2013-2014 ANNUAL BUDGET

FISCAL YEAR ENDING JUNE 30, 2014

TOWN *of*
WAKE FOREST

TOWN *of* WAKE FOREST

2013-14 Annual Budget

Fiscal year ending June 30, 2014

TABLE OF CONTENTS

	Page
Budget Message	1
BUDGET SUMARY	6
Budget Highlights	7
Revenue Assumptions	8
Projected Fund Balance	9
GENERAL FUND SUMMARIES	10
Board of Commissioners	12
Administration	14
Downtown Development	17
Communications	20
Human Resources	24
Finance	27
Management Info Systems	31
Planning	33
Inspections	39
Public Facilities	42
Public Safety	45
Engineering	51
Public Works Administration	54
Fleet Maintenance Division	56
Streets Division	58
Environmental Services Division	63
Parks and Recreation	67
DOWNTOWN MUNICIPAL SERVICE DISTRICT FUND	74
ELECTRIC FUND	76
Electric Distribution	78
Tree Trimming	83
CAPITAL IMPROVEMENTS PLAN	85
DEBT SERVICE	89
OUTSIDE AGENCIES	90
APPENDIX	
Budget Process	91
Glossary	93

TOWN OF WAKE FOREST
BOARD OF COMMISSIONERS

Vivian A. Jones, Mayor
224 Sugar Maple Ave.
Wake Forest, NC 27587

Margaret Stinnett, Mayor Pro-tem
405 Durham Road
Wake Forest, NC 27587

Zachary Donahue
504 Wheddon Cross Way
Wake Forest, NC 27587

Greg Harrington
632 Guinness Place
Wake Forest, NC 27587

Frank Drake
614 North Main Street
Wake Forest, NC 27587

Anne Hines
830 Lochmaben Street
Wake Forest, NC 27587

ADVISORY BOARDS AND COMMISSIONS

Planning and Zoning Board
Bob Hill, Chairperson

Cemetery Advisory Board
Alan O'Shaughnessy, Chairperson

Board of Adjustment
David Shearon, Chairperson

Recreation Advisory Board
Sandy Thomason, Chairperson

Historic Preservation Commission
Louise Howard, Chairperson

Urban Forestry Advisory Board
Sarah Hutchins, Chairperson

Human Relations Council
Henrietta Coursey, Chairperson

Senior Center Advisory Board
Sharda Khilani, Chairperson

Greenway Advisory Board
Jan Ammons, Chairperson

Public Art Commission
John Pelosi, Chairperson

Youth Advisory Board
Jeremy Boudah, Chairperson

TOWN OF WAKE FOREST
APPOINTED STAFF

Mark S. Williams
Town Manager

Deeda Harris
Town Clerk

Eric Vernon
Town Attorney

ADMINISTRATIVE STAFF

Virginia H. Jones
Human Resources Director

Roe O'Donnell
Deputy Town Manager

Aileen J. Staples
Finance Director

Jeffrey M. Leonard
Police Chief

Mike Barton
Public Works Director

Eric Keravuori
Engineering Director

Chip Russell
Planning Director

Ruben C. Wall, Jr.
Parks & Recreation Director

Tom LaBarge
IT Director

Bill Crabtree
Public Information Officer

Lisa Newhouse
Downtown Development Director

Mickey Rochelle
Public Facilities Manager

JJ Carr
Inspections Director

TOWN *of*
WAKE FOREST

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

www.wakeforestnc.gov

May 7, 2013

Honorable Mayor Vivian Jones
Commissioner Zachary Donahue
Commissioner Frank Drake
Commissioner M. Greg Harrington
Commissioner Anne Hines
Commissioner Margaret Stinnett

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, 2013. 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) 2013-14.

INTRODUCTION

The "long, harsh winter" we have faced the past four years may be "thawing." An economic spring is possibly on the horizon. Unemployment rates are dropping, the stock market is reaching new all time highs and inflation remains low. Locally, we are seeing an increase in construction, both residentially and commercially. Revenues from sales taxes are rising. But before we take out the hats and hooters to party, we must remain cautious. The least little change could push us back into a recession. State and federal governments still are having budget problems and they could easily spread those problems down to us. Increases in construction and retail sales could easily slow down again.

I spoke in last year's budget about the "new reality" we face. I believe that the "thawing" of economic conditions is just another step in our new reality. We have spent the last four years tightening our belts, limiting expansion of new programs and minimizing increases in personnel costs. This was all part of prudent planning to maintain services and financial stability in the wake of all the economic turmoil facing us. Wake Forest has made excellent progress toward embracing the new reality. The Board began a strategic planning process at this past January's planning retreat that established the four key goals of the organization. These goals set the road map for future plans and will be used to help formulate this budget.

