote and sustain a clean Downtown as well as perform a periodic review of the sense of safety in the Renaissance Area (SP)**
- **Assist in educating our citizens on the resources available for volunteer opportunities (SP)**

## **FY 2015 ACCOMPLISHMENTS**

- Won a NC Main Street Award for our Dirt Day event in recognition of the uniqueness and popularity of a new event
- Worked with members of Wake Forest Downtown, Inc. and the Wake Forest Community Council to establish a committee for the purpose of working on a large community project that will move forward in the spring/summer of 2015
- **Worked with the Wake Forest Police Department and the Downtown Merchants Association to host two meetings between the respective organizations. Topics included discussing concerns from the merchants, share safety and security tips as well as a chance to get to know our WFPD leadership. Will be done on a periodic basis going forward (SP)**
- **Audited and updated the WFD database of property owners, businesses and volunteers (SP)**
- Attended Main Street Manager's Meetings and Conference
- Participated in new WFD Board Member recruitment and orientation
- Sent funding and grant opportunities to appropriate community groups

## COMMUNICATIONS DEPARTMENT SUMMARY

The Director of Communications and Public Affairs oversees and directs the communications, marketing and public relations functions of the Town.

### PURPOSE STATEMENT

Keep Wake Forest residents informed about town programs and services, as well as the actions of town government.

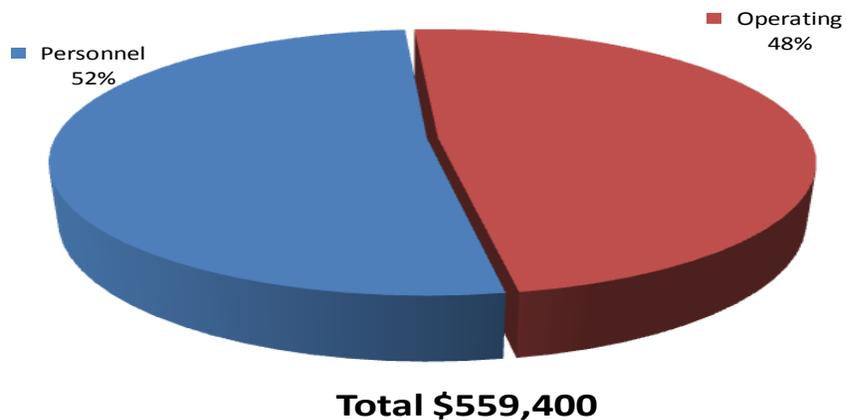
### DEPARTMENT SUMMARY

Communications	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 200,212	\$ 235,320	\$ 238,258	\$ 289,305	\$ 289,035
Operating	170,627	191,025	198,086	343,865	270,365
<b>Total</b>	<b>\$ 370,839</b>	<b>\$ 426,345</b>	<b>\$ 436,344</b>	<b>\$ 633,170</b>	<b>\$ 559,400</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Personnel includes full year salary and benefits for position added in FY 2014-15 along with funds for continuing with a part time graphics designer
- ❖ Increase in operating is attributed to expenses related to the expansion of “Our Town” from bi-monthly to monthly, advertising at Marquee Cinemas in Wakefield, additional monies for videographer and website redesign (SP)

**FY 2015 - 2016 – Budget**



**AUTHORIZATION BY POSITION**

Communications Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015
Director of Communications and Public Affairs	1	1	1	1	1
Communications Specialist	1	1	2	2	2
Total	2	2	3	3	3

Programs within Communications Department:

- Communications

**COMMUNICATIONS**

Difficult technical writing, public contact and administrative work in developing and implementing a communications program for the Town are the primary functions of this program. In addition, plans, organizes and implements a variety of communications programs for the Town. Work includes developing policies, procedures and content for the Town’s website. Work also requires the development of all Town promotional and educational pieces, as well as considerable public contact in dealing with Town staff, elected officials, the media and the general public.

**PROGRAM GOALS & OBJECTIVES**

- Develop written materials promoting Town services
- Assist with news releases and other correspondence
- Develop the departmental web development group and chair meetings with respective representatives
- Service as web site content liaison between Town departments and technical staff or contracted services
- Respond to citizens’ complaints, questions and suggestions regarding the web site
- Assist with special projects
- Work with departments on their web section redesigns to ensure consistency
- **Compose and disseminate news releases, media advisories, and public service announcements pertaining to Town activities, programs, and issues (SP)**
- **Provide public relations counsel to elected officials and Town management staff on the breadth of projects and initiatives undertaken by or impacting the Town (SP)**
- **Facilitate a positive, accurate image of Town government (SP)**
- **Develop and maintain a comprehensive, strategic annual plan for communications (SP)**
- Provide media relations training for staff and elected officials
- **Authorize and assist with the development of fact sheets, flyers, brochures, clothing and other presentation and promotional materials for the Town (SP)**
- Oversee the administration of the Town’s cable television station
- Draft speeches, letters and remarks for staff and Board as well as draft and review articles for publications
- Respond to citizen requests for information
- Approve and assist with the development of Town advertising
- Represent the Town at public functions
- **Authorize all and direct most of the Town’s public education and marketing campaigns (SP)**
- **Oversee or assist with the audio/video elements of the Town’s capital projects (SP)**

## **FY 2015 ACCOMPLISHMENTS**

### **Wake Forest App**

- Maintained Town of Wake Forest app for iPhones, iPads, and Android devices that has been downloaded by over 7,000 smart phone users – over 2,000 since last year
- Introduced Wake Forest Outdoors, Cemetery Tour, Christmas Home Tour and Christmas in Wake Forest functions to the app providing easy access to information about these popular community events
- Introduced Renaissance Centre function
- Added SeeClickFix function
- Sent out over 100 push notifications (text messages) concerning time-sensitive town news and special events

### **Special Events**

- Partnered with Renaissance Centre, WF Historical Museum, Historic Preservation Commission, Wake Forest Downtown and others to produce Writer’s Night in the Forest - Exploring the History of Wake Forest
- Partnered with the Wake Forest Rotary Club to produce the 7th Annual State of the Town Address and Dinner. Over 200 area residents turned out for the event, which was broadcast on Wake Forest TV 10 throughout March and made available in streaming video.
- Helped coordinate and promote the Mardi Gras Street Festival
- Promoted Wake Forest Outdoors series of events, including Arbor Day Celebration, Dirt Day and HerbFest
- Helped coordinate and promote Lighting of Wake Forest with the DRC
- Introduced “Christmas in Wake Forest” advertising campaign to promote Christmas-related events in downtown Wake Forest, including Christmas Parade, Lighting of Wake Forest, Downtown Open House, and Pictures With Santa
- Serve on Meet in the Street planning committee and used town’s website as chief resource to promote Meet in the Street

### **Town of Wake Forest Website**

- **Introduced 2014 Bond Referendum portal on website to educate residents about bond referendum (SP)**
- **Introduced “Operation Bridge Exchange” website to educate residents about upcoming bridge replacement projects in Wake Forest area (SP)**
- **Introduced “Engage Wake Forest” citizen engagement platform (SP)**
- **Introduced SeeClickFix as new way for residents to report non-emergency issues (SP)**
- **Redesigned layout of Parks, Recreation & Cultural Resources web pages (SP)**
- **Continued to incorporate use of videos throughout website to promote such events as Six Sundays in Spring, Meet in the Street, Carolina Puppet Theatre performances, etc. (SP)**
- Trained five new department web editors
- **Partnered with Wake Forest Area Chamber of Commerce and Meet in the Street planning committee to maintain and enhance Meet in the Street web portal using Town’s website (SP)**
- **Created and maintained new special events pages on website, including Memorial Flag-Raising Ceremonies, Classic Car Show, Martin Luther King, Jr. Event, Carnival for the Kids, First Friday Flix, flix4kidz and more (SP)**
- **Continued to regularly update Community Calendar and Town Calendar (SP)**

### Wake Forest Renaissance Centre Website

- Maintained website for the Renaissance Centre that effectively reflects the venue's brand
- Communicate regularly with Renaissance Centre staff to ensure current information is provided on the website
- Maintain the site daily by updating the Events Calendar, Centre News, Featured Events, homepage slideshow, Tickets & Events

### Social Media

- Manage the town's Facebook profile, which now has over 5,100 fans, and Twitter account which has 2,059 followers
- Utilized Facebook and Twitter to post town's press releases and videos, promote specific web pages, and highlight special events
- Partnered with the police department to maintain and monitor Police Department Facebook profile and Twitter account

### E-News/E-Alerts

- Managed town's email subscriber database which now includes over 7,800 subscribers.
- Continued to utilize Constant Contact to ensure brand consistency while delivering E-News, E-Notifier, and The Week Ahead.
- Sent out over 100 E-Alerts notifying subscribers of time-sensitive information, including road construction updates, traffic alerts and road closures, special meetings, town events, etc.

### Wake Forest TV 10

- Collaborated with Wake Forest Police to produce "We Are One Community" video
- Produced "Wonderful Wake Forest" video that was unveiled at 2015 State of the Town Address & Dinner
- Recorded and produced Ice Bucket Challenge
- **Produced nearly 10 Wake Forest 411 how to videos (SP)**
- **Coordinated and produced approximately 10 episodes of *Wake Forest In Focus* spotlighting several Town of Wake Forest programs, services and special events (SP)**
- Produced special videos on Mardi Gras Street Festival, Good Neighbor Day, Christmas in Downtown Wake Forest, Meet in the Street, Six Sundays in Spring, Carolina Puppet Theatre,
- Broadcast the Wake Forest Christmas Parade throughout December 2014
- Continued to record and schedule the rebroadcast of town board of commissioners meetings and planning board meetings

### Press Releases

- Wrote and submitted over 125 press releases on various town projects, activities, and special events

### Printed Publications

- **Continued to design, print, and distribute *Our Town* newsletter six times/year and mail it to all residents in 27587 zip code and Wakefield (SP)**
- **Continued design and production of *RecConnect* three times/year (SP)**
- **Designed and produced over 150 posters, flyers, banners, rack cards, and other marketing materials for all Town departments (SP)**

## Public Relations

- Represented the Town of Wake Forest at Community Council meetings, community outreach events, etc.

## Town-to-Citizen Notification System

- Transitioned from CodeRED to Nixle to Blackboard Connect and managed town's town-to-resident notification program and served as primary contact
- Recorded and delivered over 10 automated phone calls informing area residents about town programs, services, and special events

## Police

- Continued to served as Police Department spokesman
- **Conducted over 20 interviews concerning police-related incidents in Wake Forest (SP)**
- **Partnered with FBI and other law enforcement agencies to hold press conference concerning rescue of local citizen who had been kidnapped (SP)**
- **Coordinated and hosted press conference concerning several stranger danger incidents (SP)**
- **Wrote approximately 50 Police Department-specific press releases (SP)**
- **Fielded and processed hundreds of calls from media representatives concerning police-related matters at all hours of the day, including nights and weekends (SP)**
- Worked closely with department to promote police-sponsored events, including Turkey Drive, Shop With A Cop, and Golf Tourney for the Kids

## Other

- **Contracted with Time Warner Cable to air videos promoting downtown Wake Forest, Renaissance Centre and Town of Wake Forest (SP)**
- **Contracted with Marquee Cinemas - Wakefield 12 to run promo videos prior to movie showings (SP)**
- **Introduced and monitored Nextdoor (SP)**
- Created Planning Department's customer service survey
- Created and distributed Renaissance Centre survey
- Created and distributed Youth Basketball survey for Parks and Recreation Department

## Awards

The Town of Wake Forest was among several North Carolina governments to earn recognition at the 8<sup>th</sup> North Carolina City & County Communicators' (NC3C) Excellence in Communications Awards. The Town of Wake Forest received four awards in the following categories:

- First place in "Printed Publications - External Newsletters" for the "Our Town" newsletter
- First place in "Marketing Tools - Direct Mail/Print Advertising" for the "Christmas in Wake Forest" advertising campaign
- First place in "Marketing Tools - Branding - New Logo" for the "Wake Forest Bond Referendum" branding campaign and logo
- Second place in "Communication Technology - Website" for the Wake Forest Renaissance Centre for the Arts website

## HUMAN RESOURCES DEPARTMENT SUMMARY

Human Resources Director and staff oversee the personnel and risk management functions of the Town.

### PURPOSE STATEMENT

The mission of the Human Resources Department is to provide recruitment, compensation, consultation, workforce development and risk management services to Town of Wake Forest departments so they can effectively and efficiently deliver services to the citizens of Wake Forest.

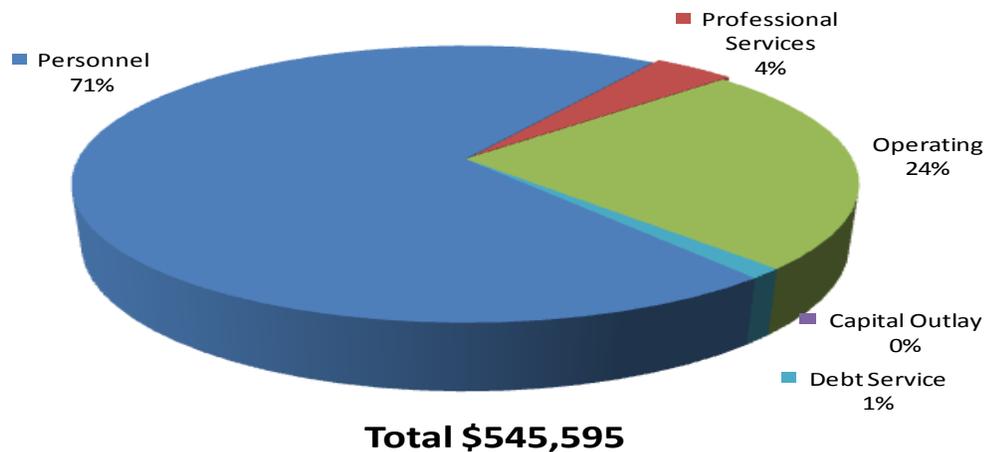
### DEPARTMENT SUMMARY

Human Resources	FY 2014 Actual	FY 2015 Budget	FY 2014 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 342,403	\$ 364,515	\$ 365,752	\$ 432,115	\$ 384,790
Professional Services	46,207	15,000	3,696	26,250	21,750
Operating	64,046	128,325	115,491	144,640	132,440
Capital Outlay	20,085	-	-	-	-
Debt Service	-	6,615	6,615	6,615	6,615
<b>Total</b>	<b>\$ 472,741</b>	<b>\$ 514,455</b>	<b>\$ 491,554</b>	<b>\$ 609,620</b>	<b>\$ 545,595</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Professional Services cost associated with additional supervisory training for Town supervisors. (SP)

**FY 2015 - 2016 – Budget**



**AUTHORIZATION BY POSITION**

Human Resources Position	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Human Resources Director	1	1	1	1	1
Human Resources Analyst	1	1	1	1	1
Safety Coordinator	1	-	-	-	-
Safety and Risk Manager	-	1	1	1	1
Sr. Human Resources Analyst	1	1	1	1	1
Human Resources Technician	-	-	-	1	-
Total	4	4	4	5	4

Programs within Human Resources

- Personnel
- Risk Management

**PERSONNEL**

The Human Resources Director manages the personnel system for the Town and guides the Manager, Department Directors, and Supervisors in adherence with all legislation including local, state, and federal regulations. Major areas of responsibility include: overseeing equal opportunity recruitment, selection, promotion of employees, and disciplinary actions; benefits and compensation administration; coordination of training; retirement; recommendation and implementation of policies and procedures; amendment of the Town Code as necessary; and legal and policy interpretation at all staffing levels. The overall goal of this program is to develop, recommend, and implement legal practices which will allow the Town to meet all service levels by attracting, recruiting, and retaining quality employees.

**PROGRAM GOALS & OBJECTIVES**

- Monitor the employee performance appraisal system and all disciplinary actions by advising both the management team and all other employees of proper procedures
- Recruit and retain a highly qualified and diverse workforce
- Manage all employee benefits and keep our costs low and our benefit offerings high.
- Assess organizational training needs; coordinate and conduct training for management and staff
- Review and update personnel policies and procedures
- Standardize recruitment procedures to ensure equal opportunity selection for new hires and promotional employees in the areas of advertisement, dissemination of information to applicants, and screening of applications
- Maintain a professional and confidential records system while maintaining legal compliance
- Improve employee morale by communicating management objectives
- Inform Town Manager, Department Directors, and Supervisors of inappropriate working conditions which may escalate into grievances or matters of litigation
- Review the Town’s pay and classification study each year to determine proper classification and market competitiveness of all positions

## **FY 2015 ACCOMPLISHMENTS**

- **Managed all employee benefits including: medical, dental, life, short term disability, long term disability, disability retirement, general retirement, Colonial voluntary benefits, 401 (k) and retirement benefits (SP)**
- **Drafted Funeral Leave and Volunteer/Community Service Leave policies that were approved and adopted (SP)**
- **Facilitated recruitment and selection processes (assessment centers and interview panels) to assist several departments with recruiting efforts. Used various forms of social media to help with these recruitment and selection processes (SP)**
- **Coordinated and facilitated Performance Evaluation Focus Group Meetings for staff. The purpose of these meetings was to allow staff to have some input in the upcoming performance evaluation process revision (SP)**
- **Facilitated PeopleMap (personality assessment) sessions for several departments. PeopleMap helps employees to develop their people skills and encourages communication according to individual styles. (SP)**
- **Updated the Town's internal application and developed and publicized guidelines so that employees are informed (SP)**
- **Administered the BCBS Healthy Outcomes program which in conjunction with our wellness initiatives helped positively impact our health insurance premium (SP)**
- **Coordinated Open Enrollment meetings to educate employees on new benefit offerings.**
- **Maintained a successful Employee Assistance Program and offered training as well as guidance**
- **Conducted the Pay and Classification Study with our consultant, Randy Billings. Audited job descriptions in the Pay & Classification Study (SP)**
- **Coordinated continuing educational opportunities for supervisors and employees on how to document performance and discipline issues (SP)**
- **Coordinated and scheduled supervisor training for all Town supervisors (SP)**
- **Continued to review and update the Personnel Policy as needed with training (SP)**
- **Completed several salary and benefit surveys (SP)**
- **Participated in job fairs**
- **Organized successful employee events including: United Way Campaign, Health and Wellness Fair, Flu Shot clinic and annual Christmas luncheon**
- **Wellness Committee – Provided healthy eating initiatives and offered monthly wellness tips to all employees, and provided stress relief initiatives**

## **RISK MANAGEMENT**

The Safety and Risk Manager manages the Town's Risk Programs as directed by the Human Resources Director. Functions include: ensuring compliance with governmental (federal, state, and local) safety and environmental regulations through periodic inspections, audits and review of work practices; making recommendations for reduction of risk exposures; ensuring Town employees are trained in workplace safety, hazard identification and incident reporting; administering the workers compensation and liability insurance programs; administering the drug-free workplace program; as well as maintenance of safety, training and liability records.

## **PROGRAM GOALS & OBJECTIVES**

- **Manage the Town's Safety Program by continually learning and understanding changes in regulatory requirements**
- **Develop, maintain, and update the Town's safety and risk management policies as required**
- **Consult with N.C. League of Municipalities Risk Management Services, N. C. Department of Labor and**

other governmental agencies to address the risks identified as a result of governmental and self inspections

- Recommend and implement corrective action to reduce risk and help ensure worker safety and health
- Manage the Town's Liability and Workers' Compensation Programs
- Review critical elements of leases, contracts, and agreements to reduce the Town's liability
- Review supervisory incident reports and conduct incident investigations, when necessary, to determine causal factors, corrective action, and disciplinary actions
- Administer the Substance Abuse Program to comply with Town policies and DOT regulations regarding appropriate drug and/or alcohol testing for employees
- Coordinate and conduct training as required to comply with OSHA regulations, as well as other safety topics

#### **FY 2015 ACCOMPLISHMENTS**

- Managed the Risk Management/Loss Prevention programs for the Town. Secured Cyber Liability Insurance for the Town
- **Maintained and conducted safety training for employees (SP)**
- **Reviewed and revised safety programs and policies as needed (SP)**
- **Conducted facility and jobsite safety inspections and recommended corrective actions (SP)**
- **Assisted Facilities Management with buildings having moisture intrusion and subsequent remediation of impacted building materials (SP)**
- Conducted Emergency Action Plan training and evacuation drill for Town Hall along with training
- Coordinated and/or conducted Hazard Communication training to comply with changes in OSHA standards
- Created a digital inventory of hazardous chemicals used by Town employees
- Served as the point of contact for OSHA inspections and insurance safety audit
- Continued to manage the Universal Waste Recycling Program

## FINANCE DEPARTMENT SUMMARY

The Finance Department is responsible for maintaining and administering the Town's fiscal operations in accordance with generally accepted accounting principles and North Carolina's General Statutes.

### PURPOSE STATEMENT

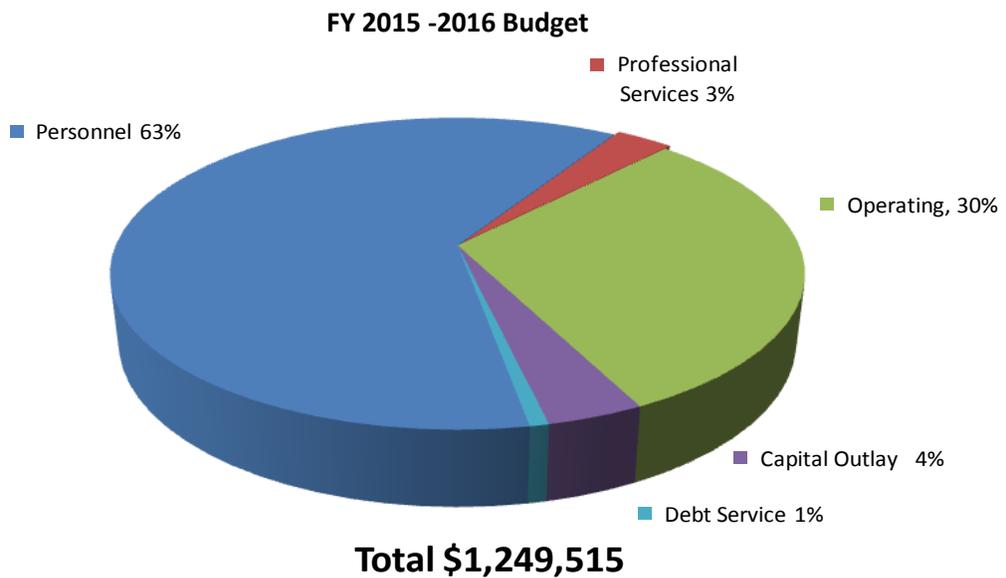
Manage town funds in accordance with the Local Government Budget and Fiscal Control Act, applicable state and federal regulations, and sound principles of accounting and cash management.

### DEPARTMENT SUMMARY

Finance	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 896,556	\$ 925,665	\$ 893,942	\$ 943,725	\$ 770,390
Professional Services	52,527	47,500	47,251	47,500	40,000
Operating	364,089	348,560	366,314	428,720	381,660
Capital Outlay	35,538	30,000	27,327	65,000	48,000
Debt Service	17,546	9,465	9,465	9,465	9,465
<b>Total</b>	<b>\$ 1,366,256</b>	<b>\$ 1,361,190</b>	<b>\$ 1,344,299</b>	<b>\$ 1,494,410</b>	<b>\$ 1,249,515</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Increase in operating due to higher fees from new tax and tag program along with increased number of on-line registrations for parks and recreation resulting in higher banking service fees
- ❖ Increased interfund personnel costs allocation to include Accounting division
- ❖ Re-organization of Customer Service division effective July 2015 and results in transferring a position to the Electric division



**AUTHORIZATION BY POSITION**

Finance Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Finance Director	1	1	1	1	1
Financial Project Analyst	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accountant	1	1	1	1	1
Office Assistant	1	1	1	1	1
Purchasing Manager	1	1	1	1	1
Buyer	-	1	1	1	1
Sr. Inventory Specialist	2	1	1	1	1
Inventory Specialist	1	1	1	1	1
Accounting Technician	2	2	2	2	2
Customer Service Supervisor	1	1	1	-	-
Customer Service Manager	-	-	-	1	1
Customer Service and Collectons Supervisor	-	-	-	1	1
Utility Billing Specialist	1	1	1	1	1
Utility Billing Assistant	1	1	1	-	-
Customer Service Representative	2	2	2	2	2
Customer Service Field Tech	1	1	1	-	-
Customer Service Technician	-	-	-	1	1
Energy Auditor*	1	1	1	-	-
Total	18	18	18	17	17

\*Position transferring to Electric division as Energy Line and Location Specialist effective July 2015

Programs within Finance:

- Financial Management & Fiscal Operations
- Billing and Collections
- Customer Service
- Purchasing
- Inventory and Warehouse Management

**FINANCIAL MANAGEMENT AND FISCAL OPERATIONS**

Fiscal operations include accounting and financial reporting, cash management, investments, accounts payable, payroll, fixed assets, internal control, and debt service management. This includes maintaining the general ledger and all subsidiary ledgers, preparation of required reconciliations, ensuring compliance with the annual budget ordinance, reporting to State and Federal agencies, updating the Capital Improvements Plan and preparation of the annual operating budget.

**PROGRAM GOALS & OBJECTIVES**

- Provide monthly financial reports for Department Heads and the Board of Commissioners
- Prepare all work papers and schedules for the annual audit

- **Prepare Comprehensive Annual Financial Report (CAFR) and submit to GFOA for consideration (SP)**
- Present annual CAFR to the Board of Commissioners by December 2015
- Maintain regular monthly or quarterly reconciliations of all balance sheet accounts
- **Apply for GFOA Distinguished Budget Award (FY 2015-2015 Budget) by September 2015 (SP)**
- **Work with Communications department to improve financial transparency on Town's website (SP)**
  - **Provide citizens with financial information that is easily understood**
- Provide accurate and meaningful financial analysis and forecasting
- Continue updating internal desktop standard operating procedures for all accounting positions
- Update Capital Improvements Plan by February 2016
- Assist Town Manager in preparing recommended Annual Operating Budget by May 2016
- **Maintain the highest bond rating possible for the town (SP)**
- Coordinate and facilitate software data flow and functionality enhancements for all departments utilizing New World systems
- Continue to streamline and update current processes and procedures replacing paper with electronic processes
- **Continue to update debt issuance plan and assess the timing of the next bond referendum (SP)**
- **Convert payroll from weekly to bi-weekly by July 2015 (SP)**
- **Develop cash flow plan for town by September 2015 (SP)**
- **Develop long-range financial plan – five year forecast of revenues and expenditures by January 2016 (SP)**
- **Update town's internal control policy by January 2016 (SP)**
- **Update town's fund balance policy by January 2016 (SP)**
- **Update fire impact fee by March 2016 (SP)**
- **Establish fund reserve for asset repair and replacement by June 2016 (SP)**

#### **FY 2015 ACCOMPLISHMENTS**

- Completed the FY 2014 annual audit with new firm resulting in an unqualified "clean" opinion
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Governmental Finance Officers Association (GFOA) for the twenty-fourth (24th) consecutive year
- **Received the GFOA Distinguished Budget Award for the first time in the town's history (SP)**
- Updated and enhanced the Capital Improvements Plan for FY 2015-2020
- Facilitated annual budget process and assisted the Town Manager with the FY 2015-2016 recommended budget
- Coordinated installment purchase financing for equipment and vehicles included in FY 14–15 budget
- Revised the Accounts Payable Policy
- Finalized financial software government reporting project which will allow staff the ability to electronically create financial statements needed for audit schedule preparation
- Worked with staff to effectively utilize the town's financial management software
- Worked with town's primary financial institution to implement the ePayables system
- Expanded the use of the financial management software business analytics tool
- Provided finance staff along with staff from other local governments with Excel and business analytics training
- Implemented use of grant management and project accounting into the town's financial management system
- Retained Davenport and Company to serve as financial advisor for issuing GO bonds and facilitate meetings with rating agencies
- **Facilitated \$25.1 million GO bond referendum process in November 2014 (SP)**
- **Coordinated issuance of \$4.3M in GO bonds in March 2015 (SP)**
- **The town's current credit ratings were affirmed by Standard and Poor's (AAA) and Moody's (Aa1) in March 2015 (SP)**

## **BILLING AND COLLECTIONS**

The Town administers billings for utility services. The Customer Service Supervisor, Utility Billing Staff and Customer Service Field Technicians are responsible for obtaining and processing electric and sanitation consumption cyclically. A percentage of these personnel expenses are accounted for in the Electric Fund through inter-fund allocations. Other billings processed by the Town include privilege licenses and miscellaneous revenues. Wake County provides billing and collection services on a contractual basis for property taxes and Downtown Municipal Service District taxes.

### **PROGRAM GOALS & OBJECTIVES**

- Increase the amount of eBill recipients
- Provide training through Electricities & other outside agencies
- Mail utility bills on or before the bill date
- Process up to 50 customer utility cut-offs within one (1) business day
- Increase the participants in the Pay-As-You-Go prepaid meter program by 50 customers
- Add more two-way RF meters to the grid
- Send appropriate information to Wake County for tax collection services by July 15.

### **FY 2015 ACCOMPLISHMENTS**

- Effectively billed all accounts monthly through automated readings
- Performed an audit of every Wake Forest Power meter in the field
- Monitored power theft through the Advanced Metering Infrastructure (AMI) process
- Continued to work with the Debt Set-off program to collect outstanding money owed to the Town
- Added 15 customers to our Pay-As-You-Go prepaid metering program
- Utilize the automated phone system to alert customers of past due bills

## **CUSTOMER SERVICE**

Customer Service Representatives receive incoming phone calls, process customer payments for utility services and other fees and respond to citizen inquiries. This division assists new customers with setting up utility accounts, generate work order request forms, provide follow up on outcomes of those requests and provide general information, garbage collection questions and various other inquiries.

### **PROGRAM GOALS & OBJECTIVES**

- Respond to customer service work order requests within 24 hours based on their priority
- Enhance electronic customer service by increasing what can be done online
- Record Wake Forest 411 segments to educate our customers
- Recruit more contributors to the H.O.P.E. program which provides utility assistance to customers.
- Increase information at the Energy Fair in conjunction with Public Power week
- Continue marketing and development of the Residential Energy Audit Program

### **FY 2015 ACCOMPLISHMENTS**

- Continued to work with ChurchNet and other agencies in providing utility related assistance to the those in need within the community
- Celebrated Public Power Week and host our annual Energy Fair where we utilized the PowerTown displays to educate customers
- Provided 3 additional energy savings workshops at different locations throughout Wake Forest
- Maintained relationship with NC Green power to support renewable energy funding
- Worked with New World to enhance the software product to meet the needs of UM

## **PURCHASING**

The Purchasing Manager and staff administer the Town's centralized purchasing program for all departments. This program allows quality products and services to be procured at the best pricing available while complying with all N.C. General Statutes for purchasing procedures.

### **PROGRAM GOALS & OBJECTIVES**

- E Achieve a minimum (2-3 days) turn- around time for requisition/purchase order processing.
- Update Purchasing Manual to reflect changes in NC General Statutes and Town policies.
- Provide employee training on the Town's purchasing procedures.
- Oversee surplus disposal.
- Improve purchasing through training and conference education.
- Monitor departmental budgets when requisitions are submitted to assure funds are available.
- Assure that contractors are properly insured and that the Town has a copy of their certificate of insurance on file.

### **FY 2015 ACCOMPLISHMENTS**

- Continued to dispose of surplus items on GovDeals
  - To date, over \$537,034 has been received from sell of surplus items
- Continued to train employees on requisition software
- Enrolled the town in various cooperative purchasing organizations resulting in savings
- Developed new insurance certificate filing procedure
- Registered the town with the State Department of Historically Underutilized Businesses, to comply with construction reporting regulations

## **INVENTORY AND WAREHOUSE MANAGEMENT**

The Purchasing Manager and staff maintain the central warehouse by procuring adequate levels of stock and administering the distribution of inventory and materials to all departments necessary to fulfill the operational needs of the Town while maintaining OSHA standards in the organization and distribution of warehouse materials.

### **PROGRAM GOALS & OBJECTIVES**

- Maintain adequate stock levels and appropriate materials for various departments/divisions
- Remove warehouse inventory that is no longer useful or has become outdated
- Conduct physical inventory count once a year and assist in the preparing the reconciliation
- Conduct a weekly cycle count of random items to insure accuracy throughout the year
- Continue to maintain OSHA compliance
- Investigate the use of a barcode system to more accurately track inventory transactions

- Review inventory min/max levels to insure we are keeping the appropriate stock levels for maximum cost savings and for changing usage

#### **FY 2015 ACCOMPLISHMENTS**

- Conducted complete cleaning of the warehouse including shelving, floors and the disposing of unnecessary items
- Treated wooden reels with wood preservative and lifted off the ground to protect rotting
- Deleted outdated stock from warehouse inventory
- Retagged all in-stock utility poles
- Utilized surplus inventory program for overhead and underground transformers coming off line
- Updated the material safety data sheet (MSDS) book for the warehouse
- Made arrangements for new company to dispose of town's used batteries and bulbs at no charge and complies with waste disposal regulations.

## MANAGEMENT INFORMATION SYSTEMS DEPARTMENT SUMMARY

The Management Information Systems Department is responsible for administrating and maintaining the Town's information technology (IT) and geographic information system (GIS) resources. Department staff provides quality, responsive and cost effective IT solutions and services that enable Town departments to be successful in achieving their respective goals.

### PURPOSE STATEMENT

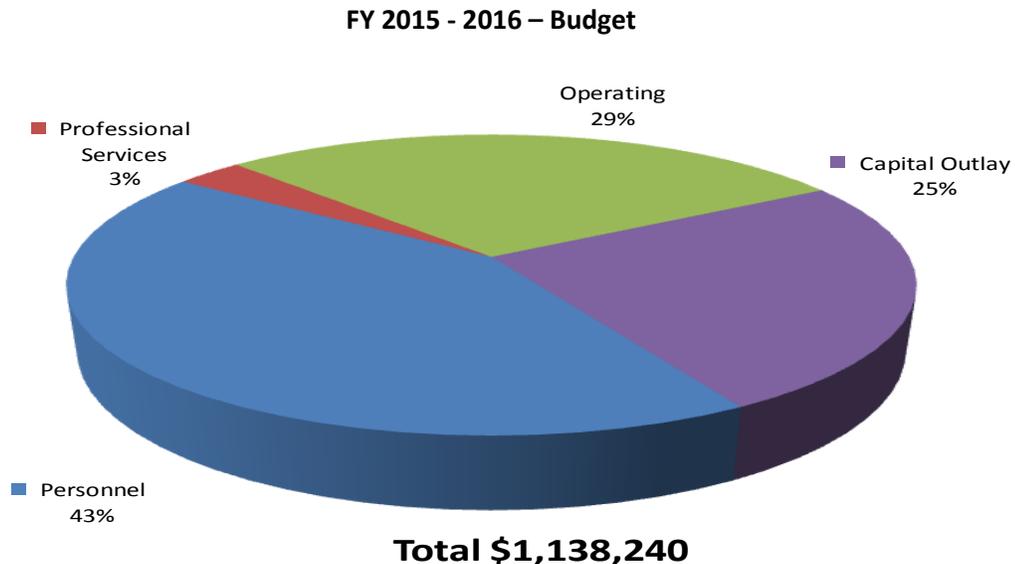
Provide the highest quality computer and communication services to all Town departments and the citizens of Wake Forest.

### DEPARTMENT SUMMARY

MIS	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 450,201	\$ 483,120	\$ 469,665	\$ 511,890	\$ 490,290
Professional Services	-	-	-	35,000	35,000
Operating	269,253	285,450	266,916	359,950	327,950
Capital Outlay	58,220	64,200	64,200	325,000	285,000
<b>Total</b>	<b>\$ 777,674</b>	<b>\$ 832,770</b>	<b>\$ 800,781</b>	<b>\$ 1,231,840</b>	<b>\$ 1,138,240</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Significant amount of CIP is for 5 year refresh of the Town's existing IT infrastructure.
- ❖ Significant amount of operating is for maintaining the Town's existing IT infrastructure and for Strategic Plan initiatives (SP)



## AUTHORIZATION BY POSITION

MIS Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
IT Director	1	1	1	1	1
GIS Analyst	1	1	1	1	1
IT Analyst	2	2	2	2	2
Systems Administrator	1	1	1	1	1
Network Administrator	-	-	-	-	-
Application Analyst	-	-	-	1	-
Total	5	5	5	6	5

Programs within Management Information Systems:

- Information Technology (IT)
- Geographic Information Systems (GIS)

## INFORMATION TECHNOLOGY

The IT team maintains a network infrastructure consisting of 12 interconnected physical locations. Infrastructure includes a combination of 46 physical\virtual servers, redundant iScsi storage area network (SAN) appliances, 46 network appliances and 200+ laptop\workstations. Supported applications include: financial accounting systems, automated meter reading system, GIS, BOC online streaming, Town web site, work order, inventory, utility online billing, inspections, report writing system, in car video capture and public safety applications including police to citizen online reports. Additional responsibilities include corporate voice\phone, email, anti-virus, security, data retention, mobility access, web services, and print services.

## PROGRAM GOALS & OBJECTIVES

- **Work with technology advisory board to stimulate economic development (SP)**
- Town Hall network infrastructure refresh
- GIS plotter and multi-functional printers refresh
- MS Exchange refresh
- **Downtown digital signage and public WI-FI (SP)**
- Disk\Tape data storage upgrade
- **Enhance public WI-FI for park locations (SP)**
- Replace server\workstation\laptop per life cycle
- **Cost analysis for fiber network from Town Hall to Town owned remote sites (SP)**
- **Granicus Boards and Commission automation (SP)**
- **New World mobility for inspectors using iPads (SP)**

## FY 2015 ACCOMPLISHMENTS

- **Develop disaster recovery and business continuity plan (On Going) (SP)**
- **Relocate and expand disaster recovery (DR) systems at Public Works (SP)**
- BOC meetings automation using Granicus and iPads
- Citizen engagement through technology

- New World Systems ePermit rollout
- Deploy mobile device management (MDM) solution
- Continue network infrastructure improvements
- Replace server\workstation\laptop per life cycle
- Server room uninterruptable power supply (UPS) upgrade
- MS Office Suite refresh
- Offer in-house MS Office training
- Offer intranet survey to monitor employee satisfaction with MIS department
- Expand Veeam backup virtual systems program
- Hire new GIS Analyst
- Deploy fiber network backbone to Renaissance Centre and PD Station4
- Upgrade network hardware for Renaissance Centre and PD Station4
- Assist with point of sale (POS) selection for park sites
- Deploy wireless access for specific Town sites
- Enhance network connectivity to park sites
- Assisted with gap collector deployment for new AMI system
- Deployed Risk Analytics network security shun device
- Deployed Sharp Aquos Board in Town Hall
- Update IT policies
- Assist with new technology advisory board
- Assist with public records requests
- Evaluated MS Surface Pro for field inspectors
- Completed 1126+ service tickets between July 1, 2014 and March 22, 2015

## **GEOGRAPHIC INFORMATION SYSTEMS**

The GIS team uses a geographic information system (GIS) to create, maintain, analyze and share spatial data during the decision-making process and to provide valuable illustrative information to employees, citizens, civic groups and elected officials.

### **PROGRAM GOALS & OBJECTIVES**

- Offer additional GIS related features and services to support Town functions
- Create maps and data sets to support major Town projects
- Create the annual Powell Bill map which is submitted to NCDOT
- Create maps to support monthly development report
- Create and maintain data for SeeClickFix application
- Maintain internal web mapping applications using FlexViewer
- Maintain interactive maps and tours using ArcGIS Online
- Create data to support monthly updates of the CAD maps
- Create maps for display on various Town webpages
- Create annexation, zoning, recreation and other Town facility data for submission to Wake County GIS to keep iMaps up to date
- Create maps for rezoning, subdivision and other development cases that are presented to the Planning Board, Board of Commissioners and public
- Create maps and data to coordinate with transportation project consultants hired by the Town for various projects
- Create maps to communicate specific project needs meeting the goals of long range planning efforts with NCDOT, CAMPO and neighboring municipalities
- Coordinate electric and cemetery data updates with consultant
- Create map and charts for inclusion Town publications

## FY 2015 ACCOMPLISHMENTS

- Completed Historic Places in Wake Forest poster update
- Created new Police Zones GIS layer
- Completed work with updating data for the long range part of the 2014 Land Use Data Collection update project
- Updated City Limits GIS layer
- Updated 2015 Mardi Gras event map
- Updated mapping layers for PD OSSI CAD system
- Performed monthly Geodatabase Maintenance
- Completed yearly development report maps
- Created Road Closure maps
- Created a Sidewalk Replacement & Streetlight Installation Project map (N Main St)
- Digitized building footprints from 2013 Orthos
- Created map showing all the streets in the Wake Forest Power Service area
- Created and sent a Rezoning case packet to Wake County
- Created Road Closure map along S. Main St
- Created map of a Proposed Smith Creek Trailhead off of Ligon Mill Rd
- Completed map showing CIP transportation projects
- Completed work on an Interactive Map for the Bridge Replacement Projects
- Updated new address points on new parcels created with the Town's City Limits that occurred in December 2014
- Created several large maps for Town employees working on various projects
- Working on an Erosion and Sediment Control permit project map and interactive map
- Updated Pedestrian Signal layer
- Started creating access points along greenway and within Town parks with (lat/long) attributes for emergency and maintenance use
- Created Planning Case Maps for new Development (St. Ives Ph3)
- Created an Urban Forestry Zone GIS layer from a 2007 paper map. Added fields to 2014 Stump layer populated field approximate address and zone for each stump
- Story Map of Smith Creek Greenway
- Story Map (map tour of the Historic Places in WF)
- Completed ArcGIS online interactive web map for the 2014 Bond Referendum
- Completed Phase 2 of the LAPP Grant maps updates
- Created grant project maps

## PLANNING DEPARTMENT SUMMARY

Staff provides development and maintenance of land management documents including Unified Development Ordinance and Community Plan; review of construction and land development; code enforcement and support to the Planning Board, Board of Adjustment, Historic Preservation Commission, Design Review Board and the Greenways Advisory Board.

### PURPOSE STATEMENT

Assist in the improvement of the quality of life and the built environment, and to facilitate the accessibility of services and opportunities within the Town of Wake Forest through comprehensive planning and action.

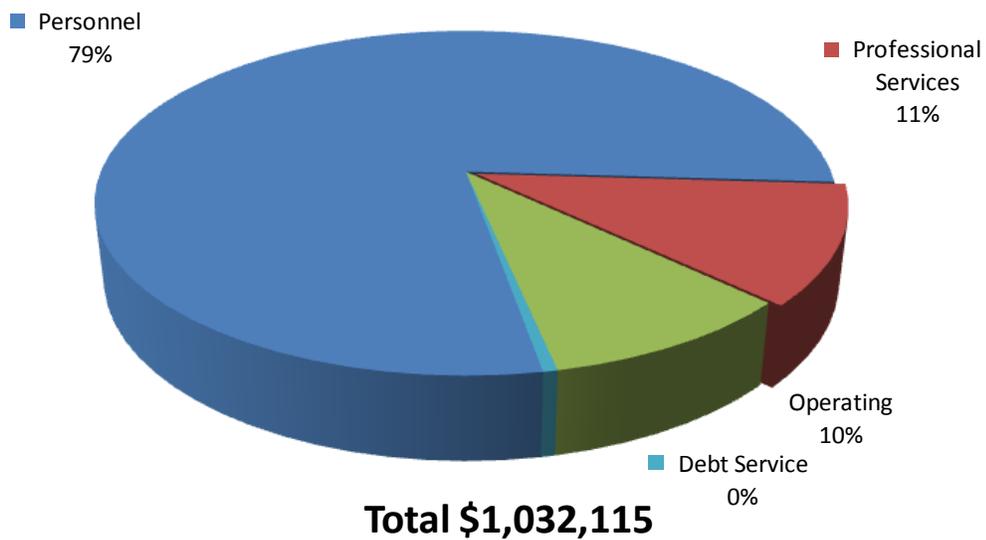
### DEPARTMENT SUMMARY

Planning	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 645,452	\$ 752,035	\$ 685,353	\$ 861,875	\$ 812,595
Professional Services	43,688	62,530	61,746	214,000	115,000
Operating	86,264	96,435	85,544	104,510	99,010
Capital Outlay	(27,494)			-	-
Debt Service	-	5,510	5,506	6,365	5,510
<b>Total</b>	<b>\$ 747,910</b>	<b>\$ 916,510</b>	<b>\$ 838,149</b>	<b>\$ 1,186,750</b>	<b>\$ 1,032,115</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Funds included for update of Renaissance Plan for downtown which attributes the increase in professional services (SP)
- ❖ Projected personnel costs less than budget due to Transportation planner vacancy – full year of salary and benefits included for FY 2016 (SP)

#### ❖ FY 2015 – 2016 – Budget



**AUTHORIZATION BY POSITION**

Planning Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Planning Director	1	1	1	1	1
Assistant Planning Director	1	1	1	1	1
Office Assistant	1	1	1	1	1
Transportation Planning Manager	-	-	1	1	1
Planner	1	1	1	2	2
Senior Planner	3	3	3	3	2
Total	7	7	8	9	8

Programs within Planning:

- Administration
- Planning
- Historic Preservation
- Housing and Community Revitalization Program (HCR)

**ADMINISTRATION**

The Administration staff consists of the Planning Director, Assistant Planning Director, Transportation Planning Manager, Senior Planner (3 positions), Planner (Code Enforcement) and Office Assistant. The Planning Director supervises, coordinates and directs the personnel and work operations of the Department. The Planners perform responsible professional level work in the areas of current and comprehensive planning, land use controls, and program administration.

**PROGRAM GOALS & OBJECTIVES**

- Administer departmental programs: Planning, Historic Preservation, Housing and Community Revitalization.
- Prepare and monitor annual budget and capital improvement plan for the Department.
- Update and implement Department work plan.
- Continue results based management program.
- Continue implementation of Strategic Plan established by the Board of Commissioners.
- Add new position (planner-subdivision administration).

**FY 2015 ACCOMPLISHMENTS**

- Updated results based management program.
- **Filled transportation planning manager position. [SP]**

**PLANNING**

Staff strives to further the welfare of the citizens of Wake Forest by creating a better, more healthful, convenient, efficient, and attractive community environment through the application of intelligent foresight and planned administrative and legal coordination. The Development Services section of the Planning Department ensures that changes to the community’s physical environment comply with the applicable land development plans, policies,

and ordinances. The Development Services staff focuses on development proposals, zoning requests, flood damage prevention, code enforcement, annexations, street closings, variances, and addressing. This group also oversees the Technical Review Committee activities and provides staff support to the Planning Board, Design Review Board and Board of Adjustment. The Planning Services section of the Planning Department provides for the development of plans and policies to guide the physical development of the community and the necessary regulatory controls for implementation. This group provides staff support to the Planning Board, Comprehensive Planning Committee, Historic Preservation Commission, and Design Review Board. and Greenways Advisory Board. The Transportation Planning section of the Planning Department performs transportation planning functions in coordination with the Engineering, Parks and Recreation, and Public Works Departments. This group provides staff support to the Planning Board and the Greenways Advisory Board. The aforementioned advisory boards and commissions perform key functions for the administration of the program. Planning staff provides administrative and technical support.

#### **PROGRAM GOALS & OBJECTIVES – DEVELOPMENT SERVICES**

- **Continue to implement adopted land use and development plans and documents. [SP]**
- **Continue to update and enhance the department web pages which provide information for customers and citizens. [SP]**
- Administer and update the Unified Development Ordinance and other adopted regulatory controls.
- Review applications and plans for sign permits and provide inspections.
- Investigate and resolve ordinance/code violations.
- Review development permit applications.
- Review subdivision plans and plats.
- Review site plans.
- Review and process applications for zoning changes, special-use permits, architectural design review, variances and ordinance amendment requests. Issue zoning verification letters.
- Coordinate & implement update of New World System Community Development Project Planning module.
- Enter archived Rezoning & Special Use Permit cases in New World System database.
- Respond to citizen and customer inquiries.
- Administer FEMA’s Letters of Map Amendments and Revisions and increase awareness of Flood Damage Prevention ordinance.
- Maintain and update development checklists and development projects lists.
- **Continue to update all base maps and keep maps on web site and in office current. [SP]**
- **Maintain a yearly and monthly development report document to include information regarding growth, population, development projects, zoning cases, and annexations. [SP]**
- Assist City of Raleigh Public Utilities Department & GIS Analyst on a project to incorporate addresses from the merger communities into the City of Raleigh’s Master Address Repository.
- Assist Wake Co. GIS & GIS Analyst with creating a digital block range map for Wake Forest.
- Administer Technical Review Committee activities.

#### **FY 2015 ACCOMPLISHMENTS**

- Coordinated training sessions on-UDO processes and responsibilities with Planning Staff and members of the Planning Board and Design Review Board.
- **Completed “Citizen’s Guide” series of brochures for UDO processes such as Special Uses, Rezonings, Major Plan Review and Architectural Design Review. [SP]**
- **Completed FAQ/User’s Guide for the UDO. [SP]**
- Continued to improve communications through the use of website.
- Maintained interactive active developments map for website.
- Updated all land use maps monthly.

- Processed 9 FEMA Letters of Map Revisions (LOMR), attended State Certified Floodplain Managers Conference and maintained Certified Floodplain Manager status.
- Assisted the North Carolina Office of Floodplain Management to locate and identify CLOMR-F's and LOMR-F's for stream crossings related to greenway trails along Dunn & Sanford Creek.
- Completed Boundary & Annexation Study and provided support data to U.S. Census Bureau.
- Held Technical Review Committee meetings monthly.
- Maintained and updated the Annual Wake Forest Development Report.
- Created a monthly development activities report that include information regarding building and development permitting, development projects and new businesses.
- Issued 850 development permits.
- Performed 75 master plan reviews.
- Performed 120 construction plan reviews.
- Performed 225 final plat reviews.
- Performed 35 architectural design reviews.
- Issued 125 sign permits.
- Reviewed and processed 15 petitions (rezoning, special-use permits, ordinance amendments and variances) and 5 major plan review applications (site and subdivision).
- Cited and abated 100 ordinance/code violations.
- Issued 15 zoning verification letters.
- Processed 8 annexation petitions.
- Staff attended various conferences for continuing credit hours towards AICP, CFPM and CZO certifications.
- Responded to 10,000 citizen and customer inquiries.
- Completed the Wake Co. Public School System long range planning unit growth projection forecast & associated map.
- Participated in the Wake Forest Chamber of Commerce Youth Leadership Program providing outreach from the Town and the planning profession.
- Participated in several New World System Community Development Project Planning Module update sessions with MIS Department and representatives from NWS.
- Coordinated activities towards economic development and the development process with the Wake Forest Chamber of Commerce.

#### **PROGRAM GOALS & OBJECTIVES – PLANNING SERVICES**

- **Continue to implement adopted land use and development plans and documents. [SP]**
- **Continue to update and enhance the department web pages which provide information for customers and citizens. [SP]**
- **Update the “Renaissance Plan for the Heart of Wake Forest.” [SP]**
- Respond to citizen and customer inquiries.
- **Continue the Planning Board Academy, a training program for planning board members and citizens. [SP]**

#### **FY 2015 ACCOMPLISHMENTS**

- **Held the Planning Board Academy, from February to May 2015, with 27 participants. [SP]**
- Staff served as a liaison to the WF Downtown, Inc. Board of Directors.
- Staff served as Town liaison to the US-1 Council of Planning.
- Participated in the development of a strategic economic development plan for the Chamber of Commerce.
- **PROGRAM GOALS & OBJECTIVES – TRANSPORTATION PLANNING**

- Continue as the town liaison to the Capital Area Metropolitan Planning Organization (CAMPO) Technical Coordinating Committee (TCC).
- **Continue to update and enhance the active transportation projects map and transportation projects web pages which provide information for customers and citizens. [SP]**
- Continue to administer LAPP funded transportation projects.
- Continue to provide staff support to the Greenways Advisory Board.
- **Continue to coordinate the Town's Adopt-a-Trail Program. [SP]**
- **Continue to implement adopted land use and development plans and documents. [SP]**
- Respond to citizen and customer inquiries.