The positive economic outlook will allow us to make adjustments in our services that we have delayed over the past few years. We must however still be careful and prudent in the decisions we make. We must continue to focus on our core services and maintain service levels to our citizens. Prioritizing how we utilize our additional resources is critical as we make long term plans for capital investments.

BUDGET EMPHASIS

Despite the promising changes in economic conditions, we still must focus on financial sustainability by conservative revenue projections and prudent use of resources. Our emphasis must continue to be on our existing assets, services and programs while limiting new initiatives. We must continue to place our emphasis on maintaining current levels of service to our citizens. As mentioned in the introduction, the Board embarked on a new strategic planning effort and set four broad goals which set the tone for the future. We have strived to meet those goals with this budget. This budget emphasizes maintaining service levels, protecting our infrastructure and providing for our dedicated employees. We recommend maintaining property tax and electric utility rates at current levels, recognizing that the personal financial stress that the public faces is still present. As always, the critical areas on which this budget focuses are personnel and capital.

We have long prided ourselves in the fact that we operate as a "lean" organization when compared to our sister municipalities in the region. We get the job done 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 to the Town Board which has provided the pay and benefits to hire and retain good employees. From time to time we face pressures to make major increases to our workforce to maintain the excellent services we provide to our citizens. Those pressures are being felt this year, particularly in the areas of Public Safety and Public Works. Fortunately, the economic conditions we discussed earlier will afford us the opportunity to make the necessary increases. Eight positions are recommended in Public Safety and three in Public Works. In addition, the three frozen positions in the Electric Fund are recommended for funding. One programmer position is recommended in Parks and Recreation. And finally, one of the two Inspection positions, currently frozen, is being filled. The total of sixteen newly funded positions is a major, but necessary step to maintain services. One of the strategies developed from the four goals in the strategic plan was to maintain Wake Forest as an employer of choice. 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.

We are continuing the trend, particularly in the General Fund, to hold down expenditures for capital. This has been done with the anticipation of a major increase coming in 2014, with the next round of bond indebtedness. The focus continues to be on those capital expenditures that preserve our capital assets and allow us to maintain services at the current levels. Approximately $2.0 million is budgeted for capital items in the General Fund which is a 10% decrease from the current budget. In the Electric Fund, $797,500 is budgeted which is slightly less than the current budget. Funding sources used include current revenues, capital reserve, installment purchase and fund balance.

REVENUE SUMMARY

The recommended property tax levy, based on a tax rate of $0.51 per $100 of assessed value, an estimated tax base of $3,819,118,426(Wake County) and $58,000,000(Franklin County) and a collection rate of 96.75%, is $20,452,855. The tax levy includes an adjustment for the new method of vehicle tax collection, going into effect this fiscal year. The tax rate remains unchanged from this past year. The tax rate can be broken down into $0.41 for Town services and $0.10 for contracted fire services.

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 funding various downtown projects including assistance to the DRC's efforts.

Electric rates will remain the same for this coming year. At the present time, NCEMPA is still not contemplating a change in wholesale rates until 2015. There are no other significant changes in fees.

While economic conditions appear to be improving, 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, $935,130 of fund balance is appropriated. These funds will cover one time capital expenditures. This is similar to the level used during the current 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 for only one time capital needs. By maintaining a healthy fund balance, the Town is able to deal with emergencies and unusual expenditures when the need arises. A healthy fund balance also plays a critical role in our bond ratings which translates into being able to borrow funds at extremely competitive rates. This will be extremely important as we return to the Bond market next year. A portion of revenue requirements in the General Fund is being met by interfund transfers in the amount of $273,500. Again, this is a similar level of use when compared to the current year.

EXPENDITURE SUMMARY

PERSONNEL

As stated earlier, sixteen (16) new positions are recommended for funding. Eight police officers are recommended to be added in Public Safety. These positions come as a recommendation to address staffing needs pointed out in this year's management study. Three construction worker positions are recommended to be added to the Street Department. Demands on personnel have greatly increased as the department has taken on many construction projects in-house, ultimately saving the Town money. It has been over eight years since programming staff has been added in the Parks and Recreation Department. During these same eight years, programs have increased dramatically. One programming position has been added to assist with athletics. The final four positions recommended for funding are actually previously authorized, but unfunded positions. Three Powerline Technicians (Electric Department) and one Code Enforcement Officer (Inspections) are needed to keep pace with growth demands.