## FY 2015 ACCOMPLISHMENTS

- **Provided information about the greenways, streets and sidewalk projects proposed for the 2015 Bond Referendum to support the interactive map, brochures, newsletters and website. Attended HOA meetings and responded to citizen inquiries for the potential transportation bond referendum projects. [SP]**
- Maintained the Active Transportation Map and individual transportation project web pages.
- Planned and conducted the 6th Annual Bicycle Safety Fair. The 2015 event was held in conjunction with the Meet-in-the-Street Festival. Distributed "Rules of the Road" wallet cards, "Share the Road" pamphlets for bicycle safety education for motorists and cyclists and bicycle helmets. Coordinated with Triangle Transit and to offer a rack and ride bus demonstration.
- **Updated the Bicycle and Pedestrian brochure/map "BikeWalkRun Wake Forest" to highlighting pedestrian and bicycle facilities, routes and popular destinations (parks, trailheads, shopping areas, schools, churches, etc.) and locations of bicycle parking racks. [SP]**
- Completed project administration for Safe Routes to School (SRTS) infrastructure and non-infrastructure grant projects totaling approximately \$350,000. The grant funds support a Walking School Bus/Bicycle Train educational program at Wake Forest Elementary School and will provide various bicycle and pedestrian improvements in and around the campuses of Wake Forest-Rolesville Middle and Wake Forest Elementary Schools.
- Completed project administration for two Surface Transportation Program-Direct Allocation (STP-DA) projects; FY2011 Durham Road multi-use path (design/construction), and FY2011 Forestville Road sidewalk (design/construction).
- Continued project administration for a Surface Transportation Program-Direct Allocation (STP-DA) project; FY2010 Ligon Mill Road Operational Improvements. Awarded \$1.9 million dollars in FFY2015 Locally Administered Projects Program (LAPP) funding to support construction.
- Began project administration for the Town's LAPP funded projects: Stadium Drive – Complete Street & N. Avenue Resurfacing (design); Wait Avenue sidewalks (design); Oak Avenue multi-use path (design); Smith & Sanford Creek Greenway (design/row/construction); and Dunn Creek Greenway – Downtown Connector (design/ROW/construction).
- Submitted two bicycle/pedestrian and two roadway projects in response to the FFY2016 call for LAPP projects. Roadway: Stadium Drive Complete Streets – Right-of-Way & Construction; Harris Road Roundabout – Design & Right-of-Way. Bike/Ped: Smith Creek Greenway –Right-of-Way & Construction; Priority Pedestrian Corridors – Durham Road – Design, Right-of-Way, and Construction
- Awarded \$3.3 million dollars in FFY2016 Locally Administered Projects Program (LAPP) funding for Stadium Drive Complete Streets project. This project would extend the center turn lane, add curb and gutter, and pave wider shoulders on both sides of the road from Glencoe Drive to N. Wingate Street. A roundabout is planned at the intersection of Stadium Drive and N. Wingate Street. Additional turn lanes would be marked at intersections and driveways where needed. Pedestrian and bicycle improvements from Glencoe Drive to the bridge over Richland Creek include a 10-foot wide multi-use path on the south side and a 5-foot wide sidewalk on the north side. From the bridge to N. Wingate Street there will be sidewalks on both sides of the road. Shared-lane bicycle markings (called "sharrows") will be added to the travel lanes along the entire corridor. The project also will include two pedestrian refuge islands, high

visibility crosswalks, and accessible transit stops. Resurfacing and sidewalk improvements from N. Wingate Street to N. Main Street will be completed as well.

- Continued project coordination with NCDOT Design-Build representatives for the town's four bridge replacement projects: Purnell Road; W. Oak Avenue; Forestville Road; and Rogers Road. The Forestville Road and Rogers Road projects will incorporate road widening.
- Completed a grant application to request a funding partnership with Wake County – 2013 Open Space Funding Cycle. The County received eleven proposals from eight municipalities. Wake Forest's application scored very high and funding is pending. Wake County to award the Town of Wake Forest \$224,000 funding for open space acquisition and greenway development.
- Completed a grant application to request a funding partnership with Wake County to further support open space acquisition and greenway development – 2015 Open Space Funding Cycle.
- Served as project manager for the Comprehensive Wayfinding Signage Plan for Parks & Greenways. Staff will serve as the project manager during the implementation phase of the signage plan.
- Continued soft trail construction at the Wake Forest Reservoir.
- Serve as Assistant Project Manager for the Smith Creek Greenway at Ligon Mill Road, Parking & Trailhead and Wake Forest Reservoir Improvements, Phase 1 projects.
- Continued to implement a successful Adopt-a-Trail Program. Volunteers logged several hours completing clean-up and trail enhancement projects.
- **Held a trail clean-up at the Wake Forest Reservoir for National Public Lands Day. [SP]**
- **Held a National Trails Day event during the first Saturday in June, offering environmental exhibits along the E. Carroll Joyner Park trails for the community to enjoy. Participants received a 'passport' in which they would need to collect stamps as they complete the environmental stations. [SP]**
- Continued working with the Greenways Advisory Board and Communications Department to refine Adopt-a-Trail program materials and website information.
- **Town staff and Greenways Advisory Board (GAB) members spoke to various school groups, Home Owner Associations and civic groups about Wake Forest greenways and the Adopt-a-Trail Program. [SP]**
- The GAB participated in Good Neighbor Day, Citizen Informational Workshops for greenway projects, and responded to greenway inquiries.
- Attended Capital Area Metropolitan Planning Organization (CAMPO) Technical Coordinating Committee (TCC), Bicycle & Pedestrian Stakeholders Group (BPSG), Metropolitan Transportation Improvement Program (MTIP), Locally Administered Projects Program (LAPP), Long Range Transportation Plan (LRTP), and US 1 Council of Planning meetings.
- Staff served on CAMPO Northeast Area Study Committee.
- Staff served on Wake Active Transportation Subcommittee.
- Staff served on the Technical Coordinating Team for the Wake Transit Investment Strategy.

## HISTORIC PRESERVATION

To promote the educational, cultural and economic welfare of Wake Forest by preserving landmarks as visible reminders of the historic, architectural and cultural heritage of the Town. The Historic Preservation Commission prepares preservation plans and administers the Historic District and Landmarks Ordinance. Town staff provides administrative and technical support to the Commission.

## PROGRAM GOALS & OBJECTIVES

- **Create a Walking Tour Program and App for All Historic Districts. [SP]**
- Apply for a Certified Local Government Grant to assist with Walking Tour Program.
- **Create Citizen's Guide Brochure for the COA Process. [SP]**
- Co-Sponsor a Regional CLG Training with the Wake County Historic Preservation Commission and the North Carolina State Historic Preservation Office.
- Update the Design Guidelines for the Local Historic District.

- Attend the Preservation North Carolina annual conference in September 2015.
- Pursue additional training opportunities for staff and HPC members.
- Raise funds for the renovation/stabilization of the Ailey Young House.
- Begin a plaque program for Local Historic Landmark Properties.
- **Support and Sponsor Public Education Programs and Events about the History of Wake Forest. [SP]**
- Review applications for Certificates of Appropriateness (COA's).
- Maintain Certified Local Government (CLG) status.
- Update the Historic Preservation Portion of the Town Website. **[SP]**
- Respond to citizen inquiries.

## **FY 2015 ACCOMPLISHMENTS**

- Attended the Preservation North Carolina annual conference in Raleigh in 2014.
- Attended Main Street Basic Training conducted by North Carolina Main Street
- Attended "Roots in the Piedmont", Preservation Symposium in Chapel Hill/Hillsborough
- **Executed the biennial Christmas Historic Homes Tour in December 2014 (Sold 200 more tickets than 2012). [SP]**
- Adopted the Preservation Plan for the Ailey Young House.
- Patched the roof of the Ailey Young House.
- Approved 10 applications for Certificates of Appropriateness, including 7 minor COAs.
- Completed Annual report for SHPO and maintained Certified Local Government (CLG) status.
- Responded to numerous inquires and requests for information from realtors, potential home buyers, historic district homeowners, and the general public.
- Served on the Design Review Committee for Wake Forest Downtown, Inc.
- Served on the Organization Committee for Wake Forest Downtown, Inc.

## **HOUSING AND COMMUNITY REVITALIZATION PROGRAM**

Cooperative effort between Wake County and the Town of Wake Forest to improve substandard housing, revitalize neighborhoods and provide affordable housing and economic opportunities to low and moderate income citizens.

### **PROGRAM GOALS & OBJECTIVES**

- Serve as a liaison between the citizens of Wake Forest and the staff of the Wake County HCR program.
- Represent the interests of the citizens of Wake Forest before the HCR Advisory Committee.
- Operate as an office to handle citizen inquiries about the HCR program, serving as the community point of contact.
- Provide technical assistance to Wake County HCR staff in assessing the housing, infrastructure and economic needs for persons of low and moderate income in the Wake Forest community.
- Work with the DuBois Alumni Association and Wake County HCR to rehabilitate the buildings on the DuBois Campus.
- **Complete construction of Caddell Street. [SP]**
- **Begin subdivision project for town-owned property along Caddell Street. [SP]**
- Begin sprayground project for Taylor Street Park.
- Promote the programs made available by the Wake County HCR Program.
- Continue implementation of the NE Neighborhoods Area Plan.
- Work cooperatively with the East End Neighborhood Association to address community issues and needs.

## **FY 2015 ACCOMPLISHMENTS**

- **Completed plans and began construction of Caddell Street. [SP]**

- Secured funding for a sprayground at Taylor Street Park.
- **Completed preliminary assessment of work force housing needs. [SP]**
- Continued Town participation in the Wake County HCR program through FY2018.
- Cooperated with Wake County HCR in the adoption of the FY2015-16 Action Plan.

## INSPECTIONS DEPARTMENT SUMMARY

The Inspections Department is responsible for building inspections and code enforcement. The department oversees code enforcement, minimum housing and fire inspection.

### PURPOSE STATEMENT

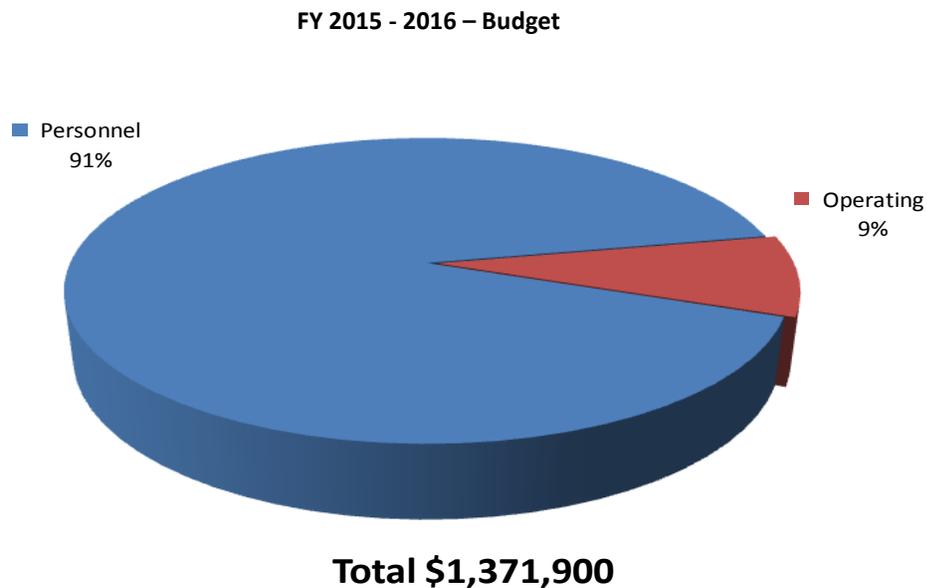
Promote the health, safety and welfare of the citizens of Wake Forest, through the uniform enforcement of the North Carolina State Building and Fire Prevention Codes and local ordinances.

### DEPARTMENT SUMMARY

Inspections	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 1,156,181	\$ 1,176,300	\$ 1,198,247	\$ 1,273,040	\$ 1,254,450
Operating	84,548	107,700	72,599	126,550	117,450
Capital Outlay	22,020	-	21,321	52,500	-
<b>Total</b>	<b>\$ 1,262,749</b>	<b>\$ 1,284,000</b>	<b>\$ 1,292,167</b>	<b>\$ 1,452,090</b>	<b>\$ 1,371,900</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Frozen position was funded in March 2015 and a full year is included in FY 15-16 which explains the increase in personnel costs.



## AUTHORIZATION BY POSITION

Inspections Position	Actual FY 2013	Actual FY 2014	Actual FY 2015	Requested FY 2016	Proposed FY 2016
Inspections Director	1	1	1	1	1
Assistant Inspections Director	1	1	1	1	1
Senior Inspections Technician	1	1	1	1	1
Inspections Technician	1	1	1	1	1
Sr. Code Enforcement Officer	6	6	6	6	6
Code Enforcement Officer	4	4	4	5	4
Total	14	14	14	15	14

Programs within Inspections:

- Building Inspections
- Fire Prevention

## INSPECTIONS

The staff protects the health, safety and general welfare of the citizens of Wake Forest through the enforcement of the NC Building Code, Volumes I through X. As of January 1, 2012, North Carolina has adopted the 2009 edition of the International Building Code with North Carolina Amendments, Volumes I through X, as required by G.S. 160A-411, this will become 2012 North Carolina Building Code. The staff also enforces the minimum housing code and other regulatory codes adopted by the Town of Wake Forest.

### PROGRAM GOALS & OBJECTIVES

- **Maintain a record of the number of new residential and commercial building permits and types as a measure for the strategic plan.(SP)**
- **Ensure safe structures according to the NC State Building Code.(RBPM)**
- **Provide excellent customer service.(RBPM)**
- **Communicate the Strategic Plan. (SP)**
- Improve the level of service currently provided by the division, including but not limited to timely plan review and inspections.
- Obtain approximately 96 hours of continuing education and training per inspector.
- Continue to update divisions Standard Operating Guidelines manual.
- Provide approximately 11,000 inspections and review approximately 1000 sets of plans.
- Continue to educate inspections staff on the International Building Code through seminars and workshops.
- Increase employee computer proficiency through education.
- Continue to provide a personalized service to the citizens of Wake Forest.
- Continue to provide up-to-date code information to area contractors.
- Enforce Housing, Unsafe Buildings, and Non- residential Building ordinances.
- Continue the condemnation and demolition program for dilapidated structures in conjunction with planning division.

## **FY 2015 ACCOMPLISHMENTS**

- Inspectors attained approximately 740 hours of continuing education and training.
- Staff served on the DOI Exam Review Committee.
- Performed 12,738 inspections and reviewed 1192 sets of plans.
- Issued 1844 permits.
- Office staff received 13,166 telephone calls.
- Staff serves on Frontline Force Committee, Improving Internal Communications Committee, and Building & Facilities Committee, Technical Review Committee, New World Community Development Advisory Group.
- Attended various lunch and learn classes held each month by local architects and engineers.
- We continue to upgrade and adjust our day to day functions in order to better make use of our software as well as make our process more efficient.
- Implement changes to the 2012 North Carolina Building Codes as they occur.
- Participated in Wake Forest High School Vocational Career Day.
- Staff attends the Architectural Design Review Board meetings.
- Hosted the Wake County Building Inspectors monthly meetings.
- Staff member serves on the NC Minimum Housing Association board.
- Staff member serves on NC Mechanical Inspectors Association board.
- Staff member serves on NC Plumbing Inspectors Association board.
- Implemented online inspection scheduling and payments.

## **FIRE PREVENTION**

As required by G.S. 160A-411, the staff protects the health, safety and general welfare of the citizens of Wake Forest through the enforcement of the Fire Prevention Code within the Town limits and the extraterritorial jurisdiction (ETJ).

## **PROGRAM GOALS & OBJECTIVES**

- ***Provide excellent customer service.(RBPM)***
- ***Ensure safe commercial/multi-family structures according to the fire code throughout Wake Forest and the ETJ.(RBPM)***
- Provide annual inspections for educational occupancies (except public schools), hazardous, institutional, high-rise, assembly, and limited residential occupancies.
- Provide inspections once every two years for factory/industrial occupancies.
- Provide inspections once every three years for business, mercantile, storage, church, and synagogue occupancies.
- Provide approximately 1200 inspections, 300 new construction fire inspections, and review 200 sets of plans.
- Provide plan review and inspections on all new construction (except for one and two family dwellings) for life safety, sprinkler systems, and alarm systems.
- Provide inspections for special events.
- Provide plan review on new water lines for firefighting capabilities.
- Expand customer relations to provide better communications and information about codes.

## **FY 2015 ACCOMPLISHMENTS**

- Performed 1136 periodic fire inspections, 235 new construction fire inspections and reviewed 191 sets of plans.
- Attended monthly meetings of Greater Wake County Building, N.C. Firefighters Burned Children Fund and Fire Officials Association-(Fire Inspector now active secretary).

- Attended quarterly N.C. State Fire Marshal Association meetings.
- Fire Inspector has been appointed to the N.C. State Fire Marshal Association Board of Directors.
- Conducted audit and routine updates data base for fire inspections.
- Continued use of the code violation correction mailing card system. Program continued to show a reduction of 9% in the number of minor code violation re-inspection visits.
- Conducted 40 on-site consultations with contractors and business owners.
- Attended NC Fire Marshal Association Fall 2014 and Spring 2015 Workshop.
- Upgrading and adding custom features in Fire House Software System to better suit fire inspections program.
- Obtained Level II Mechanical Inspector Standard Certification.

## PUBLIC FACILITIES DEPARTMENT SUMMARY

The Public Facilities Department provides proactive and reactive maintenance along with housekeeping of municipal buildings and facilities.

### PURPOSE STATEMENT

Provide efficient, safe, and aesthetically pleasing facilities for employees and citizens of Wake Forest while executing our commitment to being C.I.V.I.C. leaders.

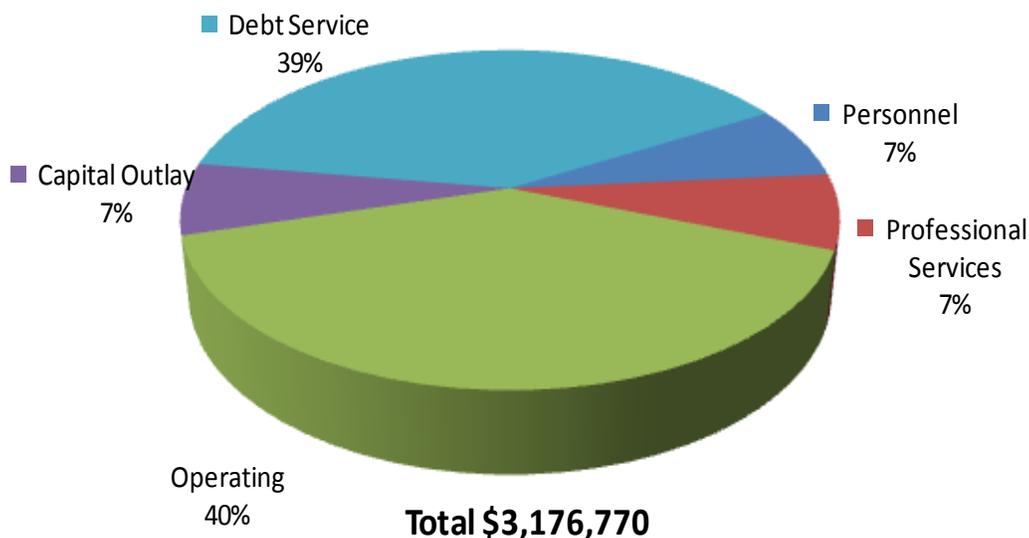
### DEPARTMENT SUMMARY

Public Facilities	FY 2014 Actual	FY 2015 Budget	FY 2016 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 134,767	\$ 174,770	\$ 156,128	\$ 220,330	\$ 221,045
Professional Services	23,622	17,800	13,555	27,000	227,000
Operating	974,609	1,253,270	1,251,910	1,352,035	1,265,185
Capital Outlay	2,074,820	423,705	421,205	999,500	218,000
Debt Service	1,223,275	1,090,815	1,269,271	1,245,540	1,245,540
<b>Total</b>	<b>\$ 4,431,093</b>	<b>\$ 2,960,360</b>	<b>\$ 3,112,069</b>	<b>\$ 3,844,405</b>	<b>\$ 3,176,770</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Additional monies included for BMP Maintenance at Town Hall.
- ❖ Landscape Maintenance with the addition of the 98 Median west of US 1
- ❖ Additional monies included for increased utility expense along with maintenance and repair of buildings due to aging of some buildings plus recent purchases over last few years.

**FY 2015 - 2016 – Budget**



**AUTHORIZATION BY POSITION**

<b>Public Facilities Positions</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Requested FY 2016</b>	<b>Proposed FY 2016</b>
Facilities Manager	1	1	1	1	1
Public Bldgs Maintenance Specialist	1	1	2	2	2
Total	2	2	3	3	3

Programs within Public Facilities:

- Building Maintenance

**BUILDING MAINTENANCE**

The Town maintains (17) public buildings, (3) equipment shelters and (5) park restrooms. The services provided are custodial, utilities, interior and exterior repairs and maintenance, and general inspections of premises. This department maintains safe and appealing facilities for both town employees and the public. This department also oversees the grounds maintenance for the buildings and the contracts for the gateways and right of ways and pay for the cost of property and casualty insurance. We also oversee the contracted services (32 contracts) that are provided.

**PROGRAM GOALS & OBJECTIVES**

- Bi-annual safety inspections of all public buildings
- Provide a preventative maintenance schedule for all buildings and assets
- Perform cost analyst on technology and equipment to make our buildings more efficient
- Track preventative maintenance and work orders, and generate list of repairs and cost for each building
- Track inventory of repair parts (light bulbs, ballast, belts, filters, etc.)
- Continue to keep complaints involving subcontractors to less than one per month
- Continue to contract with landscaping company for the Town Building grounds
- Continue to contract with landscaping company for roadway contracts
- Respond to all work orders the same day as issued and complete work within one business day (work orders not requiring special order parts or specialized contractor)
- Continue with additional LEED education
- Take classes and attend conferences to increase knowledge of equipment and technology upgrades to become more efficient

**FY 2015 ACCOMPLISHMENTS**

- Completed replanting of the Walker Garden at Joyner Park
- Added planters Downtown with TruGreen maintaining them
- Renovated rental property on White Street for Police Station # 4
- Replaced two roof top HVAC units at the Renaissance Centre
- Re-stripped parking at the Town Hall complex
- Had handicap ramp designed for Holding Park and Pool.
- Renovated Town Hall customer Service on first floor to meet ergonomic study results.
- Installed panic buttons for all personnel that collect money along with receptionist desk and Hr Director
- Helped set Operations Center up to use Facility Dude to help with reporting

- Painted the Renaissance Centre Annex interior
- Installed HVAC automation in the Renaissance Centre Annex
- Began installation of HVAC automation controls in the main police department
- Maintained 32 contracts
- Constructed chemical room for the pool pump house
- Installed heat in the pump house to prevent freezing
- Installed heat in Ailey Young restrooms to allow year round use
- Installed heat in Flaherty Park restrooms to allow year round use
- Replaced HVAC units at Operations Center administration building
- Replaced HVAC units in the warehouse
- Replaced HVAC units at Flaherty Community Center
- Replaced the roof at Holding Community House
- Painted interior of the Train Depot
- Received DOT permit to place plants in the median of HWY 98 west of US1
- Hired Daniel Lewis as a Building Maintenance Specialist
- Completed 969 work orders from July 1, 2014 – March 12, 2015. This excludes calls and email request.
- Removed house at 205 Brooks Street
- Installed landscaping where house was removed at 205 Brooks Street
- Began ADA access to Holding Park and Pool
- Installed LED bulbs at Joyner Park restrooms
- Attended 40 hour Metasys course. Metasys is the basis of town hall HVAC controls
- Planted 98 Median west of US1 to match the east median
- Added HVAC unit to the Renaissance Centre to serve the entrance lobby
- Painted interior of the Criminal Investigations Building

## PUBLIC SAFETY DEPARTMENT SUMMARY

The Public Safety Department is responsible for the protection of life and property, traffic control and enforcement, criminal investigation, and enforcement of local and state criminal law. Fire services are provided through a contract with the Wake Forest Fire Department.

### PURPOSE STATEMENT

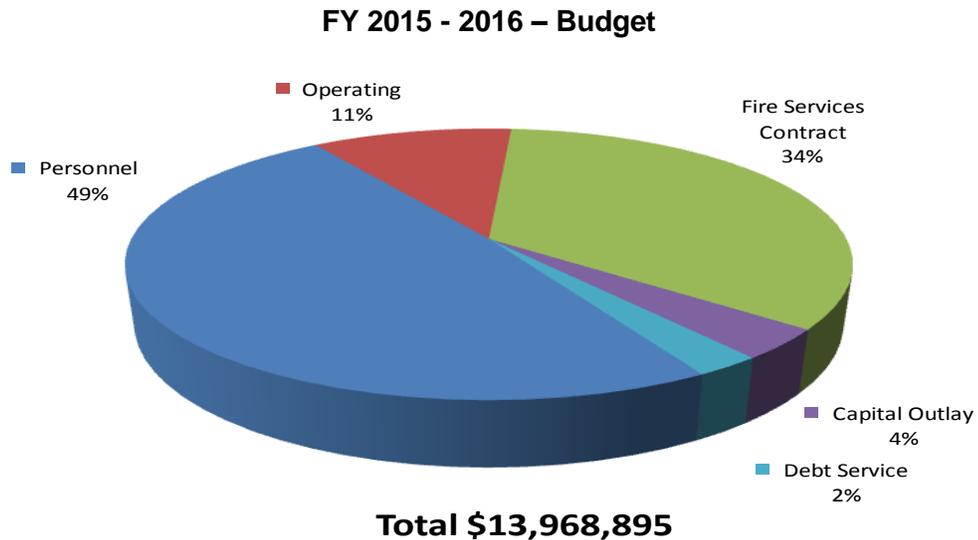
To affirmatively promote, preserve and protect the safety and security of all citizens of the community.

### DEPARTMENT SUMMARY

Public Safety	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 6,069,908	\$ 6,489,820	\$ 6,488,586	\$ 7,131,205	\$ 6,826,050
Operating	1,584,060	1,475,170	1,384,289	1,902,050	1,488,750
Fire Services Contract	4,242,320	4,590,670	4,590,670	4,612,400	4,794,615
Capital Outlay	524,205	759,445	740,000	1,029,500	506,600
Debt Service	347,897	352,880	352,880	352,880	352,880
<b>Total</b>	<b>\$ 12,768,391</b>	<b>\$ 13,667,985</b>	<b>\$ 13,556,425</b>	<b>\$ 15,028,035</b>	<b>\$ 13,968,895</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Wake Forest Fire Department did not request the second cent this year – increase represents growth in tax base



**AUTHORIZATION BY POSITION**

Public Safety Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Police Chief	1	1	1	1	1
Deputy Police Chief	1	1	1	1	1
Captain	2	2	2	2	2
Lieutenant	7	7	7	7	7
Sergeant	8	9	9	10	9
Corporal	-	4	4	4	4
Police Officer	42	45	45	49	45
Police Records Assistant	1	1	1	1	1
Office Assistant	2	2	2	2	2
Admin Asst to Chief	-	-	1	1	1
Telecommunications Supervisor	1	1	1	3	1
Telecommunicator	8	8	8	8	8
Crime Analyst	1	1	1	1	1
Parking Enforcement Officer	1	1	1	1	1
Total	75	83	84	91	84

Programs within Public Safety Department:

- Administration
- Patrol Division
- Communication Center
- Professional Standards Division
- Criminal Investigation Division
- Support Services and Technology Division
- Training and Community Services Division
- Impact Division

**ADMINISTRATION**

Consists of the Chief of Police, two (2) Captains, one (1) civilian Administrative Assistant to the Chief of Police and one (1) Deputy Chief (unfunded).

The Command Staff is responsible for the preparation and presentation of an annual budget; analyzing and justifying the need for additional personnel; hiring, placement, and promotion of employees; ordering of department vehicles and any additional major equipment needs (i.e. CAD programs, RMS programs, less than lethal weapons, radar units, etc.); supervision of the Patrol Division, Communication Center, Professional Standards Division, Criminal Investigation Division, Support Services and Technology Division, Training and Community Services Division, Impact Division, Tactical Service Unit, Canine Unit, and Crisis Negotiation Team.

The Administrative Assistant to the Chief of Police performs a variety of tasks related to relieving the chief of administrative detail work and also provides administrative support by serving as the confidential secretary to the chief and police department. This position also works closely with the Human Resources Department regarding employee files and documentation.

#### **PROGRAM GOALS & OBJECTIVES**

- Fill all available personnel positions
- Attend annual, state, and national conferences
- Enhance the sense of safety in the town

#### **FY 2015 ACCOMPLISHMENTS**

- Purchased two motorcycles and equipment to begin a motorcycle unit with funds received through a Governor's Highway Safety Program (GHSP) grant
- Opened and began operating out of a fourth building
- Had an employee accepted to attend the 261<sup>st</sup> Session of the FBI National Academy (Lt. Larry Danforth) in July of 2015
- Purchased two ATVs, bicycles, uniforms, and equipment with funds received through a grant
- Placed the Evidence Technician and Police Records Clerk under the Support Services Division
- Reorganized Special Operations and Field Operations to include several transfers of personnel
- Filled nine (9) new officer positions (as of 03/09/2015)
- Restructured patrol zones to include beats within the zones
- Attended several annual state and federal conferences
- Employee chosen to speak at the 2015 Delaware FBI National Academy Associates Conference (April of 2015)
- Sent an employee to the West Point Leadership Course (Captain Darren Abbacchi)
- Chief Leonard and Captains Abbacchi and May completed FBI – LEEDA Trilogy Award

#### **PATROL DIVISION**

The Patrol Division consists of two (2) Lieutenants, four (4) Sergeants, four (4) Corporals, and twenty-eight (28) officers. The primary responsibility of the patrol division is to provide for the safety and welfare of the community, respond to calls for service, deter criminal activity, enforce motor vehicle laws, investigate motor vehicle collisions, and serve criminal processes. Employees assigned to the Patrol Division may also conduct follow up investigations on criminal complaints or conduct special assignments as needed.

#### **PROGRAM GOALS & OBJECTIVES**

- Receive more in-service training of various topics
- Rotate out all high mileage vehicles
- Continue to conduct public presentations regarding crime prevention strategies
- Increase visibility throughout the town
- Implement aggressive patrol strategies in order to reduce criminal activity
- Continue an early car program to assist with calls for service at shift change
- Assess the current working schedule and amend it as needed

## **FY 2015 ACCOMPLISHMENTS**

- Certified additional officers in the Crisis Intervention Training (CIT) program
- Increased the number of Field Training Officers (FTO) to meet training demands
- Had an employee complete the Drug Recognition Expert (DRE) course (Officer Adam Carlson)
- Extended the zone assignment rotation from daily to monthly
- Had an employee complete the Tactical Training Certificate Program through the NC Justice Academy (Corporal Aaron Bitting)
- Continued early car program to assist with calls for service during shift change
- Added two new canine handlers, purchased three new dogs and sent all four handlers through a new Basic Canine Handler course
- Assigned new officers to balance personnel experience and training

## **COMMUNICATION CENTER**

The Communications Center is allotted nine (9) full-time telecommunicators who receive and dispatch calls for service to the police department 24 hours a day. Telecommunicators are also responsible for routing calls requiring fire and/or emergency medical services to the appropriate personnel. The Communications Center is equipped to receive radio traffic from law enforcement agencies within Wake and Franklin County and is also equipped with a DCI terminal. Employees assigned to the Communications Center are responsible for entries, inquires, and validations of all records entered into the DCI/NCIC computer network. They are also responsible for entering data into department computers and must enter detailed information into the Computer Aided Dispatch (CAD) system for all calls for service received as well as officer initiated activities.

## **PROGRAM GOALS & OBJECTIVES**

- Provide training opportunities for dispatchers to attend training classes
- Provide training to all new police officers
- Provide two hours of refresher training to all officers on the proper way to dispatch
- Continue training on OSSI CAD/RMS
- Continue updating/upgrading the Communication Center and equipment

## **FY 2015 ACCOMPLISHMENTS**

- Sent three (3) Communicators to the Basic Communicator Certification Course
- Attended classes sponsored by NCJA
- Realigned the staff of Communications to balance experience and training
- Filled all open positions in the Communications Center
- Ordered new transmitters and headsets
- Installed NICE recorder system on third console and gave all Communications personnel the ability to make digital recordings for public records requests
- Trained new officers in Communications Center

## **PROFESSIONAL STANDARDS**

Consists of one (1) lieutenant. This employee is responsible for researching rules, regulations, and standards of CALEA and applying them to our agency; working with CALEA personnel to make recommendations for policy and

operation changes as needed; creating policy and procedures consistent with the direction of the Chief of Police; investigating policy violations and misconduct by employees; and enforcing policy violations.

#### **PROGRAM GOALS & OBJECTIVES**

- Pursue CALEA accreditation
- Creation of policy and policy revision
- Policy enforcement
- Officer policy violation and misconduct investigations

#### **FY 2015 ACCOMPLISHMENTS**

- Attended meetings with other agencies regarding CALEA accreditation
- Attended training for CALEA accreditation
- Continued revamping policies and procedures
- Attended Power DMS training
- Assisted with internal affairs investigations
- Conducted investigations on citizen complaints; file and maintain all citizen complaints
- Filed and maintained all use of force, pursuit, and department motor vehicle incident reviews

### **CRIMINAL INVESTIGATION DIVISION (CID)**

Consists of one (1) Lieutenant, one (1) Sergeant, six (6) Detectives, and one (1) civilian Administrative Assistant. The CID conducts follow-up, background, and internal affairs investigations and is the primary entity responsible for the investigation of all major crimes that occur. This division is also responsible for covert investigations and works cooperatively with other local, state, and federal agencies. Employees assigned to the CID may be assigned to work with a state or federal task force. This division is also responsible for investigatory and applicant Computer Voice Stress Analysis (CVSA) examinations.

#### **PROGRAM GOALS & OBJECTIVES**

- Attend state conferences and in-service schools
- Increase clearance rate on property crimes and continue to solve most all personal injury crimes
- Increase the number of internet crimes against children investigations
- Conduct more covert operations ("stings") targeting larcenies and pawn shop cases

#### **FY 2015 ACCOMPLISHMENTS**

- Increased use of Computer Voice Stress Analyzer (CVSA)
- Tracked and maintained all town bow hunting permits
- Continued new procedure for CVSA's and background investigations to increase efficiency
- Detectives attended additional training
- Investigated all major crimes to include a homicide
- Cleared by arrest all homicide offenses
- Certified four (4) detectives as CVSA examiners and recertified two (2) current examiners

## **SUPPORT SERVICES AND TECHNOLOGY DIVISION**

Consists of one (1) Lieutenant, one (1) Sergeant, one (1) civilian Evidence Technician, one (1) civilian Crime Analyst, one (1) civilian Parking Enforcement Officer, one (1) civilian Police Records Assistant, and two (2) Auxiliary Officers. Employees within this division are tasked with the various duties of supporting the internal needs of the department regarding evidence collection, storage, and maintenance; providing officers with DVD copies of interviews or incidents captured on in-car video cameras; creating departmental identifications; ordering and maintaining departmental property and equipment; maintaining the department's vehicle fleet; conducting fingerprinting services for the public; conducting child safety seat installations for the public; issuing parking tickets; serving as the department employment recruiter; and assisting the Town IT Department with in-house computer and computer program related issues.

### **PROGRAM GOALS & OBJECTIVES**

- Reorganize the Support Services Division into the Support Services and Technology Division
- Reorganize the metal storage building and additional storage locations in the main station
- Revamp the department application process
- Increase proactive recruiting measures
- Assist IT with computer and program related issues

### **FY 2015 ACCOMPLISHMENTS**

- Completed new uniform order for all sworn positions
- Promoted four (4) Corporals and one (1) Sergeant
- Continued recruiting efforts to target BLET courses and college campuses
- Equipped new officers with uniforms and equipment
- Assisted with the installation of equipment for fifteen (15) new patrol vehicles
- Assisted with department IT related issues
- Screened approximately 120 applications and assisted in hiring nine (9) employees

## **TRAINING AND COMMUNITY SERVICES DIVISION**

Consists of one (1) lieutenant, two (2) School Resource Officers, and one (1) D.A.R.E. Officer. Employees within this division are responsible for coordinating training; maintaining and operating the firing range; teaching the D.A.R.E. program; educating the citizenry on crime prevention strategies; and serving in the high schools as school resource officers.

### **PROGRAM GOALS & OBJECTIVES**

- Ensure that all mandated departmental training is conducted in a timely manner
- Provide additional oversight and supervision of the officers within the division
- Host and attend Community Watch and Crime Prevention meetings
- Increase the number of departmental instructors and firearms instructors
- Revamp the FTO Program including all manuals used in training

### **FY 2015 ACCOMPLISHMENTS**

- Started several new Community Watch Programs
- Held Basic FTO School

- Oversaw the training of new employees
- Held additional in-house training
- Several officers were awarded their Advanced Law Enforcement Certificate
- Sent new School Resource Officer through Basic SRO School (Officer Mike Pender)
- Sent department instructor through Defensive Driving Instructor School (Lt. Larry Danforth)
- Began training officers on driving tactics specifically designed for all police vehicles currently used

## **IMPACT DIVISION**

Consists of one (1) Lieutenant, three (3) Sergeants, six (6) Officers, and two (2) Narcotics Detectives. The Impact Division consists of officers who have received specialized training in critical incidents, aggressive traffic enforcement, drug enforcement, and criminal suppression. The unit combats criminal activity by attempting to locate and apprehend individuals who compromise the safety, security, and well-being of the citizens of Wake Forest through the commission of criminal acts. The unit also conducts narcotics-related investigations through the use of covert surveillance and confidential sources of information.

### **PROGRAM GOALS & OBJECTIVES**

- Conduct aggressive traffic enforcement
- Actively pursue individuals with outstanding warrants for arrest
- Work closely with local, state, and federal agencies to conduct narcotics investigations
- Work closely with Housing Authority of Wake County personnel to increase the safety of all housing authority properties
- Conduct surveillance operations
- Work closely with the CID to provide support for on-going criminal investigations
- Continue to work with outside agencies with narcotics investigations
- Increase the number of DWI arrests
- Increase departmental presence in parks, greenways, and commercial/residential areas of the Town
- Use recently acquired surveillance equipment to combat illegal activities in town

### **FY 2015 ACCOMPLISHMENTS**

- Hosted a DWI Checkpoint with several outside agencies assisting
- Received a department medicine drop box through a grant from CVS Pharmacy
- Hosted an Operation Medicine Drop project
- Participated in several GHSP activities and events
- Worked with the SBI and DEA on prescription fraud cases
- Worked with school personnel to address drug complaints in the schools
- Assisted in mutual aid capacity with several DWI Checkpoints throughout the county
- Conducted criminal interdiction that resulted in several seizures
- Used new ATVs to patrol parks and greenways
- Increased the number of narcotics search warrants and arrests

## ENGINEERING DEPARTMENT SUMMARY

The Engineering Department is responsible for plan review, design work and construction inspection.

### PURPOSE STATEMENT

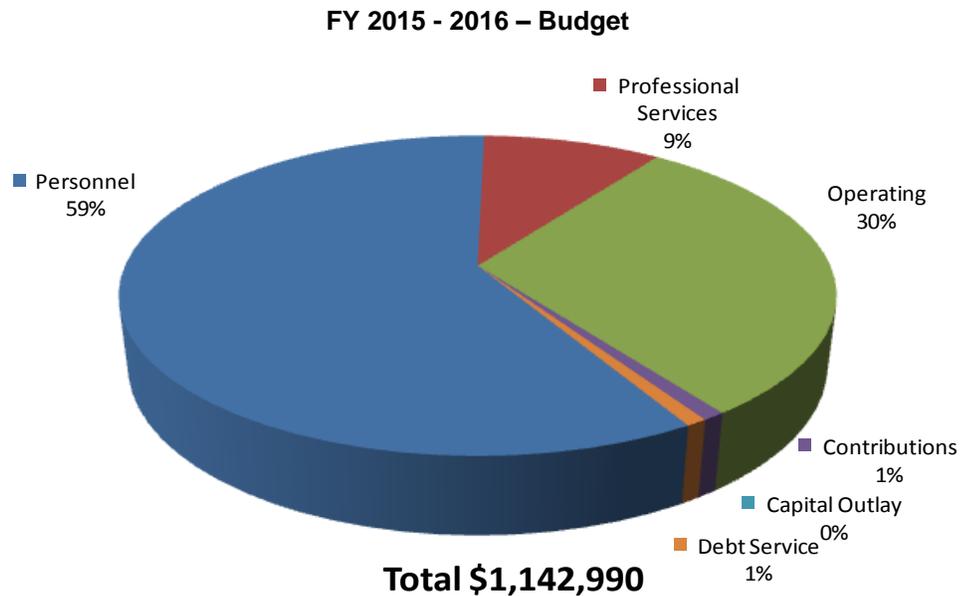
Ensure the safe and sound design and construction of the town's infrastructure.

### DEPARTMENT SUMMARY

Engineering	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 747,476	\$ 754,725	\$ 679,410	\$ 668,045	\$ 670,670
Professional Services	137,284	112,605	112,605	285,500	110,000
Operating	310,790	335,565	322,907	356,940	343,110
Contributions	10,000	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	791,500	-
Debt Service	9,209	9,210	9,210	9,210	9,210
<b>Total</b>	<b>\$ 1,214,759</b>	<b>\$ 1,222,105</b>	<b>\$ 1,134,132</b>	<b>\$ 2,121,195</b>	<b>\$ 1,142,990</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Total proposed budget is slightly less than current year



## AUTHORIZATION BY POSITION

Engineering Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Director of Engineering	1	1	1	1	1
Assistant Town Engineer	2	2	2	2	2
Construction Inspector	4	4	4	4	4
Total	7	7	7	7	7

Programs within Engineering:

- Design and Plan Review
- Construction Inspection

## DESIGN AND PLAN REVIEW

The Director of Engineering and Assistant Town Engineers provide engineering design for small civil projects such as water and sewer line extensions and road widening projects. The engineer uses in-house Computer Aided Drafting & Design (CADD) equipment for design and uses word processing for producing specifications. Contract administration and inspection services are also provided in-house. The Engineering Staff reviews proposed subdivisions and planned developments, liaises with the deputy manager, the construction inspectors, planning staff, developers, developers' engineers and contractors. Upon completion of the review process the Director and Assistants approve plans and assists the construction inspector with answering field questions during construction. Additionally, the Engineering Staff will finalize and manage the Town's Erosion and Sedimentation Control Program. The Director is also responsible for keeping infrastructure plans up to date by updating base maps upon completion of developments.

## PROGRAM GOALS & OBJECTIVES

- Review and approve subdivision construction plans commercial site plans.
- Make construction-site visits a month to assess an engineering concern and provide a prompt solution.
- Manage the Town's Erosion and Sedimentation Control Program
- Administer the Bus System, both Circulator Loop and Express
- Manage the Town's Phase II storm water program.
- Develop and maintain reporting system for Stormwater BMP's.
- Respond to citizen complaints on the day received and provide solutions within three working days.
- Attend monthly meetings representing the Town at the NC Air Quality Coalition, Technical Coordination Committee (TCC) of the Capital Area Metropolitan Planning Organization (MPO), the Clean Water Educational Partnership, TJCOG Water Advisory Board and the associated committee meetings and the Institute of Government Stormwater Implementation Group meetings.
- Provide in-house design services and contract services for small civil engineering projects as they arise.

## **FY 2015 ACCOMPLISHMENTS**

- Manual of Specifications, Standards and Design completed, added a Greenway Section
- Monitored the service ridership of the Bus System added two additional stops and two bus benches
- Reviewed and approved 56 residential and/or commercial plan reviews
- Reviewed and approved Erosion Control Plans on 266 total acres
- Reviewed and approved 6 traffic studies from private development
- Performed neighborhood traffic calming studies for 7 different neighborhoods
- Managed neighborhood traffic calming signage programs in 3 developments
- Completed and reported on the eighth year of the NPDES Phase II program
- Continued working with Heritage High School's Envirothon
- Continued to manage the Adopt-a-Stream Program
- Worked with planning department on administering design and review of the Smith-Sanford Creek, Dunn Creek Downtown Connector and Wait Ave/Oak Ave Greenway projects
- Worked with planning Department on coordination of NCDOT Bridge replacement project
- Worked with planning department on future greenway and LAPP grant projects
- Continued to administer and monitor EPA 319(h) Grant to study Smith Creek
- Received for two CWMTF Grants to acquire stream buffer protection lands
- Applied for Duke Energy Grant for remainder of acquisition of Traditions Park
- Worked with structural engineers to evaluate all greenway/park structures – bridges, boardwalks and dams
- Developed cost estimates for FY 15-19 CIP
- Coordinated with City of Raleigh on Smith Creek and Richland Creek Sewer Interceptor Projects
- Coordinated restoration of Richland Creek stream and greenway
- Made over 1500 field visits to address engineering concerns such as drainage, parking or traffic control
- Attended (4) Statewide local Erosion Control Program workshops, seven (7) Clean Water Educational Partnership meetings and four associated subcommittee meetings, six (6) NC WRA meetings, four (4) Water Advisory Board meetings, five (5) Planning and Environmental Legislative Action committee meetings and attended four (4) Upper Neuse Basin Association Meetings

## **CONSTRUCTION INSPECTION**

The construction inspectors are responsible for monitoring and approving all engineering construction which is carried on in the new developments (subdivisions, apartment complexes and commercial sites) throughout the Town. The construction inspector will ensure that all new developments meet or exceeds the Town standards, will provide inspections within 24 hours of the request and assist in increasing the overall quality of construction in Wake Forest's jurisdiction. The inspectors also help to update data bases, verify quantities and approve recorded drawings. Record files are maintained by the construction inspectors.

### **PROGRAM GOALS & OBJECTIVES**

- Ensure Town's infrastructure is constructed to proper standards and specifications.

### **FY 2015 ACCOMPLISHMENTS**

- Conducted 637 erosion inspections (initial, monthly, final)
- Conducted 502 erosion footing inspections
- Conducted 321 driveway inspections, 172 sidewalk inspections (456 feet), 25 site finals, 54 proof rolls (68,744 feet passed), and 433 yard finals
- Collected \$103,450 in permit revenue and \$5,525 in re-inspection fees

## PUBLIC WORKS ADMINISTRATION SUMMARY

Public Works Administration is a division of the Public Works Department. Staff consists of the Public Works Director and the Public Works Administrative Specialist, which are responsible for the day to day operation of Public Works.

### PURPOSE STATEMENT

Enhance the quality of life for residents by ensuring citizen safety, maintaining the infrastructure, supporting Town departments and providing quality essential municipal services with the highest level of customer service via a cost effective, efficient and environmentally responsible operation.

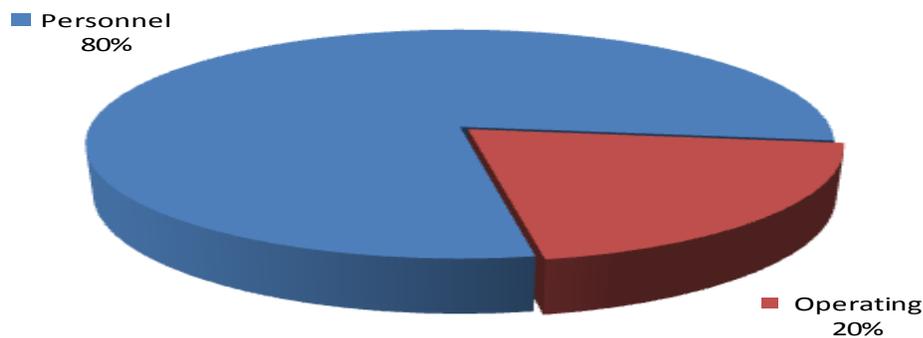
### DEPARTMENT SUMMARY

Public Works Administration	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 153,310	\$ 131,655	\$ 127,168	\$ 133,875	\$ 118,510
Operating	31,001	32,335	28,415	31,710	30,210
<b>Total</b>	<b>\$ 184,311</b>	<b>\$ 163,990</b>	<b>\$ 155,583</b>	<b>\$ 165,585</b>	<b>\$ 148,720</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ The Assistant Public Works Director position remains authorized but is not requested for FY 15-16
- ❖ Personnel proposed budget less than current due to change in allocated personnel cost to Electric Fund

FY 2015 - 2016 – Budget



**Total \$148,720**

**AUTHORIZATION BY POSITION**

<b>Public Works Administration Positions</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Requested</b>	<b>Proposed</b>
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2016</b>
Public Works Director	1	1	1	1	1
Assistant Public Works Director	1	1	-	-	-
Office Assistant	1	-	-	-	-
Public Works Admin Specialist	-	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

Programs within Public Works Administration:

- ❖ Administration

**ADMINISTRATION**

The Director of Public Works manages all divisions in the Public Works Department and oversees the solid waste and recycling contractors and oversees the sale of and maintains records of Wake Forest Cemetery Plots.

**PROGRAM GOALS & OBJECTIVES**

- Manage all divisions of Public Works.
- Supervise load management program.
- Provide Supervision for Electric Distribution, Environmental Services, Fleet Maintenance and Street programs.
- Review at least three (3) sets of development plans to establish electrical needs.
- Establish electrical needs for at least six (6) small projects and institute the purchase of necessary supplies and equipment.
- Serve as liaison with two outside power companies on street lighting design on subdivisions not served by the Town’s electric system.
- **Conduct a comprehensive rate study. (SP)**

**FY 2015 ACCOMPLISHMENTS**

- Supervised load management program with the assistance of the Electric System Meter Department.
- Established priorities and work schedules for the installation of switches on new and existing residential and commercial accounts.
- Issued load management rebate credits to the appropriate parties.
- Established electrical designs for 9 small projects and instituted purchase of needed supplies.
- Reviewed five (5) commercial projects and established electrical equipment/design drawings.
- Transferring family history of residents into Cemetery Software program.

## FLEET MAINTENANCE DIVISION SUMMARY

Fleet Maintenance is a division of the Public Works Department. Staff is responsible for the maintenance, repair and basic servicing of all the Town's vehicles and up fitting of Public Safety vehicles. Fleet Superintendent also works with Finance on the replacement vehicle scheduling.

### PURPOSE STATEMENT

Provide timely, cost effective and high quality services to our customers while achieving the highest levels of customer satisfaction.

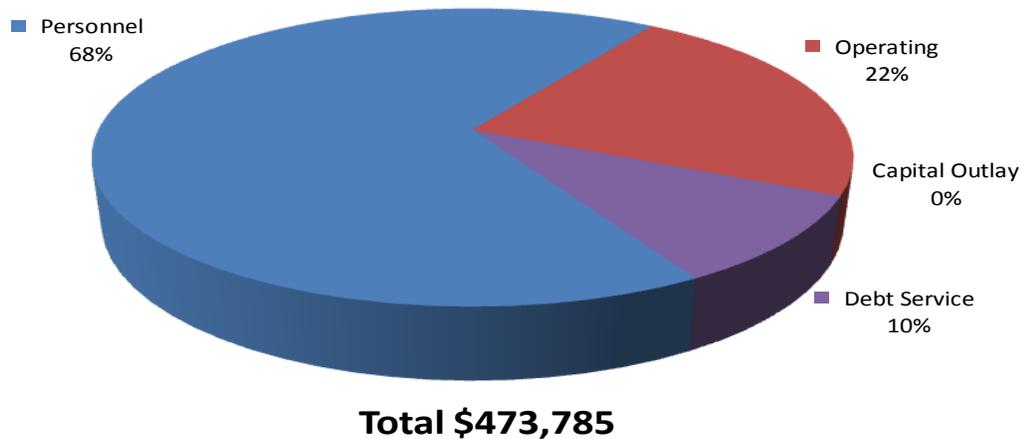
### DEPARTMENT SUMMARY

Fleet Maintenance	FY 2014	FY 2015	FY 2015	FY 2016	FY 2016
	Actual	Budget	Projected	Requested	Proposed
Personnel	\$ 335,388	\$ 341,855	\$ 282,687	\$ 328,610	\$ 320,620
Operating	90,533	110,675	100,685	110,340	107,300
Capital Outlay	-	121,300	121,295	222,000	-
Debt Service	15,225	23,230	23,230	23,230	45,865
<b>Total</b>	<b>\$ 441,146</b>	<b>\$ 597,060</b>	<b>\$ 527,897</b>	<b>\$ 684,180</b>	<b>\$ 473,785</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Total budget is less than FY 2015 due to adjustments made to allocated personnel costs for FY 2016

**FY 2015 - 2016 – Budget**



**AUTHORIZATION BY POSITION**

Fleet Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Equipment Services Superintendent	1	1	1	1	1
Equipment Mechanic II	2	2	2	2	2
Equipment Mechanic I	2	2	2	2	2
Total	5	5	5	5	5

Programs within Fleet Maintenance:

- ❖ Fleet Maintenance & Repair
- ❖ Public Safety Vehicle Up-fit

**FLEET MAINTENANCE & REPAIR**

Fleet Maintenance is responsible for the maintenance, repair and general servicing of all Town vehicles and equipment. The duties include: checking lights, exhaust systems, brakes, springs, steering, shock absorbers, mirrors, tires, etc.; performing routine service such as changing oil, greasing joints, and replacing tires, belts, hoses and fluids as necessary; and repairing damaged, broken or unsafe equipment. Staff has started body repair (minor), painting vehicles and doing more major repair work.