No COLA is recommended. Health insurance premiums are funded with a 12.5% increase. Performance pay (merit) funds and pay and classification plan maintenance funds are included.

CAPITAL OUTLAY

Capital funding decreases slightly in the General Fund and remains level in the Electric Fund. Our focus is on those items that are most critical to maintaining our capital assets. We relied on installment financing, capital reserve funds and fund balance at levels similar to this current year. The installment financing will be used to acquire most of the rolling stock listed in the Capital Improvements Plan. Capital reserve funds will be used for funding capital needs in the MIS Department, downtown façade improvements, assisting with downtown Streetscapes debt service, and equipment needs in the Parks and Recreation and the Street Departments. Fund balance utilized this year focuses on one time/non-recurring capital items such as the Forrest Park lighting system, Holding Pool renovations, athletic court resurfacing, Phase II of Smith Creek Soccer Center irrigation improvements, up-fit of police vehicles, replacement and additional police video cameras, financial software, and miscellaneous facility improvements. 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

The major change in debt service of $206,120 involves funds necessary to pay for the recent property purchase by the Town Board. Debt service for other previous financings 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

The Wake Forest Fire Department requested a $0.02 increase in the tax rate for their services. Due to timing of the fourth station, staff feels it is premature to increase the rate this year but to re-evaluate next year. It is important for the Fire Department to work with us to provide service to the citizens within the limits of our current tax rate.

The Chamber of Commerce and other currently funded outside groups are recommended for no increase. No new groups are recommended for funding.

This past year, the Mayor and a group of citizens began the "Roots to Renaissance" effort. This was initially to apply for a Bloomberg grant. While the grant was not received, the effort has continued. The focus of the effort is to develop and enhance the Town's cultural assets. Seed money in the amount of $30,000 has been allocated to assist the "Roots to Renaissance" effort. The Mayor's committee is working on developing the details and should be ready to roll out their recommendation by mid-year.

FUTURE NEEDS AND ISSUES

For the past fifteen 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. As mentioned previously, this effort was enhanced this year into a strategic planning effort. We have incorporated those strategic goals 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. We also must continue our planning for the next series of Bond issues. Our ability to meet some of the Town's critical capital needs will depend on it.

The biggest challenge we face is the unknown. Many factors outside of our control can affect us and our financial stability. We must remain vigilant in monitoring what the Federal and State governments do because that will affect us whether it is loss of revenues or unfunded mandates passed down to us. We also must continue to focus on financial sustainability. This means not spending beyond our means, refilling our fund balance coffers, focusing on our core services and continuing to be conservative when estimating revenues. This formula has been successful in the past few years. It will also help us to avoid the crisis budget management that other local governments are facing.

SUMMARY

It is a new year and the budgeting is not getting any easier. Each year has its own unique set of issues that we must deal with. 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 capital items had to be delayed. Our goal was to meet our critical needs but do it in a prudent and cost effective way. This FY 2013-14 Town budget accomplishes that goal. It provides the resources to meet our challenges. 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. We are ready to assist the Board in finalizing the budget over the next few weeks.

Respectfully submitted,

Mark S. Williams
Town Manager

ORDINANCE 2013-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST NORTH CAROLINA FOR THE FISCAL YEAR 2013-2014

NOW, THEREFORE, BE IT ORDAINED by the Board of Commissioners of the Town of Wake Forest, North Carolina:

Section 1. It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Current year's Property Tax	$20,452,855
Prior Year's Property Tax	221,500
Penalties and Interest on Property Taxes	50,000
Local Option Sales Taxes	5,339,815
Privilege Licenses	50,000
Other Taxes	57,100
Utility Franchise Tax	1,621,450
Beer and Wine Tax	138,040
Powell Bill	768,395
Vehicle Fees	325,000
Permits and Fees	1,140,000
Recreation Revenues	425,285
Solid Waste Fees	205,000
ABC Revenues	101,280
Grant Revenues	75,680
Other Revenues	356,650
Interest on Investments	50,000
Installment Purchase Proceeds	1,069,000
Interfund Transfers	273,500
Fund Balance Appropriated	935,130
Total General Fund Estimated Revenues	$ 33,655,680

Section 2. The following amounts are hereby appropriated in the General Fund for the operation of the Town government and its activities for the fiscal year beginning July 1, 2013 and ending June 30, 2014 in accordance with the chart of accounts heretofore established for this Town on June 18, 2013.