**PROGRAM GOALS & OBJECTIVES**

- Ensure that the Town's fleet of vehicles is maintained in a safe working condition.
- Return vehicles to service within established deadlines.
- Return vehicles within 24 hours when brought in for routine servicing.
- Provide a minimum of 2,100 service operations in the coming fiscal year.
- Provide a maximum of 85 major service operation

**FY 2015 ACCOMPLISHMENTS**

- Performed 2,359 preventive maintenance service orders.
- Performed 78 major repair service orders to vehicles and equipment.

**PUBLIC SAFETY VEHICLE UPFIT**

Fleet Maintenance is responsible for up fitting all new Public Safety vehicles with emergency lighting and equipment.

**PROGRAM GOALS & OBJECTIVES**

- Insure all new Public Safety vehicles up-fits are completed in a timely manner.
- Work in conjunction with Public Safety on any new technologies required on future vehicles.

**FY 2015 ACCOMPLISHMENTS**

- Completion on schedule

## STREETS DIVISION SUMMARY

The Streets division provides maintenance and repair of the Town's street system and storm drainage system. Expenditures for the Powell Bill program are also included in this function.

### PURPOSE STATEMENT

Enhance citizens' quality of life by maintaining, repairing and replacing streets and other related infrastructure. To ensure a safe road system through proper maintenance, rehabilitation and replacement of failed segments of pavement and all other related infrastructure while upholding the highest regard for customer satisfaction. To strive to maintain and improve traffic conditions to strengthen citizens' sense of community.

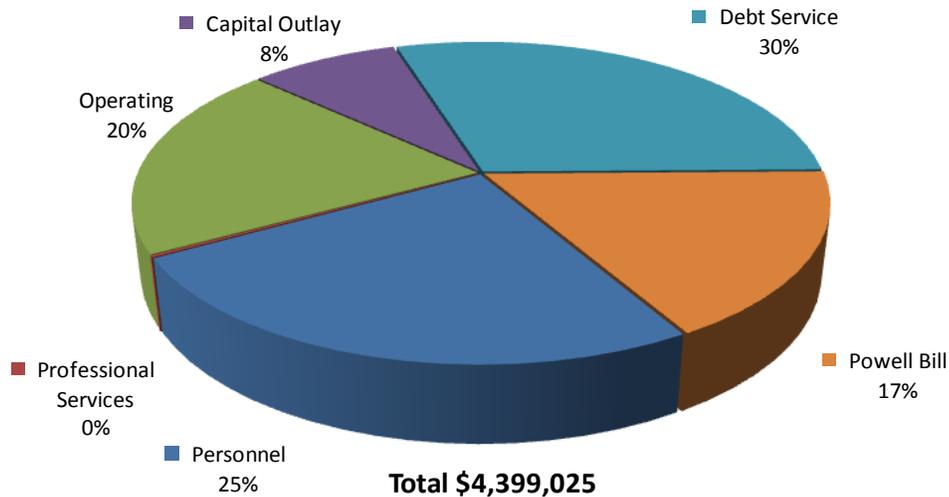
### DEPARTMENT SUMMARY

Streets	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 933,005	\$ 1,081,385	\$ 999,574	\$ 1,129,330	\$ 1,105,425
Professional Services	24,578	7,500	3,400	7,500	7,500
Operating	843,297	896,090	879,017	934,650	876,460
Capital Outlay	283,710	210,790	267,637	1,059,500	364,500
Debt Service	1,051,324	1,105,660	1,087,893	1,425,700	1,301,740
Streets Sub-total	\$ 3,135,915	\$ 3,301,425	\$ 3,237,521	\$ 4,556,680	\$ 3,655,625
Powell Bill	817,586	765,155	763,650	765,155	743,400
<b>Total</b>	<b>\$ 3,953,501</b>	<b>\$ 4,066,580</b>	<b>\$ 4,001,171</b>	<b>\$ 5,321,835</b>	<b>\$ 4,399,025</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Increase from FY 2015 is due to debt service for 2015 general obligation bonds (SP)

FY 2015 - 2016 – Budget



**AUTHORIZATION BY POSITION**

Streets Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Street Superintendent	1	1	1	1	1
Street Crew Supervisor	3	3	3	3	3
Construction Worker III	4	5	5	5	5
Construction Worker II	5	7	7	7	7
Right of Way Supervisor	1	1	1	1	1
Construction Worker I	3	3	3	3	3
Total	17	20	20	20	20

Programs within Streets:

- ❖ Personnel Assistance to other Divisions
- ❖ Curb and Sidewalk Repair
- ❖ Grass Mowing and Maintenance
- ❖ Street Lighting
- ❖ Paved Road Maintenance
- ❖ Street Right of Way Maintenance
- ❖ Streets Signs
- ❖ Snow Removal
- ❖ Storm Drainage Maintenance and Repair
- ❖ Unpaved Road Maintenance

**PERSONNEL ASSISTANCE TO OTHER DEPARTMENTS**

From time to time the Street Division provides personnel assistance to other divisions and departments of the Town. This assistance includes the provision of manpower and equipment to backup the department or division requesting assistance. The costs associated with providing this assistance are accounted for under this program and are not divided separately.

**PROGRAM GOALS & OBJECTIVES**

- Provide manpower and equipment assistance to other divisions and departments, as required.

**FY 2015 ACCOMPLISHMENTS**

- Assisted other divisions.

## **CURB & SIDEWALK REPAIR**

The Street Division replaces damaged and/or deteriorated sidewalk and curb, which may have been affected by tree roots or traffic or through cuts by utility companies. Sidewalk and curb is usually replaced by removing the affected section(s) and pouring new concrete sections.

### **PROGRAM GOALS & OBJECTIVES**

- Replace curb and/or sidewalk which have deteriorated or have been damaged by traffic, utility construction, weathering or tree roots in a timely manner.
- Repair and realign curb such that the positive storm water flow is maintained.

### **FY 2015 ACCOMPLISHMENTS**

- Repaired 1,358 feet of curbs/sidewalks thru out Town.

## **GRASS MOWING AND MAINTENANCE**

The Town mows and maintains all grass on Town dedicated street rights-of-way, cemetery and Town owned lots. Trimming is also performed around all fire hydrants, utility poles and road signs. Grass mowing is performed during the growing season on a rotating basis by area and on an as needed basis.

### **PROGRAM GOALS & OBJECTIVES**

- Mow grass on all rights-of-way on Town maintained streets and Town owned lots at least twice per month during the growing season.
- Mow cemetery grounds a minimum of once per week during growing period.

### **FY 2015 ACCOMPLISHMENTS**

- Mowed grass on all right of ways on Town maintained streets and Town owned lots at least twice per month during the growing season. Total area mowed in excess of 110 acres per month.
- Mowed cemetery grounds weekly.

## **STREET LIGHTING**

The cost of providing a street lighting system within the corporate limits is the Town's responsibility. Most of the system is energized by Town power, but a small portion is served by Progress Energy and an increasing portion is served by Wake EMC. Major thoroughfares are illuminated by 250 watt high pressure sodium and 108 watt LED luminaries. Other areas are illuminated by 100/150 watt high pressure sodium luminaries. The Electric Division extends lighting service to developed new service areas, and provides routine maintenance to the lighting system, such as changing bulbs and cleaning luminaries.

### **PROGRAM GOALS & OBJECTIVES**

- Maintain the accounting costs for lighting Town streets.

- Provide lighting for Town owned and in-town State roads and streets. (In co-operation with Electric Division)

#### **FY 2015 ACCOMPLISHMENTS**

- Ensured all streets were provided with proper lighting in conjunction with Electric Division.

### **PAVED ROAD MAINTENANCE**

The Town provides maintenance to all of its dedicated streets within the corporate limits, the associated duties of which include pothole repair; repair to cuts in the street made by other utilities; removal of dead animals; and painting street lane markings and parking lot delineation stripes. Town is under contract with the City of Raleigh for the repair of all their pavement cuts made within Town Limits.

#### **PROGRAM GOALS & OBJECTIVES**

- Permanent repair of potholes within 48 hours of occurrence.
- Repair open pavement cuts in streets within 48 hours of notification.
- Repaint faded parking space striping and add new striping.
- Oversee removal of dead animals from streets within 24 hours of notification.
- Install speed tables when requested by the board.
- Clean dumpster areas on a daily basis in the downtown areas.

#### **FY 2015 ACCOMPLISHMENTS**

- 110 potholes repaired.
- 2,202 linear feet of pavement markings painted or re-painted.
- Downtown area streets and parking areas cleaned monthly and prior to events.
- Repaired 59 Utility cuts for City of Raleigh.

### **STREET RIGHT-OF-WAY MAINTENANCE**

The Street Division provides road right of way maintenance for all Town dedicated streets, whether paved or unpaved. Maintenance includes: the trimming of shrubs, trees and plants, spraying chemicals and fertilizers, adding soil to low shoulders, street sweeping and seeding and mulching denuded areas.

#### **PROGRAM GOALS & OBJECTIVES**

- Prune tree limbs and cut shrubs to reduce or eliminate site distance problems.
- Spray for weeds and other undesirable vegetation on right-of-ways.
- Respond to work orders and/or complaints within 24 hours or less (48 hours minimum if locate required).
- Operate Street Sweeper on a weekly route.

#### **FY 2015 ACCOMPLISHMENTS**

- Work orders completed within 24 hours of being called in.
- Right of way weeds sprayed with herbicide.

- Site distances cleared as reported and by schedule.
- Cleaned 888.5 linear street miles with Street Sweeper on a weekly schedule.

## **STREET SIGNS**

The Town is responsible for installing and replacing signs on its dedicated paved and unpaved streets within the corporate limits and the ETJ. Included in this program are: the installation of new street signs where appropriate; maintenance and cleaning of existing signs; replacement of signs which have been vandalized or damaged through traffic accidents or vandalism; and replacement of those signs which have reached the end of their useful life due to weathering etc. Due to current standards for development, the number of new sign installations will decrease, however, due to new MUTCD standards, existing street sign will need updating to meet standards.

### **PROGRAM GOALS & OBJECTIVES**

- Maintain all traffic signs on Town dedicated streets for the safety of the traveling public.
- Replace regulatory signs such as stop signs immediately upon notification.
- Clean or replace signs which have been vandalized within 24 hours of notice.
- Replace signs which have reduced reflectivity, or have faded due to weathering.
- Update 5% of street signs to meet MUTCD standards.

### **FY 2015 ACCOMPLISHMENTS**

- Replaced 144 existing missing, damaged or which failed to meet minimum standards.
- Installed 57 new signs.

## **SNOW REMOVAL**

Street Division crews remove snow from Town streets upon accumulation and may be removed from NCDOT maintained streets, if necessary. The Town applies salt and sand to dangerous hills and intersections, where appropriate. New technology allows for us to lessen the need for road salt by using a brine mixture prior to an event.

### **PROGRAM GOALS & OBJECTIVES**

- Remove snow from major Town maintained roads as soon as possible after snow fall commences.
- Sand/salt all major Town maintained intersections to provide a skid retarding surface for motorists.
- Apply brine solution 36 hours prior to an expected snow/ice event.
- Remove snow from NCDOT routes when required.
- Remove snow from Town owned parking lots.

### **FY 2015 ACCOMPLISHMENTS**

- One (1) events requiring brine operation.
- Three (3) events requiring salt/sand operation.

## **STORM DRAINAGE MAINTENANCE AND REPAIR**

The Street Division is responsible for ensuring that all storm sewer systems and drainage ways are properly cleaned, maintained, and repaired. Maintenance is performed to reduce flooding and to extend the life of street pavement by reducing sub-grade damage. Routine maintenance is also provided to drainage ditches and swales that the Town maintains to reduce erosion and standing water problems.

### **PROGRAM GOALS & OBJECTIVES**

- Clean or ensure cleanliness of all major storm sewer and drainage systems at least once per year.
- Prevent water from flooding streets or property by repairing damaged systems, and opening blocked or partially blocked drainage systems.
  
- Ensure the safety of children and the public at large by reducing or eliminating public access to storm sewer systems.
- Camera 10% of system annually.

### **FY 2015 ACCOMPLISHMENTS**

- Cleaned 71 problem storm drains.
- Cleaned 2,564' of drainage.
- Camera 2.2 miles of storm drain.

## **UNPAVED ROAD MAINTENANCE**

The Town provides maintenance to all of its dedicated unpaved streets. The following maintenance is provided: vertical realignment grading; surface grading; side ditch maintenance; adding stone aggregate surface dressing as required; removal of refuse and debris; and the removal of dead animals when necessary.

### **PROGRAM GOALS & OBJECTIVES**

- Maintain all unpaved streets for safe use by the public.
- Grade and surface dress all unpaved streets on a monthly cycle.
- Add stone aggregate base to all unpaved streets as needed.

### **FY 2015 ACCOMPLISHMENTS**

- Graded roads on a monthly basis. Total of 2,901 linear feet were graded.
- Added approximately 2 tons of aggregate to unpaved roads.

## ENVIRONMENTAL SERVICES DIVISION SUMMARY

The Environmental Services division provides assistance with the distribution of rollout carts for the collection and disposal of residential refuse and recyclables. The Town contracts with a private firm to provide garbage and recycling service. The Town provides yard waste service.

### PURPOSE STATEMENT

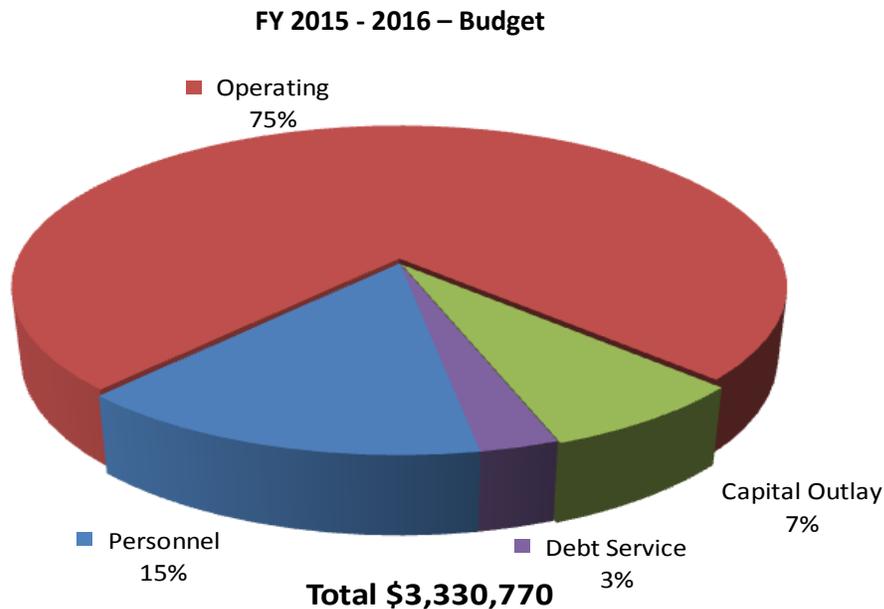
Ensure the provision of industry leading waste collection, recycling and disposal services.

### DEPARTMENT SUMMARY

Environmental Services	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 378,184	\$ 453,805	\$ 384,927	\$ 485,030	\$ 490,675
Operating	2,321,930	2,344,255	2,433,325	2,524,970	2,498,180
Capital Outlay	-	172,000	171,801	456,000	248,500
Debt Service	103,050	141,190	141,190	141,190	93,415
<b>Total</b>	<b>\$ 2,803,164</b>	<b>\$ 3,111,250</b>	<b>\$ 3,131,243</b>	<b>\$ 3,607,190</b>	<b>\$ 3,330,770</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Increase in operating is attributed to growth in number of customers receiving solid waste collection and recyclables collection service
- ❖ Personnel increase is attributed to fully staffed division – vacancies occurred during FY 2015 resulting in decreased projected personnel costs



## AUTHORIZATION BY POSITION

Environmental Services Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Yard Waste Collection Supervisor	1	1	1	1	1
Yard Waste Equipment Operator	3	5	5	5	5
Yard Waste Collector	5	3	3	3	3
Total	9	9	9	9	9

Programs within Environmental Services Division:

- Assistance to Other Divisions
- Commercial Solid Waste Collection
- Well Monitoring at Old Landfill Site
- Recycling
- Residential Solid Waste Collection
- Residential Yard Waste Collection
- Leaf Collection

## ASSISTANCE TO OTHER DIVISIONS

From time to time, personnel from the Environmental Services Division will provide assistance to other divisions and departments of the Town. This assistance involves the operating of Division equipment for the department or division requesting assistance. The costs associated with providing this assistance are accounted for under this program and are not divided separately. It should be noted that the Environmental Services crews are now working mostly full-time picking up yard waste and leaves, leaving little time to assist other divisions.

## PROGRAM GOALS & OBJECTIVES

- Provide manpower assistance to other divisions and departments after completion of the yard waste collection route

## FY 2015 ACCOMPLISHMENTS

Divisions assisted:

- Street Division
- Parks and Recreation Division
- Electric Division
- Tree Trimming Division

## COMMERCIAL SOLID WASTE COLLECTION

The Town of Wake Forest does not collect solid waste with its own personnel. This service is performed under contract pursuant to a request for proposals and submission of competitive bids. Under this program our solid waste contractor, currently Waste Industries, collects and disposes of all commercial and institutional garbage, rubbish and other refuse within the corporate limits of the Town. Collections are made using dumpsters in the

downtown area and at certain other designated businesses as requested by customers. Dumpsters in the downtown area are placed strategically for common use by the district businesses. The contractor also collects corrugated cardboard separately from these customers through the use of separate dumpsters. A flat fee is charged to customers in the downtown business district. Other commercial customers are charged per a designated rate schedule and can have once or twice per week service dependent upon which options are elected. The Director of Public Works administers this program.

**PROGRAM GOALS & OBJECTIVES**

- Provide once or twice per week solid waste collection to all commercial and institutional customers

**FY 2015 ACCOMPLISHMENTS**

- Provided once or twice per week solid waste collection to 106 commercial and institutional customers
- Service has been provided with little or no customer complaints

**WELL MONITORING AT OLD LANDFILL SITE**

In accordance with the Dept. of Environment and Natural Resources (NCDENR) regulations, the Town is required to provide groundwater monitoring of the closed landfill site after closure.

**PROGRAM GOALS & OBJECTIVES**

- Perform required well monitoring twice per year as required by the state

**FY 2015 ACCOMPLISHMENTS**

- Well monitoring completed as required by NCDENR regulations

**RECYCLING**

The Town's solid waste contractor, Republic Waste Services, collects recyclable material placed at the curbside weekly from residential units designated by the Town within the corporate limits. Collection carts are provided to each resident by Town staff. Elderly and handicapped residents can have rear yard service, if requested. Collected materials include: newspapers with inserts; clear, green and brown glass containers; aluminum, bi-metallic and ferrous beverage cans; food cans; and High Density Poly Ethylene (HDPE) and PET type plastic containers. The Town has also placed comingled recycling dumpsters for use by businesses and residents in the Operations Center parking lot. The hauler charges a separate monthly fee for this service. The Director of Public Works administers this program.

**PROGRAM GOALS & OBJECTIVES**

- Provide weekly collection of recyclable material at the curbside for our residential customers
- Reclaim in excess of 2,400 tons of recyclable material

**FY 2015 ACCOMPLISHMENTS**

- Weekly collection of recyclable material at curbside for our residential customers has been provided to a total of 10,896 customers

- 2,814 tons of recyclable material reclaimed

## **RESIDENTIAL SOLID WASTE COLLECTION**

The Town of Wake Forest does not currently collect solid waste with its own personnel. This service is performed under a contract pursuant to a request for proposals and submission of competitive bids. Under this program our solid waste contractor, Republic Waste Services, collects and disposes of all garbage, trash, and bulky items from each residential unit designated by the Town within the corporate limits once per week. Collection for roll-out garbage service is once per week and for bulk as well. Elderly or handicapped customers may elect to have rear yard roll-out service if they so request. The contractor disposes of the waste at the Wake County transfer station, located off Durant Road. The Public Works Director administers this program.

### **PROGRAM GOALS & OBJECTIVES**

- Provide collection once per week curbside garbage and trash collection. Anticipate 8,000 tons of refuse collection
- Provide collection of large objects assuming disposal of 1,850 items

### **FY 2015 ACCOMPLISHMENTS**

- 8,554.25 tons collected
- Once per week curbside solid waste and bulk items has been provided. 3,120 bulk pickup stops were made

## **RESIDENTIAL YARD WASTE COLLECTION**

Three 25 cubic yard packers and two knuckle boom trucks are used to collect yard waste by Environmental Services Division staff. The Town provides once per week disposal of yard waste from all residential property. Tipping fees are also paid from this program.

### **PROGRAM GOALS & OBJECTIVES**

- Provide curbside collection for yard waste once per week. Anticipate disposal of 12,500 cubic yards of yard waste

### **FY 2015 ACCOMPLISHMENTS**

- Yard waste service provided once per week. Crews disposed 11,025 cubic yards of yard waste

## **LEAF COLLECTION**

Between October 1<sup>st</sup> and March 15th, the Town collects loose leaves which have been raked to the side of the road by residents. Collection is provided on a five route basis with a cycle period of approximately one week during the peak of leaf collection season. Collection is provided through the use of two self contained Leaf Vacuum Trucks and two pull behind self contained units, all units with 25 cubic yards capacity.

### **PROGRAM GOALS & OBJECTIVES**

- Remove roadside leaves on a five route-weekly cycle during peak leaf collection season
- Ensure the safety of motorists and pedestrians by removing on a one to two week cycle

### **FY 2015 ACCOMPLISHMENTS**

## PARKS, RECREATION AND CULTURAL RESOURCES DEPARTMENT SUMMARY

Staff provides for a system of Town parks and open space areas, along with the development of a variety of recreation activities and special events for all ages and interest levels. Facilities include one (1) swimming pool, four (4) community buildings, the renaissance centre, various school facilities, twelve (12) parks and greenways & trails.

### PURPOSE STATEMENT

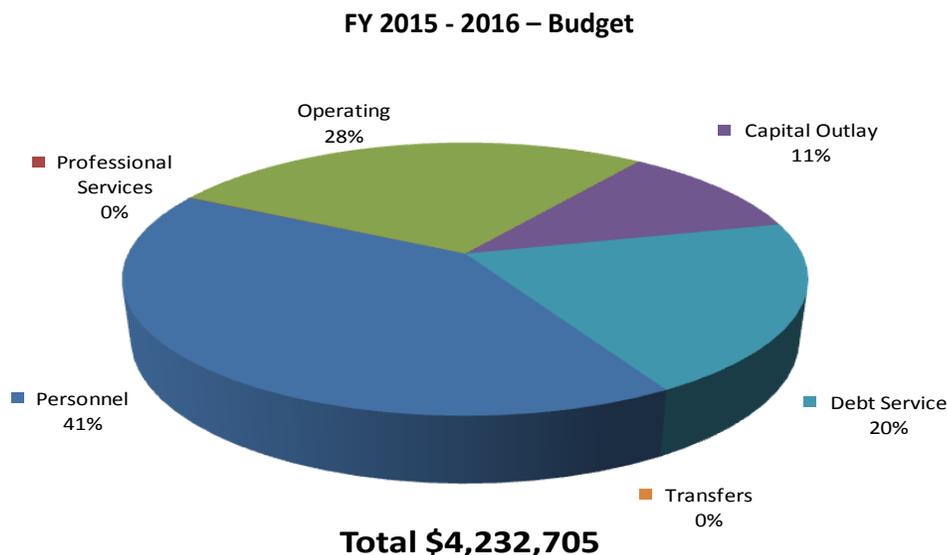
To enhance the lives of citizens by offering a comprehensive system of parks, greenways, facilities and open spaces, coupled with cultural and athletic programs that promote education, health and wellness.

### DEPARTMENT SUMMARY

Parks and Recreation	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 1,356,791	\$ 1,653,225	\$ 1,583,227	\$ 2,079,110	\$ 1,731,795
Professional Services	645	80,000	80,000	2,500	2,500
Operating	928,550	1,235,150	1,075,158	1,448,050	1,162,450
Capital Outlay	200,900	219,965	219,965	654,500	473,350
Debt Service	788,702	914,315	914,315	879,735	862,610
Transfers	15,000	-	-	-	-
<b>Total</b>	<b>\$ 3,290,588</b>	<b>\$ 4,102,655</b>	<b>\$ 3,872,665</b>	<b>\$ 5,063,895</b>	<b>\$ 4,232,705</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Full year salary and benefits for park maintenance specialists hired in FY 2014 – 2015
- ❖ Increased part time salaries due to additional programming being offered in FY 2015-2016



## AUTHORIZATION BY POSITION

Parks and Recreation Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2015
Parks & Recreation Director	1	1	1	1	1
Recreation Program Superintendent	-	2	2	2	2
Recreation Specialist	-	1	1	4	1
Arborist Technicians	-	-	-	1	-
Program Coordinator (Urban Forestry)	4	1	1	1	1
Center Manager	-	1	1	1	1
Center Specialist	-	1	1	2	1
Office Assistant	1	1	1	1	1
Parks Maintenance Superintendent	1	1	1	1	1
Parks Maintenance Crew Supervisor	1	1	1	1	1
Parks Maintenance Specialist	7	7	9	9	9
Total	15	17	19	24	19

Programs within Parks and Recreation:

- Administration
- Cultural Arts and Events
- Aquatics
- Athletics
- Urban Forestry
- Park Maintenance
- Recreation Programs

## ADMINISTRATION

The Parks and Recreation Director manages the operation of the department. Recreation Program Staff are responsible for program development, urban forestry, the renaissance centre, athletics and aquatics. The Department is also responsible for the maintenance of parks, greenways and trails. Other program responsibilities include budget preparation and monitoring, preparation of the department's Capital Improvements Plan, preparation of grant applications, purchasing, work planning, and supervision of all employees. The Director and staff serves as support for the Recreation Advisory Board, Greenway Advisory Board, Urban Forestry Advisory Board, Public Arts Commission, Wake Forest Arts, and Youth Advisory Board.

## PROGRAM GOALS & OBJECTIVES

- Start implementation of the Master Plan
- Start Preliminary Process for National Accreditation
- Conduct site visits for Joyner Park Phase II
- Install Sprayground at Taylor Street Park
- Host Partnership and Citizens Master Plan Update Meetings
- Conduct System Wide Assessment of Fees

## **FY 2015 ACCOMPLISHMENTS**

- Updated Master Plan
- Phased in new name
- Implemented rebranding
- Staff attending the NRPA Conference in Charlotte
- Reassessed and restructure programs division
- Apply for PARTF grant for Spraygrounds (Funds obtained through CBGD) Planning Dept.)
- Expanded operating hours at facilities (Flaherty Open at 8am on Tues. Wed. & Fri.)
- Recruited, hired new Recreation Program Superintendent and Urban Forestry Coordinator
- Implemented paperless registration process
- Monitored renovations and recommend new facilities as needed
- Utilized training opportunities to enhance program and professional development
- Increased programs and rental evaluations process
- Oversee land acquisition
- Continue to research grant opportunities, and prepare applications when possible

## **CULTURAL ARTS & EVENTS**

The department will work in cooperation with the United Arts of Wake County of Raleigh and local arts groups in Wake Forest to offer a balanced cultural arts program. The contribution to United Arts again this year is reflected in this program.

## **PROGRAM GOALS & OBJECTIVES**

- Continue to work closely with Wake Forest Arts to host Six Sunday's Concerts
- Host Lunch Time Concerts at Miller & Joyner Park
- Continue relationships with United Arts of Raleigh and Wake County to offer cultural arts programs Town wide
- Expand weekend & evenings cultural arts offerings
- Continue to research opportunities to offer new/additional programs in the arts
- Expanded offerings at E. Carroll Joyner park amphitheater and performance garden

## **FY 2015 ACCOMPLISHMENTS**

- Continued to work closely with Wake Forest Arts to host Six Sunday's Concerts
- Continued relationships with United Arts of Raleigh and Wake County to offer cultural arts programs Town wide
- Expanded weekend & evenings cultural arts offerings
- Continued to research opportunities to offer new/additional programs in the arts
- Offered lunch time concerts in the Pecan Grove at Joyner Park
- Expanded offerings at E. Carroll Joyner park amphitheater and performance garden

**Renaissance Centre:** The Wake Forest Renaissance Centre is a multi-purpose facility providing visual and performing arts programming for people of all ages, while also serving as a popular venue for a variety of community events. Located in the heart of Wake Forest's Renaissance District, the Renaissance Centre endeavors to contribute to the revitalization of downtown, connect and engage our community through inspiring arts experiences, and contribute to the economic growth and quality of life in our region. Through exhibitions, workshops, community theatre, classes, concerts and related events, the Renaissance Centre will offer a variety of programming to achieve these goals. It will also provide an inclusive environment that enriches the lives of members of the community, while also encouraging and facilitating a flourishing arts community across cultures, generations and disciplines.

## **PROGRAM GOALS & OBJECTIVES**

- Host Friday Night Outdoor Concerts
- Expand educational programming in response to community requests
- Expand additional levels to current popular programs
- Begin development plans for the Wake Forest Performing Arts Center
- Plan and execute donor and sponsorship appreciation event for November – “Imagine the Possibilities”

## **FY 2015 ACCOMPLISHMENTS**

- Developed cash handling system for Box Office and Concessions
- Partnered with Raleigh Symphony Orchestra for a Chamber Music series
- Hosted a Storytellers Festival
- Established a working office at the Renaissance Centre
- Developed educational program opportunities at the Centre
- Developed cultural program curriculum
- Opened Annex

**Aquatics:** The department operates one (1) swimming pool for public use during the summer months. Activities offered include recreational swimming, parent-toddler swim time, swim lessons, and group parties. The pool is located at Holding Park.

## **PROGRAMS GOALS & OBJECTIVES**

- Implement “doggy pool day” at the conclusion of the pool season
- Outsource pool staff/maintenance
- Explore addition of SCUBA and kayak classes at HPP during the off-season
- Open Memorial Day weekend, operate daily through mid-August.
- Provide open swim, lap swim, parent-toddler swim time.
- Provide lessons to 400 participants.
- Recruit/maintain quality staff to provide appropriate supervision of patrons and facility.
- Continue minor facility improvements (landscaping, equipment upgrades)

## **FY2015 ACCOMPLISHMENTS**

- Swim lessons taught to 411 (116 classes)
- Total attendance 2014: 17, 207
- Passed all inspections by Wake County Environmental Services staff
- Continued in-service staff training.

**ATHLETICS Baseball/Softball:** The department provides youth baseball and softball programs for boys and girls ages 6 - 17, along with softball leagues for adults. Youth seasons run from April to October, with adults playing Spring, Summer and Fall seasons.

## **PROGRAM GOALS & OBJECTIVES**

- Add Pitch/Hit/Run Program
- Implement sponsorship program for fall baseball/softball
- Recommend purchases of equipment, materials and uniforms
- Maintain relationship with School system for facility usage.
- Administer contractual maintenance agreements between WFPRD and WCPSS

- Recover 60% of direct costs for youth athletics.
- Continue background checks and training for volunteer coaches

#### **FY2015 ACCOMPLISHMENTS**

- Continued Dream League baseball program for special needs participants
- Total participation 2014: 1,722 (1,148 Spring/Summer, 574 Fall)
- Procured donation of equipment from Dick's Sporting Goods (retail value over \$10,000)
- Revised Team Sponsor program
- Coordinated fence replacement at R.H. Forrest Field
- Coordinated installation of MUSCO lighting system at R.H. Forrest Field
- Replaced batting cage frames at Flaherty Park, installation of new batting cage at Heritage High Park

**Basketball:** The department provides leagues for both adults and youth. The adult leagues consist of an open men's league playing from January to March. The youth league consists of teams in seven (7) different age groupings for boys and girls, ages seven (7) to seventeen (17).

#### **PROGRAM GOALS & OBJECTIVES**

- Send additional girl teams to SWAC tournament
- Add 18-year olds to youth basketball; alter age groups to 15/16 and 17/18
- Implement sponsorship program
- Recommend purchases of equipment, materials, and uniforms.
- Recover 60% of direct cost of youth athletics.
- Maintain relationship with School system for facility usage.
- Continue background checks and training for volunteer coaches

#### **FY2015 ACCOMPLISHMENTS**

- Entered 9 teams in NCRPA Statewide Athletics Committee State Championship Tournaments.
- Total participation: 812 (80 teams)
- Presented coaches appreciation gifts
- Continued Coach Training for youth league coaches.
- Successfully coordinated league schedules with surrounding communities to offer expanded leagues.
- Continued relationship with Franklin Academy High School and WCPSS facility use.

**Volleyball (Youth):** The youth league consists of teams in three (3) different age groupings for girls, ages nine (9) to sixteen (16).

#### **PROGRAM OBJECTIVES**

- Maintain current level of participation
- Continue partnership with Triangle Volleyball Association
- Recommend purchases of equipment, materials, and uniforms.
- Recover 60% of direct cost of youth athletics.
- Maintain relationship with Franklin Academy High for facility usage.
- Continue background checks and training for volunteer coaches.

#### **FY2015 ACCOMPLISHMENTS**

- Successfully partnered with the Triangle Volleyball Association for coach training, team management and officiating.

- Continued relationship with Franklin Academy High School for use of facility.
- Total participation: 218 (26 teams) – 68% increase in the number of participants from the inaugural season (2013).

**Adult Athletics:** The department provides athletic leagues for adults throughout the year. The adult leagues consist of 5 different adult softball leagues that are played from March to November, along with Adult Flag Football, Adult Kickball and Adult Pickleball leagues.

#### **PROGRAM GOALS AND OBJECTIVES**

- Continue to research and expand athletic program offerings for adults
- Recover 100 % of direct costs for adult athletics
- Begin sanctioned pickleball league
- Install lights for pickleball court at WFMS (CIP)
- Add Sunday-only adult softball league, individual registration only
- Recommend purchases of equipment, materials, and uniforms.
- Recover 100% of direct costs for adult athletics, 60% of direct cost of youth athletics.
- Maintain relationship with WCPSS for facility usage

#### **FY2015 ACCOMPLISHMENTS**

- Continued to research and expand athletic program offerings for adults
- Created an Adult Kickball League - Teams: 6
- Created an Adult Pickleball League - Registrants: 40 - season started (Feb. 2015)
- Continued partnership with Centerpointe Sports for Adult Flag Football League Teams: 7

#### **ATHLETICS DIVISION ADDITIONAL PROGRAM GOALS & OBJECTIVES**

- Start third phase of asphalt resurfacing program
- Start second phase of fence replacement program
- Re-activate NYSCA coach training program (Recreation Specialist)
- Complete transition to League Pilot for youth athletic league registration
- Explore staff involvement in Special Olympics
- Begin end-of-season surveys for all youth leagues (within 2 weeks of season conclusion)
- Recover online registration fee expense
- Develop/begin internship program for students in Recreation majors (summers, beginning May 2016).

#### **FY 2015 ATHLETICS DIVISION ADDITIONAL ACCOMPLISHMENTS**

- Added Recreation Specialist (Athletics) position. Recreation Specialist joined the Athletics Division in January 2014.
- Continued youth soccer clinic (29 participants).
- Continued youth baseball clinic (61 participants) and youth softball clinic (38 participants).
- Coordinated field use with local schools (Heritage High, Heritage Middle, Wake Forest-Rolesville High, Franklin Academy High) for spring sports – prepared fields for 102 games scheduled.
- Continued youth track and field program/partnership.
- Continued partnership for adult flag football program.

#### **URBAN FORESTRY**

Administered by the Urban Forestry Coordinator and the Wake Forest Urban Forestry Board, the program oversees the planting, removal and maintenance of trees and other vegetation located on public property and rights-of-way.

The urban forestry program provides opportunities for public education and participation through classes, tours, events, and volunteering opportunities.

#### **PROGRAM GOALS & OBJECTIVES**

- Purchase tree management software and work order system.
- Purchase of data recorder or tablet.
- Remove dead trees and prune priority trees identified in inventory
- Develop planting plan for trees identified missing in inventory.
- Hire and train 1 full-time arborist technicians
- Purchase 40' bucket truck.
- Hire and train 2 interns to assist with tree inventory management.
- Expand Tree Line USA program.
- Work with Wake Forest Power to develop and implement tree-based energy conservation program for residents.
- Expand Tree Stewards program
- Appoint volunteer coordinator to serve as liaison to Urban Forestry Coordinator and Urban Forestry Board
- Coordinate volunteer projects, activities and participation.
- Explore feasibility of a bicycle tree inspection/maintenance corps.
- Develop proactive plan to preserve, maintain and replace pecan trees at Joyner Park.
- Budget for preservation/maintenance of existing pecan trees
- Develop memorial tree program to purchase larger nursery stock pecan trees.
- Recertify as ISA Certified Arborist.

#### **FY 2015 ACCOMPLISHMENTS**

- Hired New Urban Forestry Coordinator - started in October 2014
- Expanded and enhance the Arbor Day Celebration
- Increased training and utilization of volunteers through the Tree Stewards and volunteer tree nursery programs.
- Identified and remove hazardous trees from town property
- Replaced the Leyland cypresses in the Joyner Park Performance Garden with a more resilient and attractive species.
- Assisted the Electric Department in becoming a Tree Line USA.
- Continued to provide opportunities for public education and participation through classes, tours, events, and volunteering opportunities
- Coordinate with Public Facilities Department to correct the trees in cutouts in Town Hall Plaza.

#### **PARK MAINTENANCE**

The Park Maintenance division provides maintenance for twelve (12) parks, greenways/trails, one (1) swimming pool and various school facilities. Duties include ball field maintenance, landscaping, litter control, playground inspections, equipment repairs, mowing and building maintenance. Work is performed by nine (9) full-time employees and some seasonal employees.

#### **PROGRAM GOALS & OBJECTIVES**

- Purchase a leaf Vacuum System to assist with park clean up
- Create greenway maintenance program
- Assist with resurfacing of athletic courts
- Assist with the relighting of athletic fields

## **FY 2015 ACCOMPLISHMENTS**

- Completed phase 3 at Smith Creek Soccer Center (installation of irrigation system & sod)
- Laser graded athletic fields at HHS, Ailey Young, RF Middle & Forest Field)
- Conducted month inspections of parks and playgrounds using new software and submit with monthly reports
- Continued to research and enhance Turf Maintenance Program
- Continued to provide assistance with special events for the Town of Wake Forest and individual organizations
- Recruited and hired seasonal employees and provide training for staff development

## **RECREATION PROGRAMS**

The department offers a variety of programs for youth and adults. Activities take place at the Flaherty Park Community Center, the Cottage at Olde Mill Stream, Alston Massenburg Center, and Wake Forest Community House.

### **PROGRAM GOALS & OBJECTIVES**

- Continue calls from Santa program for children ages 3 – 7
- Continue to sponsor the Community Easter Egg Hunts for area children ages 12 and younger
- Host cultural arts programs in schools
- Continue to sponsor Halloween Spooktacular event for Wake Forest residents
- Assist in coordinating an Art Show with “Gilded Palette Gallery” for participants in adult Art Programs
- Hire full time staff to supervise the Flaherty Community Center and the Alston Massenburg Center
- Hire Special Needs Program Coordinator
- Increase hours of operation at Flaherty Park Community Center to 8 am – 10 pm
- Increase hours of operation at Alston-Massenburg Community Center to 10 am – 8 pm
- Hire additional instructors to offer additional program opportunities
- Expand Special Needs programming
- Offer online program evaluations
- Continue to solicit and obtain sponsorships from local business to promote special events
- Create Drop in Programs

## **FY 2015 ACCOMPLISHMENTS**

- Hosted Spooktacular Event – over 800 participants
- Hosted Santa Calls Events – over 120 participants
- Offered a variety of programs and classes for toddler, youth, adults, and senior citizens.
- Maintained level of program offerings
- Continued to offer departmental Special Events and One-Day Workshops
- Continued to increase program participation
- Increased program revenues
- Conducted annual instructors meeting for program review and evaluations
- Enhanced after-school offerings at the Alston Massenburg Center
- Continued to design and implement 3 departmental brochures to increase program development
- Offered more teen programs
- Offered more senior programs

- Continue to solicit and obtain sponsorships from local business to promote special events
- Create Drop in Programs

#### **FY 2015 ACCOMPLISHMENTS**

- Hosted Spooktacular Event – over 800 participants
- Hosted Santa Calls Events – over 120 participants
- Offered a variety of programs and classes for toddler, youth, adults, and senior citizens.
- Maintained level of program offerings
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- Continued to increase program participation
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- Conducted annual instructors meeting for program review and evaluations
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- Continued to design and implement 3 departmental brochures to increase program development
- Offered more teen programs
- Offered more senior programs

## **Town of Wake Forest**

### **DOWNTOWN MUNICIPAL SERVICE DISTRICT**

During the 1980's, an effort began to revitalize the downtown area of Wake Forest. The Town Board of Commissioners and the Wake Forest Chamber of Commerce spearheaded the effort by creating a Downtown Revitalization Corporation (DRC). Both organizations appointed members to the DRC. The Town provided funding and the Chamber provided administrative support. An Executive Director was employed for a three year period to lead the revitalization effort.

One of the major accomplishments of the DRC during this period was to develop a revitalization plan for the entire central business district as outlined in the Town's Zoning Ordinance. The plan was authored by a panel of planning experts from both the academic and business communities in North Carolina. The plan adopted in 1988 by the Town Board of Commissioners was titled the *Wake Forest Downtown Redevelopment Plan*.

The plan recommended the creation of a special tax district or municipal service district to provide funding for projects and services provided in the downtown area. The Town Board created the district in June of 1988 (Resolution 88-48) with at least 50% of the proceeds to be used to create off-street parking facilities. The tax rate was initially set at \$ 0.10 per \$100 of assessed value of all properties within the district. The rate can be adjusted annually but cannot exceed \$ 0.25. General obligation bonds were approved by the voters and sold in 1989 to construct a parking lot on the block bounded by South White and Brooks Streets and Wait and Jones Avenues. The revenue from the district was used to retire the debt on those bonds. The revenue over and beyond the debt service requirements is in fund balance and portions have been transferred to Capital Reserve for future capital projects in the Downtown area. During FY 2007-2008, the tax rate was set at \$ .17 per \$100 of assessed value and the 50% off-street parking stipulation was eliminated.

In September 2013, the DRC changed its official name to Wake Forest Downtown, Inc. (WFD, Inc.) to better reflect their mission and match the town branding. The Board of Directors, non-profit organization and plan of work remains the same, with the just the name change to reflect an update to the program.

WFD, Inc. continues to play a major role in the economic development and marketing of the municipal service district. Façade improvements, wayfinding signs, special projects, festivals and events, seminars and collaboration with downtown stakeholders all serve to make the Downtown district a viable destination to live, work and play. In addition, WFD, Inc. is recognized as a North Carolina Main Street City, as well as receiving recognition for the last few years as a National Main Street program through the National Trust for Historic Preservation.

The recommended tax rate for FY 2015-2016 is \$ .14 per \$100 of assessed value. It is recommended in the proposed budget to allocate \$15,000 towards continued façade improvements downtown, \$60,000 is allocated to offset a portion of the debt service for the White Street Streetscape, \$10,000 for sign replacement at the underpass, and \$27,725 for advertising downtown events.

**Fund 400: Downtown Municipal Service District (DSMD)**

	<b>2014 Actual June 30, 2014</b>	<b>2015 Amended Budget</b>	<b>2015 Actuals March 31, 2015</b>	<b>2015 Projected June 30, 2015</b>	<b>2016 Requested Budget</b>	<b>2016 Proposed Budget</b>
<b>Revenue</b>						
Ad Valorem Taxes	\$ 73,886	\$ 75,000	\$ 71,486	\$ 72,000	\$ 72,400	\$ 75,900
Investment Earnings	179	250	110	125	100	100
Other Financing Sources	-	14,750	-	-	-	36,725
<b>Revenue Total</b>	<b>\$ 74,066</b>	<b>\$ 90,000</b>	<b>\$ 71,596</b>	<b>\$ 72,125</b>	<b>\$ 72,500</b>	<b>\$ 112,725</b>
<b>Expenses</b>						
Transfers In (Out)	62,081	90,000	-	70,000	72,500	112,725
<b>Expenses Total</b>	<b>\$ 62,081</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 72,500</b>	<b>\$ 112,725</b>
<b>Fund Total: Downtown Municipal Service District</b>	<b>\$ 11,985</b>	<b>\$ -</b>	<b>\$ 71,596</b>	<b>\$ 2,125</b>	<b>\$ -</b>	<b>\$ -</b>

## **Town of Wake Forest**

### **WAKE FOREST RENAISSANCE CENTRE**

The Wake Forest Renaissance Centre is a multi-purpose facility providing visual and performing arts programming for people of all ages, while also serving as a popular venue for a variety of community events.

Located in the heart of Wake Forest's Renaissance District, the Renaissance Centre endeavors to contribute to the revitalization of downtown, connect and engage our community through inspiring arts experiences, and contribute to the economic growth and quality of life in our region.

Through exhibitions, workshops, community theatre, classes, concerts and related events, the Renaissance Centre will offer a variety of programming to achieve these goals. It will also provide an inclusive environment that enriches the lives of members of the community, while also encouraging and facilitating a flourishing arts community across cultures, generations and disciplines.

Special Revenue funds are used to account for resources set aside for specific purposes. At the onset of the, a Special Revenue fund was authorized to track sponsorships, event revenues and relative expenditures. Effective with the June 30 financial statements, the year-end fund balance will be consolidated with the General Fund Balance.

Personnel costs and relative expenditures for staff are accounted for in the Parks, Recreation and Cultural Resources Department, while any improvements or building related costs are accounted for in the Public Facilities Department.

The recommended budget FY 2015-2016 is \$210,000. Revenues consist of facility rentals for the Centre, sponsorships anticipated from a Partner Circle program to be launched, concessions and program revenues from the variety of events planned.

Expenditures consist of marketing and promotions, purchase for resale – concessions supplies for programs and classes and fees associated with events, concerts, theater performances, performers, comedy nights and other venues.

## Fund 425: Wake Forest Renaissance Centre Special Revenue Fund

	2014 Actual June 30, 2014	2015 Amended Budget	2015 Actuals March 31, 2015	2015 Projected June 30, 2015	2016 Requested Budget	2016 Proposed Budget
<b>Revenue</b>						
Sales and services	\$ 51,697	\$ 145,000	\$ 44,686	\$ 64,243	\$ 81,000	\$ 114,500
Other Revenue	17,050	55,000	55,642	68,805	71,000	95,500
Other Financing Sources	15,000	-	-	-	-	-
<b>Revenue Total</b>	<b>\$ 83,747</b>	<b>\$ 200,000</b>	<b>\$ 100,329</b>	<b>\$ 133,048</b>	<b>\$ 152,000</b>	<b>\$ 210,000</b>
<b>Expenses</b>						
Professional Services	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	83,547	200,000	87,545	123,302	295,650	210,000
<b>Expenses Total</b>	<b>\$ 83,577</b>	<b>\$ 200,000</b>	<b>\$ 87,545</b>	<b>\$ 123,302</b>	<b>\$ 295,650</b>	<b>\$ 210,000</b>
<b>Fund Total: Wake Forest Renaissance Centre</b>	<b>\$ 170</b>	<b>\$ -</b>	<b>\$ 12,784</b>	<b>\$ 9,746</b>	<b>\$ (143,650)</b>	<b>\$ -</b>

**Fund 360: Wake Forest Power**

	<b>2014 Actual June 30, 2014</b>	<b>2015 Amended Budget</b>	<b>2015 Actuals March 31, 2015</b>	<b>2015 Projected June 30, 2015</b>	<b>2016 Requested Budget</b>	<b>2016 Proposed Budget</b>
<b>360 Wake Forest Power</b>						
<b>Revenue</b>						
Charges for Services	\$ 17,459,002	\$ 18,665,665	\$ 13,812,246	\$ 18,429,380	\$ 18,851,350	\$ 19,241,355
Sales Tax - Utility	527,268	1,296,495	1,005,788	1,316,913	1,310,180	1,320,855
Other Revenue	171,353	140,000	94,932	170,991	100,000	138,500
Investment Earnings	2,085	2,500	1,668	2,224	2,500	2,500
Other Financing Sources	-	200,500	-	-	-	258,000
<b>Revenue Total</b>	<b>\$ 18,159,709</b>	<b>\$ 20,305,160</b>	<b>\$ 14,914,634</b>	<b>\$ 19,919,508</b>	<b>\$ 20,264,030</b>	<b>\$ 20,961,210</b>
<b>Expenses</b>						
Personal Service	\$ 2,612,222	\$ 2,469,155	\$ 1,832,791	\$ 2,447,294	\$ 2,540,525	\$ 2,817,010
Professional Services	10,545	134,500	30,148	51,535	72,500	72,500
Operating	14,349,600	15,856,070	10,698,047	15,614,486	16,746,060	16,148,735
Contributions	5,000	5,000	3,750	5,000	5,000	5,000
Capital Outlay	-	1,307,675	319,233	1,033,683	1,908,900	1,383,900
Debt Service	60,629	532,760	517,988	532,573	534,065	534,065
Transfers In (Out)	1,116,230	-	-	130,000	-	-
<b>Expenses Total</b>	<b>\$ 18,154,227</b>	<b>\$ 20,305,160</b>	<b>\$ 13,401,958</b>	<b>\$ 19,814,571</b>	<b>\$ 21,807,050</b>	<b>\$ 20,961,210</b>
Revenue Total	\$ 18,159,709	\$ 20,305,160	\$ 14,914,634	\$ 19,919,508	\$ 20,264,030	\$ 20,961,210
Expense Total	\$ 18,154,227	\$ 20,305,160	\$ 13,401,958	\$ 19,814,571	\$ 21,807,050	\$ 20,961,210
<b>Fund 360 - Net Total</b>	<b>\$ 5,482</b>	<b>\$ -</b>	<b>\$ 1,512,677</b>	<b>\$ 104,937</b>	<b>\$ (1,543,020)</b>	<b>\$ -</b>

## Wake Forest Power Budget Summary by Department

	2014 Actual June 30, 2014	2015 Amended Budget	2015 Actuals March 31, 2015	2015 Projected June 30, 2015	2016 Requested Budget	2016 Proposed Budget
360 Wake Forest Power						
<b>Revenue</b>						
000 Non-Departmental	\$ 18,159,709	\$ 20,305,160	\$ 14,914,634	\$ 19,919,508	\$ 20,264,030	\$ 20,961,210
<b>Revenue Total</b>	18,159,709	20,305,160	14,914,634	19,919,508	20,264,030	20,961,210
<b>Expenses</b>						
850 Electric - Operations	17,933,346	19,995,905	13,232,706	19,530,700	21,553,140	20,706,895
860 Electric - Tree Trimming	220,880	309,255	169,252	283,871	253,910	254,315
<b>Expenses Total</b>	18,154,227	20,305,160	13,401,958	19,814,571	21,807,050	20,961,210
<b>Fund Total: Wake Forest Pow</b>	<b>\$ 5,482</b>	<b>\$ -</b>	<b>\$ 1,512,677</b>	<b>\$ 104,937</b>	<b>\$ (1,543,020)</b>	<b>\$ -</b>

## ELECTRIC - OPERATIONS SUMMARY

The Electric Division, also known as Wake Forest Power provides construction, operation and maintenance to the Town's electrical distribution system, substation and other equipment.

### PURPOSE STATEMENT

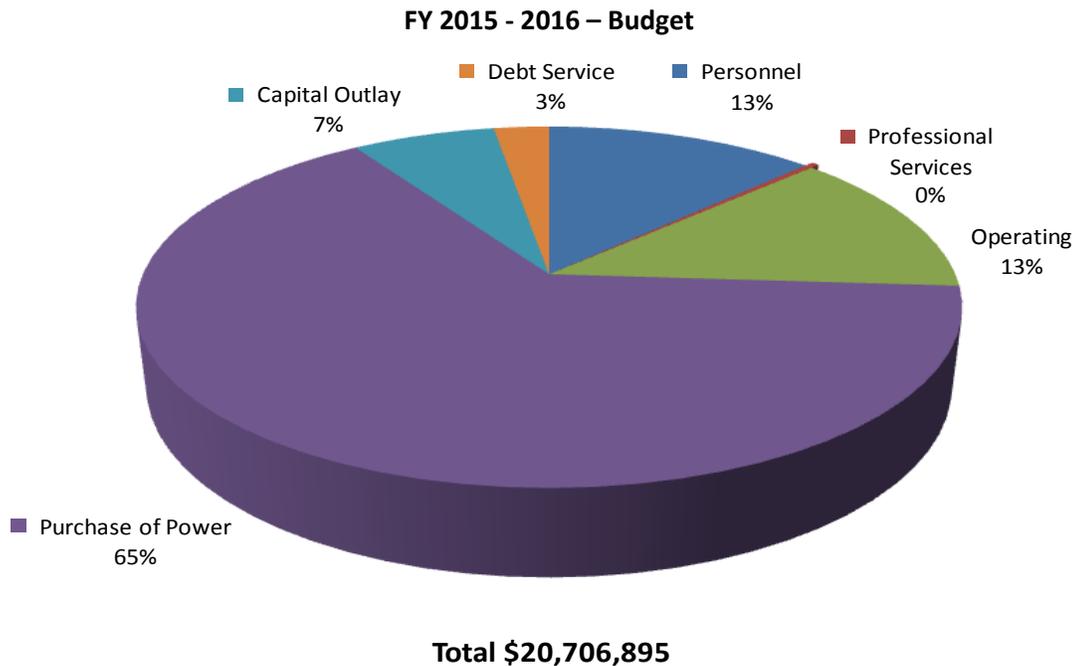
Deliver consistent and reliable electric service in a timely and cost effective manner.

### DEPARTMENT SUMMARY

Electric	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2016 Proposed
Personnel	\$ 2,426,104	\$ 2,270,150	\$ 2,262,036	\$ 2,340,155	\$ 2,610,815
Professional Services	10,545	134,500	97,000	72,500	72,500
Operating	1,090,229	2,037,940	2,506,525	2,856,635	2,709,485
Purchase of Power	13,229,609	13,773,380	13,133,461	13,840,885	13,396,130
Capital Outlay	-	1,247,175	1,277,910	1,908,900	1,383,900
Debt Service	60,629	532,760	532,573	534,065	534,065
Transfers	1,116,230	-	130,000	-	-
<b>Total</b>	<b>\$ 17,933,346</b>	<b>\$ 19,995,905</b>	<b>\$ 19,939,505</b>	<b>\$ 21,553,140</b>	<b>\$ 20,706,895</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Personnel expense increase attributed to adjustment in allocated personnel costs
- ❖ Funds for comprehensive electric rate study included in professional services (SP)



**AUTHORIZATION BY POSITION**

Electric Positions	Actual	Actual	Actual	Requested	Proposed
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Power-line Crew Supervisor	5	5	5	5	5
Senior Power-line Technician	5	5	3	4	3
Power-line Technician	6	6	3	7	3
System Meter Supervisor	1	1	1	1	1
Senior Electric Meter Technician	-	-	1	1	1
Electric Meter Technician	1	1	1	1	1
Electric Groundman**	1	1	5	-	5
Energy and Line Location Specialist	-	-	-	1	1
<b>Total</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>20</b>

Programs within Electric Operations:

- Contracted Services
- Street Lighting
- Load Management
- Underground Electric Lines Locating
- New Line Construction
- Maintenance and Line Repair
- Small Service Work
- CT Metering

**CONTRACTED SERVICES**

Wake Forest Power contracts with an outside party to perform certain services including: substation equipment testing and maintenance; and truck electrical safety testing.

**PROGRAM GOALS & OBJECTIVES**

- Provide the Electric Division with contractual support for continued operation, upgrade and expansion of the Town's electric distribution system.
- Truck Safety Testing: provide safety to electrical personnel by testing equipment which could come into contact with electric lines for structural integrity and electrical insulation.
- Substation Maintenance: maintain substation reliability by inspection, testing, and calibration of all related equipment.

**FY 2015 ACCOMPLISHMENTS**

- Substation Maintenance: Checked voltage regulators for proper operation and calibration and tested battery chargers that operate breakers (removed from service October 2014).
- Truck Safety Testing: Eight (8) trucks for dielectric and structural integrity.
- Twelve (12) regulators inspected and tested. (removed from service October 2014)

## **STREET LIGHTING**

The cost of maintaining a street lighting system within the corporate limits of the Town is the responsibility of the Electric Division. Most of the system is energized by Town power, but a small portion is served by Duke Energy Progress and Wake EMC. Major thoroughfares are illuminated by 250 watt high pressure sodium or 108 watt LED luminaries. Other areas are illuminated by 100/150 watt high pressure sodium luminaries. The Electric Division extends lighting service to new developed service areas/commercial parking lots and provides routine maintenance to the lighting system, such as changing bulbs and cleaning luminaries. Lights are changed usually by customer call-ins which are taken by phone, either by Public Works Administrative Specialist and/or at Town Hall. However, due to the importance of street lighting, bi-monthly night time inspections are being performed to try to repair any and all lights in need of repair.

### **PROGRAM GOALS & OBJECTIVES**

- Maintain a lighting system with luminaries located no more than 150 feet apart. Upgrade as necessary.
- Repair lights within 24 hours of issuance of a work order.
- Install street/parking lot lights in new service areas when development warrants.
- Six night checks for inoperative lights will be performed.
- Approximately 40 new street/parking lot lights will be installed.

### **FY 2015 ACCOMPLISHMENTS**

- Repaired “reported” lights within 24 hours.
- Maintained lighting system for public safety.
- Twelve (12) night checks performed on lights.
- Installed 155 new lights.

## **LOAD MANAGEMENT**

This program consists of installing load management switches on residential water heaters and central air conditioning units. A program is ongoing for commercial customers, and such equipment has been installed on some municipal facilities. An Electric System Meter Supervisor, a Senior Electric Meter Technician and an Electric Meter Technician I are being utilized in this program. They oversee all load management switches, ct metering, check meters and investigate high bill complaints. Operating costs associated with this program include rebates (credits) and load management switches. It is possible that some generators may be purchased for demand management

### **PROGRAM GOALS & OBJECTIVES**

- Promote the installation of load management switches on residential facilities.
- Install at least 10 residential load management switches in the coming fiscal year.
- Install switches on all new residences as requested.
- Continue Commercial Load Management Program.

## **FY 2015 ACCOMPLISHMENTS**

- Installed two (2) load management switches on new residential as requested by current customers.
- Contact for every new commercial account has been made regarding load management possibilities.

## **UNDERGROUND UTILITY LINE LOCATING**

In accordance with the NC General Statute requiring that all public utilities be notified prior to anyone commencing an excavation so that affected utilities have the opportunity to locate and mark their lines, the Public Works Administrative Specialist assures all locates required in house are called in and are given a work order for documentation and locates are the responsibility of our Electric Meter Division. The Town is a member of NC One Call.

### **PROGRAM GOALS & OBJECTIVES**

- Locate lines in accordance with the provisions of NC General Statutes.
- Prevent other utilities from cutting the Town's underground electric lines.
- Perform all locations within the required time.
- More than 2,800 locates are anticipated in FY2014/15.

## **FY 2015 ACCOMPLISHMENTS**

- All line locates performed in accordance with the provisions of North Carolina General Statutes.
- 4,042 locates performed in Electric Meter Division.

## **NEW LINE CONSTRUCTION**

The division extends electric line service to new areas. This includes underground service to new subdivisions and overhead service along major easements or roads to reach new subdivisions or commercial enterprises. Included in this program are: trenching underground conduit for cable; setting poles and installing overhead wire; setting pad mounted and pole mounted transformers; and pulling in underground and overhead primary and/or secondary services.

### **PROGRAM GOALS & OBJECTIVES**

- Provide electric service to customers in new residential areas.
- Provide electric service to new commercial and industrial customers.
- Increase the size of the Town's electrical distribution system by adding new areas to the system.
- Install 20,000+ feet of primary cable.
- Install 5+ transformers.
- Install 20,000+ feet of secondary cable.
- Add 50+ customers to Town electric system.

## **FY 2015 ACCOMPLISHMENTS**

- Installed approximately 17,866' of 1/0 & 750 23kv primary cable.
- Installed 31 overhead/underground transformers.
- Installed approximately 16,686' of secondary cable.
- Added approximately 307 customers to Town Electrical system.

## **MAINTENANCE AND LINE REPAIR**

This program includes the maintenance of all existing electrical infrastructure including; underground cable; overhead cable and poles; transformers; and other miscellaneous infrastructure. During regular hours of operation, the Public Works Administrative Specialist handles the majority of Electric outage calls.

### **PROGRAM GOALS & OBJECTIVES**

- Minimize power outages by ensuring that infrastructure is correctly maintained.
- Restore service to customers as soon as possible after a power outage is reported.
- Inspect 10% of Town's underground facilities.
- Inspect 10% of Overhead facilities.
- Inspect 10% of Town's electrical poles for damage or decay.
- Maintain maintenance and inspection program for underground/overhead infrastructure per OSHA requirements.
- Oversee distribution mapping project.

### **FY 2015 ACCOMPLISHMENTS**

- Inspected 10% of underground system to date.
- Inspected 10% of overhead system to date.
- Inspected 5% of poles for damage or decay.
- Unscheduled outages reduced.
- Monthly updates made to mapping system.

## **SMALL SERVICE WORK**

Two (or 3) person crew (Powerline Crew Supervisor and a Power-line Technician I or III and a Groundman) handles routine work such as: repair of street lights and security lights; installation of street lights and security lights where a new pole is not required; installing and removing temporary service boards; energizing primary and secondary underground lines; trouble shooting quality of service complaints; responding first to outages during work hours; building overhead secondary services where no pole is required; and assisting other crews when possible, and installs underground services.

### **PROGRAM GOALS & OBJECTIVES**

- Install or repair street lights and security lights where no new pole is required.
- Install and remove temporary meter boards.
- Energize primary and secondary underground lines.
- Construct overhead secondary services where no new pole is required.
- Install underground secondary services.
- First respondent to outages/failures during work hours.
- Repair at least 250 street/security lights.

### **FY 2015 ACCOMPLISHMENTS**

- Installed and removed temporary meter boards.
- Performed overhead and underground electric facilities inspections as needed during trouble calls.
- First responder on all regular hour trouble calls.

- Repaired 630 street/security lights.
- Installed 35 underground services.

## **CT METERING**

Instrument metering for three phase and single phase large services is the responsibility of the Electric System Meter Supervisor.

### **PROGRAM GOALS & OBJECTIVES**

- Program meters and install metering equipment for three phase installations.
- Read meters and generate the monthly bills on commercial accounts with coincident peak rate. (Electricities)
- Audit at least 5 high bill complaints and voltage problems.
- Inspect 12 three phase meter installations.
- Install at least three (3) new three phase meters.

### **FY 2015 ACCOMPLISHMENTS**

- Monitored 14 high bill complaints.
- Installed 6 new commercial meters.
- Read meters and generated bills on 27 coincident peak rate customers (monthly). (Electricities)

## TREE TRIMMING DIVISION SUMMARY

The Tree Trimming division provides tree trimming line clearance and maintenance for Wake Forest Power. Trimming is also performed for Planning Department, Street Division, Urban Forestry and Parks and Recreation.

### PURPOSE STATEMENT

Preserve existing tree and vegetative cover to protect the health safety and welfare of the public by preserving the visual and aesthetic qualities.

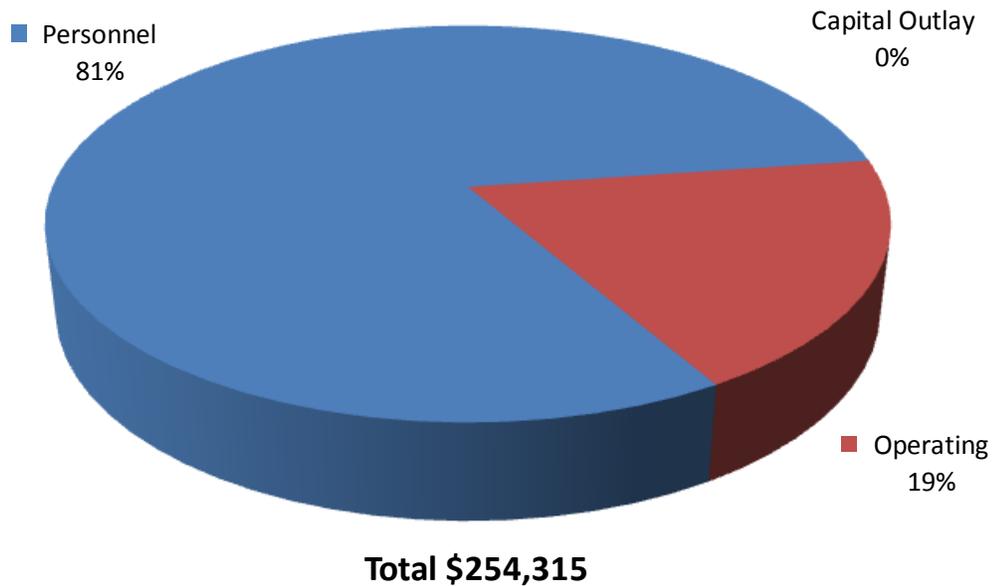
### DEPARTMENT SUMMARY

Tree Trimming	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Requested	FY 2015 Proposed
Personnel	\$ 186,118	\$ 199,005	\$ 185,316	\$ 200,370	\$ 206,195
Operating	34,762	49,750	46,397	53,540	48,120
Capital Outlay	-	60,500	55,808	-	-
<b>Total</b>	<b>\$ 220,880</b>	<b>\$ 309,255</b>	<b>\$ 287,521</b>	<b>\$ 253,910</b>	<b>\$ 254,315</b>

### SIGNIFICANT BUDGET CHANGES

- ❖ Total budget less than FY 2015 due to no capital outlay being requested in FY 2016

**FY 2015 - 2016 – Budget**



## AUTHORIZATION BY POSITION

Tree Trimming Positions	Actual	Actual	Actual	Requested	Recommend
	FY 2013	FY 2014	FY 2015	FY 2016	Proposed
Tree Trimming Supervisor	1	1	1	1	1
Tree Trimming Technician II	1	1	1	1	1
Tree Trimming Technician	1	1	1	1	1
Total	3	3	3	3	3

Programs within Tree Trimming:

- Line Clearance
- Assistance to Other Divisions

### LINE CLEARANCE

The Public Works Director oversees the operation of the Tree Trimming crew and assures that proper tools and equipment are ordered for the crew.

### PROGRAM GOALS & OBJECTIVES

- Maintain proper clearances on all Overhead Distribution lines
- Perform proper maintenance on all right-of-ways

### FY 2015 ACCOMPLISHMENTS

- Performed clearing operations on all main circuits
- Performed clearing operations on tap lines as needed
- Cut/mow all right-of-ways as needed

### ASSISTANCE TO OTHER DIVISIONS

From time to time, the Division will provide assistance to other Divisions and Departments of the Town. This assistance involves trimming and/or removal of trees from Town right of ways outside of Electric right of ways and on Town owned property.

### PROGRAM GOALS & OBJECTIVES

- Assist Planning/Urban Forestry Divisions as needed
- Assist Street Division as needed
- Assist Environmental Services Division as needed

### FY 2015 ACCOMPLISHMENTS

- Assisted Planning/Urban Forestry with trimming and removal (23 trimmed/56 removed)
- Assisted Street Division with tree removal and stump grinding (11)
- Assisted Environmental Services Division with chipping large limbs and Christmas tree program (438)

## CAPITAL OUTLAY SUMMARY

**Fiscal Year 2015-2016**

The following capital expenditures are included in the budget.

Department/Division	CIP #	Description	P/T	Amount
<b>General Fund:</b>				
Finance	GG-2	Software Upgrades and Enhancements	M3	\$ 28,000
	n/a	New World System Training	n/a	20,000
Management Information Systems	M-1	Network Infrastructure Upgrade	H2	150,000
	M-2	Disk-Tape Library Data Storage	H4	35,000
	M-3	MS Exchange System	H2	40,000
	M-4	Network MF Printers/Plotter	H2	60,000
Public Facilities	n/a	Thermal Imaging Camera	n/a	6,000
	AM-8	Flaherty Gym Floor Replacement	M2	60,000
	PF-1	Public Facilities Building - 317 S Brooks Street	M3	152,000
Public Safety	PS-3	K-9 Unit	M2	15,000
	PS-1	License Fees and Software	M3	20,000
	VR	Vehicle Replacements, Taxes and Tags (12)	M2	393,600
	VR	Equipment Replacements (Digital Video Cameras - 12)	M2	78,000
Streets/Powell Bill	n/a	Columbarium Memorial Plaque System	n/a	4,500
	n/a	Landscaping Plan	n/a	73,500
	VR	Dump Truck (#5601) - Replacement	M2	168,500
	VR	Salt/Sand Spreader (#5601-S) - Replacement	M2	28,000
	VR	Trackhoe Excavator (#5603) - Replacement	M2	90,000
Sanitation	ES-1	2 Ton Dump Truck	M3	63,500
	VR	Rear Loader Garbage Truck (#5806) - Replacement	M2	185,000
Parks and Recreation	PR-1	Flaherty Park Tennis Courts Resurfacing	M2	25,000
	PR-2	Sprayground at Taylor Street Park - Wake County CDBG	M4	328,350
	PR-8	Flaherty Park Fields - Fence Replacement	L1	120,000
<b>General Fund - Subtotal</b>				<b>2,143,950</b>
<b>Electric Fund:</b>				
	E-1	Line Construction/System Improvements	M2	700,000
	E-2	RF Load Management Switches/Meters	M2	425,900
	VR	Derrick Truck (#8506) - Replacement	M2	240,000
	E-3	Underground Fault Locator/Thumper	M3	18,000
<b>Electric Fund - Subtotal</b>				<b>1,383,900</b>
<b>GRAND TOTAL</b>				<b>\$ 3,527,850</b>

## INTRODUCTION

**DEFINITION:** The Capital Improvements Plan (CIP) is a five year plan identifying the Town's capital improvement needs. As a long range plan, the CIP reflects the Town's policy regarding long range physical and economic development. By providing a planned schedule of public improvements, the CIP outlines present and future public needs and priorities. A capital improvement is defined as any expenditure for equipment, buildings, infrastructure, land acquisition, plan or project in which the cost exceeds \$10,000 and the estimated useful life is greater than 1 year.

**CAPITAL IMPROVEMENT PLAN PROCESS:** Capital project planning is an ongoing process. Each year the CIP document is updated. The need or idea for capital improvements can originate from the Mayor, Board, Citizens, or Town staff. These items are compiled into this document and presented to the Board of Commissioners on an annual basis. Through the annual planning retreat and work session(s), the Board focuses on prioritizing the first year's expenditures. Once the CIP is approved, it outlines the Town's official commitment to funding these expenditures in the upcoming budget. During the annual budget process in the spring, the first year projects are refined and a financing plan is put into place within the budget to fund those expenditures.



**FUNCTIONS OF THE CIP:** A CIP must be updated each year. Adopting a CIP does not end with the first year. Changing needs and priorities, emergencies, cost changes, mandates and changes in technology all require the CIP to be updated annually. The Town's public facilities, streets, parks, infrastructure, equipment, etc., are constantly in need of repair, replacement or expansion. A growing population will require additional or new facilities. These reasons require that the CIP be updated to maintain the financial solidity of the Town. The Town of Wake Forest's staff has updated the CIP each year since

adopting the first document in 1985. The CIP achieves the following objectives as a component of the Town's budget and financial planning process:

- Reduces the need for "crash programs" to finance the construction of Town facilities
- Focuses attention on community goals, needs and capabilities
- Achieves optimum use of taxpayer dollars
- Guides future community growth and development
- Advance planning ensures that projects are well thought out in advance of construction
- Provides for the orderly replacement of capital items
- Encourages a more efficient governmental administration as well as maintains a sound and stable financial program

**CAPITAL IMPROVEMENT PLAN – FISCAL POLICY EXCERPT:**

- The Town will prioritize all capital improvements in accordance with an adopted Capital Improvement Plan (CIP).
- The Town will develop a five-year plan for capital improvements and review capital improvements and review and update annually.
- The Town will coordinate development of the capital improvements program with development of the operating budget.
- The Town will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and Town priorities.
- The Town will maintain all its assets at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.
- The Town will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
- The Town will attempt to determine the least costly and most flexible method for all new projects.
- Additional information on the CIP will be highlighted within the Capital Improvements section of the annual budget document.

**PUBLIC ART ORDINANCE – OVERVIEW:** The Town of Wake Forest recognizes the importance of facilitating the creation and installation of art for public spaces that evokes social and aesthetic interaction. It is intended that works of Public Art will enliven public space, promote community identity and sense of place, and contribute to a vibrant and engaging Town. The goal for the Public Art Program is a transparent and directed public process for commissioning and acquiring art for public spaces that will contribute to the Town's cultural and economic vitality. The allocation will be calculated at one percent (1%) of the total eligible project cost. Eligible projects under this ordinance include architectural and engineering fees, site work, direct construction costs and contingency allowances for a Capital Project, but shall exclude land or building acquisitions, taxes, legal fees, insurance costs, costs of compliance with regulatory requirements, and other costs unrelated to actual construction; and shall also exclude the cost of subsequent changes to the project unless any single subsequent changes exceeds fifteen (15%) percent of the initial budgeted cost of the Capital Project.

**MAINTENANCE OF TOWN ASSETS:** Capital assets include major government facilities, infrastructure, equipment and networks that enable the delivery of public sector services. The performance and continued use of these capital assets is essential to the health, safety, economic development and quality of life of those receiving services.

Budgetary pressures often impede capital program expenditures or investments for maintenance and replacement, making it increasingly difficult to sustain the asset in a condition necessary to provide expected service levels. Ultimately, deferring essential maintenance or asset replacement could reduce the organizations ability to provide services and could threaten public health, safety and overall quality of life. In addition, as the physical condition of the asset declines, deferring maintenance and/or replacement could increase long-term costs and liabilities.

It is with this in mind that the town staff has implemented an “Asset Maintenance” section. This section will be used to present planned maintenance projects which bear significant financial implications, which will allow management to better plan for the town’s future needs. The overall CIP document is used to account for upcoming projects, expansion of those currently and major financial purchases. However, as the town continues sufficiently manage the operating costs; there remains the need to maintain our aging assets.

**VEHICLE REPLACEMENT:** In addition to the other capital improvement projects included in the CIP Update, there are other major types of vehicles and equipment which are a substantial financial investment and need to be handled in the most economic manner. Therefore, the Town chooses to incorporate these items into the CIP update. Vehicles and/or equipment are evaluated primarily based on age, mileage operation & maintenance cost. There are, however, several additional factors which must be considered in determining these replacements: fuel costs, condition, safety, life of equipment, etc.

**THE CIP UPDATE:** The document that follows is the update to the CIP and covers the (5) fiscal years 2015-16 through 2019-20. This document contains capital expenditure requests from each department/division for items that cost over \$10,000 and generally have a useful life of five (5) years or more.

This section of the CIP includes a description of the prioritization system, a summary by funding level for the fiscal year 2015-20 and a summary by department/division and fund for each of the five fiscal years. The remainder of the document contains summary information for each department/division with the supporting information on capital project request forms.

## PRIORITIZATION SYSTEM

**PRIORITIZATION MATRIX:** The priority system includes a matrix shown below. This system was developed to assist in the setting of priorities for capital expenditures because not all requests can be funded in any given year due to budgetary constraints.

		Priority		
		High	Medium	Low
Criteria	1	<b>Level A</b>		
	2		<b>Level B</b>	
	3			
	4		<b>Level C</b>	

The matrix contains a measure of priority on the horizontal axis and a determination of criteria category on the vertical axis. **Priorities** of the capital projects are measured as high, medium or low as follows:

**HIGH:** Project mandated by local, state, or federal regulations, or  
 Project is a high priority of the Town Board, or  
 Project substantially reduces losses or increases revenues.

**MEDIUM:** Project maintains existing service levels, or  
 Project results in better efficiency or service delivery, or  
 Project reduces operational costs, or  
 Project improves work force morale.

**LOW:** Project is not mandated, or  
 Project improves service levels, or  
 Project improves quality of life.

### CRITERIA CATEGORIES:

- I. **Health/Safety/Welfare** - projects that protect the health, safety and welfare of the community and the employees serving it.
- II. **Maintenance/Replacement** - projects that provide for the maintenance of existing systems and equipment.
- III. **Expansion of Existing Programs** - projects which enhance the existing systems and programs allowing for expansion of existing services.
- IV. **Expansion of New Programs** - projects that allow for expansion into new programs and services.

**LEVEL OF FUNDING:** The grid is further divided into levels:

- Level A - highest consideration for funding,
- Level B - moderate consideration,
- Level C - least consideration for funding resources.

Capital Improvement Plan  
**FUNDING LEVEL SUMMARY**  
 FISCAL YEAR 2015-2016

DEPARTMENT/Division	PROJECT DESCRIPTION	PRIORITY TYPE	1ST YEAR CAPITAL COST	EXTERNAL FUNDING
<b>LEVEL A</b>				
General Fund - Other	FIRE STATION AND APPARATUS	H-1	\$ 1,830,000	\$ -
Mgmt. Information Systems	NETWORK/SERVER INFRASTRUCTURE UPGRADE	H-2	150,000	-
Mgmt. Information Systems	MS EXCHANGE SYSTEM	H-2	40,000	-
Mgmt. Information Systems	NETWORK MF PRINTERS/LF PLOTTER	H-2	60,000	-
Public Facilities	NORTH WAKE SENIOR CENTER - ROOF	H-2	40,000	-
GTP	SMITH CREEK GREENWAY PARKING	H-1	425,000	425,000
Engineering	FLAHERTY PARK DAM	H-1	151,000	-
Engineering	KIWANIS GREENWAY BRIDGE REPLACEMENTS	H-2	149,000	-
Engineering	NORTH AVENUE RETAINING WALL	H-1	90,500	-
			2,935,500	425,000
<b>LEVEL B:</b>				
Planning	AILEY YOUNG HOUSE REHABILITATION	L-2	22,000	12,000
Finance	SOFTWARE UPGRADES	M-3	25,000	-
Planning	VEHICLE - ADDITION	M-3	25,000	-
Engineering	AUTOCAD CIVIL 3-D SOFTWARE	M-3	15,000	-
Mgmt. Information Systems	DISK-TAPE LIBRARY/DATA STORAGE	H-4	35,000	-
Public Facilities	PUBLIC FACILITIES BUILDING	M-3	152,000	-
Public Facilities	OPERATION CENTER EXPANSION	M-3	200,000	-
Public Facilities	RESTROOM FACILITIES	M-2	78,000	-
Public Facilities	FLAHERTY COMMUNITY CENTER - LED	M-2	12,000	-
Public Facilities	SECURITY SYSTEMS	M-3	53,000	-
Public Facilities	RENAISSANCE CENTER RENOVATION	M-3	284,000	-
Public Facilities	GATEWAYS, INTERCHANGES & INTERSECTIONS	M-3	70,000	-
Public Facilities	FLAHERTY COMMUNITY CENTER OFFICE	M-3	17,000	-
Public Facilities	PARKS AND RECREATION EQUIPMENT SHELTER	M-2	50,000	-
Public Safety	LICENSE FEE & SOFTWARE UPGRADES	M-3	32,000	-
Public Safety	VEHICLE - ADDITION	M-2	160,000	-
Public Safety	K-9 UNITS	M-2	15,000	-
GTP	TOM'S CREEK GREENWAY	M-3	815,000	-
GTP	SMITH AND SANFORD CREEK GREENWAY-CMAQ	H-3	1,128,000	1,117,000
GTP	DUNN CREEK GREENWAY - PHASE 2	H-3	211,000	209,000
GTP	TRAFFIC SIGNALS	M-3	235,000	90,000
GTP	PRIORITY PEDESTRIAN CORRIDORS - WAIT & W. OAK	H-3	325,000	325,000
GTP	LIGON MILL OPERATIONAL IMPROVEMENTS	H-3	1,400,000	1,400,000
GTP	W. OAK AVENUE PEDESTRIAN UNDERPAASS	H-3	168,000	168,000
GTP	FORESTVILLE ROAD PEDESTRIAN UNDERPASS	H-3	67,000	67,000
GTP	FOREST ROAD EXTENSION	M-3	50,000	-
GTP	STADIUM DRIVE COMPLETES STREET & N. AVENUE	H-3	560,000	200,000
GTP	PRIORITY PEDESTRIAN CORRIDORS - DURHAM ROAD	H-3	394,000	45,000
GTP	SMITH CREEK GREENWAY - PHASE 2	H-3	451,500	300,000
GTP	DUNN CREEK GREENWAY - PHASE 5	H-3	280,000	-
GTP	SMITH - AUSTIN CREEK GREENWAY	M-3	280,000	-
GTP	DUNN CREEK GREENWAY - PHASE 4	H-3	280,000	-
GTP	DUNN CREEK GREENWAY - PHASE 3	H-3	280,000	-
GTP	W. HOLDING AVENUE SIDEWALKS	M-3	33,500	-
GTP	GREENWAY AND PARK SIGNAGE	H-3	225,500	-

Capital Improvement Plan  
**FUNDING LEVEL SUMMARY**  
 FISCAL YEAR 2015-2016

DEPARTMENT/Division	PROJECT DESCRIPTION	PRIORITY TYPE	1ST YEAR	
			CAPITAL COST	EXTERNAL FUNDING
PRCR	ATHLETIC COURTS RESURFACING	M-2	25,000	-
PRCR	RETROFIT LIGHTING SYSTEM - HERITAGE HIGH/PARK	M-2	22,000	-
PRCR	RENAISSANCE CENTRE - PIANO	M-3	40,000	-
PRCR	ATHLETIC FIELDS FENCE REPLACEMENT	L-1	120,000	-
Environmental Services	2 TON DUMP TRUCK - ADDITION	M-3	63,500	-
Fleet	VEHICLE LIFT	M-3	52,000	-
Streets	SIDEWALK REPLACEMENTS	M-2	100,000	-
General Fund - Total	VEHICLE REPLACEMENTS	M-2	1,717,000	-
Engineering	SMITH CREEK WATERSHED	H-3	42,500	11,000
Public Facilities	HVAC REPLACEMENTS	M-2	50,000	-
Engineering	STREET MAINTENANCE	M-3	600,000	600,000
Engineering	WF RESERVOIR REHAB	M-2	353,500	353,500
Engineering	DUNN CREEK GREENWAY BOARDWALK	M-2	71,000	-
Public Facilities	FLAHERTY GYM FLOOR REPLACEMENT	M-2	60,000	-
Public Facilities	AILEY YOUNG RESTROOM RENOVATION	M-3	27,500	-
Engineering	MILLER PARK STREAM AND GREENWAY	M-2	29,500	-
Engineering	AILEY YOUNG DAM REMOVAL	M-2	60,000	-
Engineering	SMITH CREEK GREENWAY @ SOCCER CENTER	M-2	15,000	-
Public Facilities	HOLDING PARK AND COMMUNITY HOUSE	M-2	5,000	-
Electric	LINE CONSTRUCTION/IMPROVEMENTS	M-2	900,000	-
Electric	RF CAPABLE LOAD MANAGEMENT SWITCHES	M-2	525,900	-
Electric	UNDERGROUND FAULT LOCATOR/THUMPER	M-3	18,000	-
Electric Fund - Total	VEHICLE REPLACEMENTS	M-2	515,000	-
			13,840,900	4,897,500
<b><u>LEVEL C:</u></b>				
Engineering	TRADITIONS NORTH EAST PROPERTY	L-4	3,643,000	529,920
Engineering	HEDRICK PROPERTY PURCHASE	L-4	595,500	289,622
GTP	PROJECT IDENTIFICATION SIGNS	M-4	10,000	-
PRCR	SPRAYGROUNDS	M-4	250,000	-
PRCR	WF MIDDLE - PICKLE BALL COURTS	L-3	37,500	-
PRCR	WF MIDDLE - LIGHTS PICKLE BALL COURTS	L-3	85,000	-
PRCR	DISC GOLF COURSE	L-4	75,000	-
Fleet	HOOKLIFT TRUCK	M-4	125,000	-
Fleet	PORTABLE VEHICLE LIFT	M-4	45,000	-
			4,866,000	819,542
			\$21,642,400	\$6,142,042

\*External funding represents only amounts that have a secured or officially awarded to the Town (i.e. Grants Awarded and Authorized Bond Funding).

Capital Improvement Plan  
FUNDING SUMMARY

DIVISION DESCRIPTION	PRIOR	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	TOTALS	Beyond 2020 Memo Only
<b>USES:</b>								
<u>GENERAL FUND</u>								
General Government	\$ 274,500	\$ 6,155,500	\$ 552,000	\$ 82,000	\$ 147,000	\$ 37,000	\$ 7,248,000	\$ 880,500
Management Information Systems	30,000	285,000	165,000	93,000	200,000	100,000	873,000	-
Public Facilities	340,500	956,000	2,119,500	2,679,000	7,221,500	90,000	13,406,500	21,249,500
Public Safety	30,000	207,000	357,000	421,000	210,000	256,000	1,481,000	-
Transportation	7,063,500	7,618,500	11,179,000	23,932,500	7,849,250	1,153,500	58,796,250	8,789,000
Parks and Recreation	35,000	654,500	923,000	11,370,000	1,080,000	470,000	14,532,500	-
Streets Division	-	-	288,000	200,000	185,000	-	673,000	405,000
Fleet Division	-	222,000	-	-	-	22,500	244,500	-
Environmental Services	-	63,500	-	-	-	180,000	243,500	-
Asset Maintenance	556,000	1,804,500	3,687,000	1,450,500	5,317,500	775,000	13,590,500	679,000
Vehicle/Equipment Replacements	-	1,717,000	709,760	718,500	1,262,750	1,232,250	5,640,260	-
	<u>8,329,500</u>	<u>19,683,500</u>	<u>19,980,260</u>	<u>40,946,500</u>	<u>23,473,000</u>	<u>4,316,250</u>	<u>116,729,010</u>	<u>32,003,000</u>
<u>ELECTRIC FUND</u>								
Electric/Tree Trimming	\$ 1,132,700	\$ 1,443,900	\$ 1,458,400	\$ 900,000	\$ 970,000	\$ 912,500	\$ 6,817,500	\$ -
Vehicle/Equipment Replacements	-	515,000	224,500	663,500	429,050	190,500	2,022,550	-
<b>TOTAL USES</b>	<u>\$ 9,462,200</u>	<u>\$ 21,642,400</u>	<u>\$ 21,663,160</u>	<u>\$ 42,510,000</u>	<u>\$ 24,872,050</u>	<u>\$ 5,419,250</u>	<u>\$ 125,569,060</u>	<u>\$ 32,003,000</u>
<b>SOURCES:</b>								
<u>GENERAL FUND</u>								
Current G.O. Referendum - Estimated	1,308,500	3,043,500	4,677,000	14,595,500	1,441,500	-	25,066,000	-
Future G.O. Referendum - Estimated	-	-	762,500	2,275,500	4,871,000	450,000	8,359,000	480,000
Future Installment	-	-	-	450,000	6,168,600	-	6,618,600	20,950,000
Vehicles/Equipment Installment Purchase	-	1,877,000	1,034,760	854,500	1,437,750	1,448,250	6,652,260	-
Grant Funds - Awarded	5,464,000	2,501,542	-	-	-	-	7,965,542	-
Grant Funds - Future Application	-	4,545,383	7,529,600	18,054,000	5,556,000	550,000	36,234,983	5,935,000
Capital Reserve Funds	250,000	1,830,000	465,000	-	-	-	2,545,000	-
Downtown Municipal Service District	-	-	55,000	40,000	15,000	-	110,000	-
Historic Preservation Commission	4,200	2,000	2,000	2,000	2,000	2,000	14,200	5,000
Other Available Sources (Timing & Amounts TBD)	1,302,800	5,884,075	5,454,400	4,675,000	3,981,150	1,866,000	23,163,425	4,633,000
<u>ELECTRIC FUND</u>								
Vehicles/Equipment Installment Purchase	-	515,000	224,500	663,500	429,050	190,500	2,022,550	-
Pay As You Go - User Fees/Other Revenues/Reserves	1,132,700	1,443,900	1,458,400	900,000	970,000	912,500	6,817,500	-
<b>TOTAL SOURCES</b>	<u>\$ 9,462,200</u>	<u>\$ 21,642,400</u>	<u>\$ 21,663,160</u>	<u>\$ 42,510,000</u>	<u>\$ 24,872,050</u>	<u>\$ 5,419,250</u>	<u>\$ 125,569,060</u>	<u>\$ 32,003,000</u>

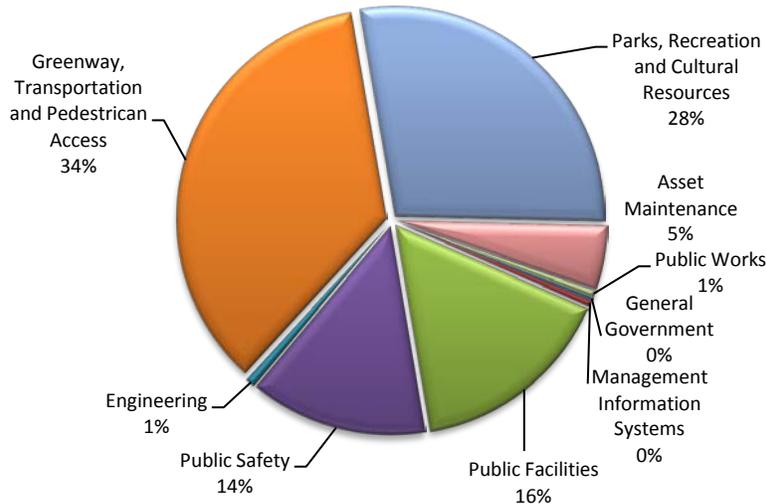
## FY 2015 – 2020 Capital Improvements Plan Update

### Projected Impact on Operations

An important factor to consider when developing a capital improvements plan is the financial impact that the proposed projects will have on the Town’s operating budget. While some projects will have little to no staffing or operating impact, others may bear significant additional annual costs. These costs include, but are not limited to: debt service (principal and interest), additional staffing, fuel, maintenance and repair, utility services, contract/service agreements and supplies. It is, however, important to keep in mind that while some projects add to the cost of operations, there are projects which will provide a cost savings benefit to the town (i.e. energy efficiency). In developing these projections town staff have taken both of these into consideration.

FUNCTION	2015-16	2016-2017	2017-2018	2018-2019	2019-2020	TOTAL
General Government	\$ 2,000	\$ 2,000	\$ 3,500	\$ 3,500	\$ 3,500	\$ 14,500
Management Information Systems	5,250	6,750	6,750	6,750	3,250	28,750
Public Facilities	14,050	220,550	238,000	238,000	238,000	948,600
Public Safety	165,200	164,200	132,700	164,450	195,950	822,500
Engineering	13,139	13,139	13,139	2,600	2,600	44,617
Greenway, Transportation and Pedestrian Access	194,000	253,000	508,000	590,000	590,000	2,135,000
Parks, Recreation and Cultural Resources	6,500	8,500	83,250	770,500	818,000	1,686,750
Asset Maintenance	44,000	44,000	69,000	69,000	69,000	295,000
Public Works	2,100	6,400	6,400	8,400	10,900	34,200
	<b>\$ 446,239</b>	<b>\$ 718,539</b>	<b>\$ 1,060,739</b>	<b>\$ 1,853,200</b>	<b>\$ 1,931,200</b>	<b>\$ 6,009,917</b>

### 5 Year Impact on Operations by Function



The data above displays the projected additional cost of operations over the next five years related to the current capital improvement submissions. The majority of the impact on operations is for the additional debt service which is related to the \$25.1 million bond referendum approved in November 2014, which accounts for approximately 75% of the total.

**Town of Wake Forest  
Debt Service Requirements  
Fiscal Year 2015 - 2016**

	2015 Amended Budget	2015 Actuals March 31, 2015	2015 Projected June 30, 2015	2016 Recommended Budget
<b>Fund 100 - General Fund</b>				
5800 - Installment Purchase - Principal	\$ 2,625,085	\$ 2,289,979	\$ 2,777,375	\$ 2,634,480
5801 - Installment Purchase - Interest	287,080	272,583	295,475	248,730
5810 - GO Bond - Principal	1,000,000	540,000	1,000,000	1,220,000
5811 - GO Bond - Interest	476,880	358,075	475,375	538,040
<b>Fund 100 - General Fund Total</b>	<b>\$ 4,389,045</b>	<b>\$ 3,460,637</b>	<b>\$ 4,548,225</b>	<b>\$ 4,641,250</b>
<b>Fund 360 - Wake Forest Power</b>				
5800 - Installment Purchase - Principal	\$ -	\$ -	\$ -	\$ -
5801 - Installment Purchase - Interest	14,585	-	14,585	13,500
5810 - GO Bond - Principal	-	-	-	-
5811 - GO Bond - Interest	-	-	-	-
5820 - Revenue Bond - Principal	442,200	443,599	443,599	440,190
5821 - Revenue Bond - Interest	75,975	74,389	74,389	80,375
<b>Fund 360 - Wake Forest Power Total</b>	<b>\$ 532,760</b>	<b>\$ 517,988</b>	<b>\$ 532,573</b>	<b>\$ 534,065</b>
<b>Total Debt Service</b>	<b>\$ 4,921,805</b>	<b>\$ 3,978,625</b>	<b>\$ 5,080,798</b>	<b>\$ 5,175,315</b>

## DEBT MANAGEMENT

The Town strategically manages its long term financing needs through the use of various debt financing options available such as General Obligation Bonds, Revenue Bonds and Installment Purchase Financing. Debt service expenditures include principal and interest payments, which are budgeted in the corresponding town departments.

### Ratings

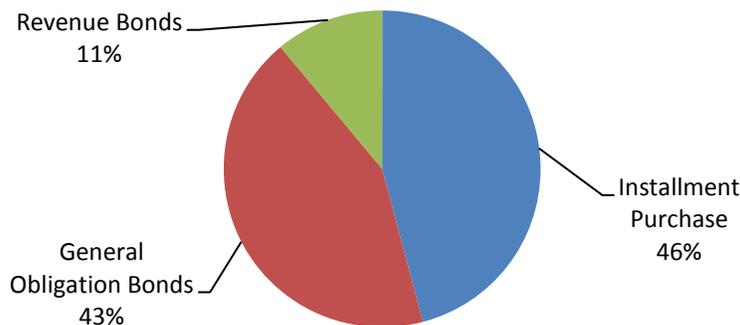
Bond ratings are measures of the town’s credit worthiness. The rating agencies analyze the economic condition, debt management, administrative leadership and fiscal planning and management to determine the quality of the town’s credit. The town has an “Aa1” rating from Moody’s Investor Service and “AAA” rating from Standard and Poor’s, which represents the highest possible rating for municipal debt, indicating that the town has outstanding credit worthiness.

### Summary of Outstanding Debt Issuance

	<b>as of March 31, 2015</b>
<b>General Fund</b>	
Installment Purchase	\$ 13,004,522
General Obligation Bonds	12,215,000
<b>Total Tax-Supported Debt</b>	<b>25,219,522</b>
 <b>Electric Fund</b>	
Revenue Bonds	3,140,053
<b>Total Debt Outstanding</b>	<b>\$ 28,359,576</b>

\*General Obligation Bonds sold on April 1, 2015 for \$4,330,000; this amount is not included in totals presented

### Outstanding Debt by Type of Issue

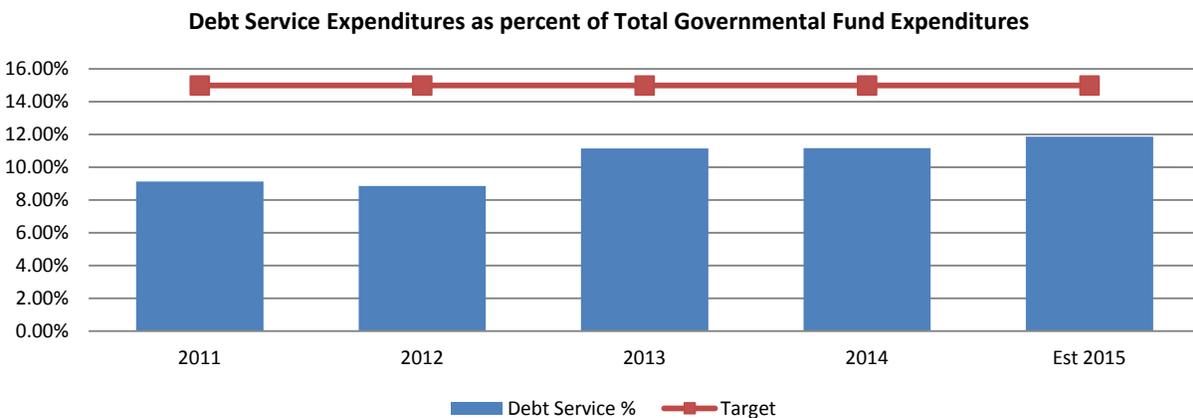
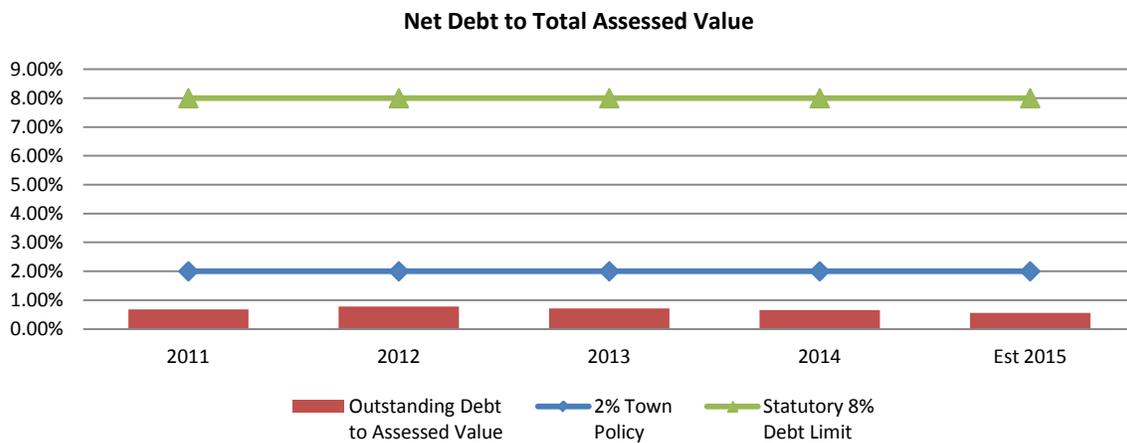


### Legal Debt Limit

The Town is subject to the Local Government Bond Act. This act limits the net bonded debt that the town may have outstanding to eight (8%) percent of the assessed value of property subject to taxation. The projected statutory limit for bonded debt in FY 2016 is \$359,484,000 providing a debt margin of approximately \$334,264,478.

### Town Policy

Per policy guidelines approved in January 2013, net debt as a percentage of total assessed value of taxable property should not exceed two (2%) percent. The town defines net debt as any and all debt that is tax-supported. In addition, the ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed fifteen (15%) percent.



### Outstanding General Obligations Debt Authorizations

For the purposes of this budget book the town's measurement date for the actual data is March 31, 2015. Subsequent to this date the town issued \$4.33 million of General Obligations debt for Greenways and Street Improvements. The town has been authorized to issue \$25.1 million, which leaves an available authorization amount of \$20.77 million.

## Town of Wake Forest Outside Agency Requests

AGENCY	DEPARTMENT	REQUESTED	PROPOSED
Resources for Seniors, Inc.	Board of Commissioners	\$ 4,000	\$ 4,000
Chamber of Commerce	Board of Commissioners	99,500	98,500
* Fourth of July	Board of Commissioners	11,240	11,240
Wake Forest College Birthplace	Board of Commissioners	4,000	-
Boys and Girls Club	Board of Commissioners	8,000	-
Guiding Lights - Caregiver Support	n/a	4,000	-
Big Brothers Big Sisters	n/a	5,000	-
<b>Total Outside Agencies</b>		<b>\$ 135,740</b>	<b>\$ 113,740</b>

All of the outside agencies who request funding are asked to complete an application with various attachments including financial and budgetary information. This information is available upon request.

Wake Forest Fire Department, TRACS and United Arts Council have been removed from this page as they are included in respective departments.

\* Amount proposed for Fourth of July includes funds to pay for police and security needed for event.

## GLOSSARY OF BUDGET TERMS

***Ad Valorem Tax.*** A property tax levied according to assessed value.

***Annual Budget.*** A budget covering a single fiscal year (July 1 – June 30).

***Appropriation.*** The amount budgeted on a yearly basis to cover projected expenditures which have been legally authorized by the Board of Commissioners.

***Assessed Valuation.*** The value real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

***Assessment.*** The process for determining values of real and personal property for taxation purposes.

***Budget.*** A plan covering a fiscal year which projects expenditures for providing services and revenues to finance them. The Town's adopted budget is the official expenditure policy of the Board of Commissioners and an effective tool for managing Town operations. The budget is the legal instrument by which Town funds are appropriated for specific purposes and by which Town government positions are authorized. N.C. General Statutes require the budget to be balanced.

***Budget Document.*** A formal document presented to the Board of Commissioners containing the Town's financial plan for a fiscal year. The budget document is divided into three major parts; the budget message, an operating budget, and a capital improvement budget. The operating budget and capital improvement budget sections contain summaries of expenditures and revenues along with program and project descriptions. The Budget document is presented in two phases, preliminary and final, the latter of which reflects the budget as adopted by the Board of Commissioners.

***Budget Message.*** A written overview of the proposed budget from the Town Manager to the Mayor and Board of Commissioners which discusses the major budget items and the Town's present and future financial condition.

***Budgetary Control.*** The control or management of a government in accordance with an approved budget to keep expenditures within the limitations of available appropriations and revenues.

***Capital Outlay.*** Expenditure resulting in the acquisition of or addition to the Town's general fixed assets costing more than \$5,000 and having a useful life of greater than three years.

***Capital Improvement Plan.*** A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources, that the Town expects to carry out over a five-year period. The program is updated annually to reassess capital needs and for the preparation of the capital budget.

**Contingency.** An appropriation of funds to cover unanticipated events that may occur during the fiscal year. Transfers from this line item must be approved by the Board of Commissioners. North Carolina General Statutes require that the contingency amount be limited to 5% of the other appropriations within a respective fund.

**Deficit.** An excess of expenditures over revenues or expense over income.

**Due from Other Funds.** An asset (receivable) account used to indicate amounts to be received from another fund for goods sold or services rendered.

**Due to Other Funds.** A liability (payable) account used to indicate amounts owed to a particular fund by another fund for goods sold or services rendered.

**Encumbrances.** A financial commitment for services, contracts, or goods which have not, as of yet, been delivered or performed.

**Enterprise Fund.** A fund which accounts for the operations that are financed from user charges and whose operation resembles a business. The Electric Fund is an example of an enterprise fund.

**Expenditures.** Outflows of net financial resources. They include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements, and shared revenues.

**Fiscal Year.** A twelve month period (July 1 through June 30) to which the annual operating budget applies and at the end of which an assessment is made of the Town's financial condition and performance of its operations.

**Franchise Tax.** A tax levied on the gross sales of Public Utilities. Such taxes were assessed by the state as a function of permitting the respective utilities to do business in the state of North Carolina. Such taxes are shared between the state and its municipalities according to the respective ratio of gross sales within those jurisdictions.

**Fund.** An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations (i.e. General Fund).

**Fund Balance.** The difference between fund assets and fund liabilities of the governmental unit.

**General Fund.** A fund which provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, sanitation, or street maintenance are accounted for in this fund.

**General Government.** A category of expenditures which includes the departments who provide legislative, administrative, policy development, and other central services for the Town.

**Grants.** A contribution or gift in cash or other assets from another government to be used for a specific purpose. For example, a grant from the State of North Carolina for the construction of a major highway.

**Installment-Purchase Agreements.** A method of purchasing equipment in which payments are spread out over a three or five year period.

**Interest and Penalties on Taxes.** Uncollected interest and penalties on ad valorem taxes.

**Interfund Accounts.** Accounts that reflect transfers between funds (i.e. annual allocation from Electric Fund to General Fund).

**Intergovernmental Revenues.** Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

**Levy.** The amount of tax, service charges, and assessments imposed by a government.

**Non-operating Expenses.** Expenses which are not directly related to the provision of services such as debt service.

**Non-operating Revenues.** Revenues which are generated from other sources (i.e. interest income) and are not directly related to service activities.

**Operating.** Those costs, other than personnel and capital outlay, which are necessary to support the day-to-day operation of the Town. Includes items such as telephone charges, utilities, office supplies, advertising, travel, and printing.

**Personnel.** Expenditures for salaries and fringe benefits including merit increases, social security, retirement, health insurance, life insurance, 401 (k), and other employee benefits.

**Powell Bill Funds.** Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**Privilege License.** This tax is imposed on the privilege of carrying on a business or engaging in certain occupations, trades, employment, or activities within the Town limits.

**Program Description.** Specific statement(s) describing the responsibilities and goals of a particular program within a department (i.e. Public Buildings – Building Maintenance).

**Program Objective(s).** Steps outlined defining accomplishments to be achieved by a department during the fiscal year.

**Public Safety.** Category of expenditures which include the departments whose primary purpose is to protect the lives and property of both the Town's citizens and people who visit and work within the Town.

**Public Works.** A category of expenditures which includes the departments who maintain the Town's buildings, streets, vehicles, water distribution, and provide solid waste collection.

**Reserve.** An account designated for a portion of the fund balance which is to be used for a specific purpose.

**Revenue.** Inflows of financial resources that increase the fund balance account. Expenditure refunds, interfund transfers, and debt proceeds are not considered revenues.

**Special Assessment.** A levy on certain properties to defray part or all of the costs associated with improvements or services which will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of sidewalks along a particular street (i.e., Spring Park Road, Southside Sewer Improvements).

**Tax Rate.** The amount of tax stated in terms of a unit of the tax base (i.e. \$0.52 per \$100.00 valuation).