ORDINANCE 2013-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2013-2014

Board of Commissioners	$ 635,260
Administration Department	579,030
Communications Department	377,180
Human Resources Department	460,970
Downtown Development Department	148,345
Finance Department	1,265,915
Management Information Systems	846,880
Planning Department	875,075
Inspections Division	1,210,780
Public Facilities Department	2,606,500
Public Safety Department	12,224,160
Engineering Division	1,210,225
Public Works Administration	279,870
Street Division	3,243,825
Powell Bill	785,675
Fleet Maintenance	516,495
Environmental Services	2,843,730
Parks and Recreation	3,545,765
Total General Fund Appropriations	$ 33,655,680

Section 3. It is estimated that the following revenues will be available in the Electric Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014:

Sale of Power	$ 18,093,775
Interest on Investments	3,500
Other Revenue	763,145
Installment Purchase Proceeds	97,500
Total Electric Fund Appropriations	$ 18,957,920

Section 4. The following amounts are hereby appropriated in the Electric Fund for the operation of the electric utility for the fiscal year beginning July 1, 2013, and ending June 30, 2014, in accordance with the chard of accounts heretofore approved for the Town:

Electric Distribution Division	$ 18,719,875
Tree Trimming Division	238,045
Total Electric Fund Appropriations	$ 18,957,920

ORDINANCE 2013-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2013-2014

Section 5. There is hereby levied a tax at the rate of fifty-one cents ($.51) per one hundred dollars ($100) valuation of property as listed as "Current Year's Property Taxes" in the General Fund in Section 1 of this ordinance.

This rate is based on an estimated total valuation of $3,877,118,426 and an estimated rate of collection of ninety-six and three-quarter percent (96.75%).

Section 6. There is hereby levied a tax at the rate of fourteen cents ($.14) per one hundred dollars valuation of property in the Wake Forest Downtown Municipal Service District. Funds are to be used for downtown revitalization projects and off-street parking improvements.

Current Year's property tax	$74,500
Other revenue	500
Total Estimated Revenues	$ 75,000
Interfund transfers	$ 75,000
Reserve – Fund Balance	-
Contingency	-
Total Appropriations	$ 75,000

Section 7. The following amounts are hereby appropriated in the City of Raleigh Special Revenue Fund for the payment of debt service and transfer of fees collected for the fiscal year beginning July 1, 2013 and ending June 30, 2014 in accordance with the chart of accounts heretofore approved for the Town:

Availability Fees	$2,225,000
Nutrient Fees	1,600,000
Other Revenues	80,000
Proceeds from City of Raleigh	657,539
Total Estimated Revenues	$ 4,562,539
Installment – Principal	$ 594,742
Installment – Interest	62,797
Transfer to City of Raleigh	3,905,000
Total Appropriations	$ 4,562,539

ORDINANCE 2013-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST,
NORTH CAROLINA FOR THE FISCAL YEAR 2013-2014

Section 8. The Town Manager is hereby authorized to transfer appropriations within a fund as contained herein under the following conditions:

a) He may transfer amounts between objects of expenditure within a department without limitation and without a report being required.

b) He may transfer amounts up to $25,000 between departments of the same fund with an official report on such transfers at the next regular meeting of the Board of Commissioners.

c) He may not transfer any amounts between funds nor from any contingency appropriation within any fund except as approved by the Board in the Budget Ordinance as amended.

Section 9. The Town Manager is hereby authorized to execute contractual documents under the following conditions:

a) He may execute contracts for construction or repair project which do not require formal competitive bid procedures.

b) He may execute contracts for (1) purchases of apparatus, supplies and materials or equipment which are within budgeted departmental appropriations; (2) leases of personal property for a period of one year or less and within budgeted departmental appropriations; and (3) services which are within budgeted departmental appropriations.

c) He may execute grant agreements to or from public and non-profit organizations which are within budgeted appropriations, unless a grantor organization requires execution by the Board of Commissioners.

d) He may execute contacts, as the lessor of lessee of real property, which are of one-year duration or less, if funds therefore are within budgeted appropriations.

e) He may execute contracts for design consultant services, where consultant fees are estimated to be less than $30,000.

Section 10. The Finance Director is hereby authorized to allocate one (1%) percent of eligible capital projects or improvements in conjunction with the Town's Public Art Ordinance and establish a special fund accordingly with the provisions of such ordinance. Furthermore, the Finance Director shall submit to the Public Arts Commission within 30 days after approval of the annual budget ordinance an authorized annual budget for eligible projects.

ORDINANCE 2013-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST,
NORTH CAROLINA FOR THE FISCAL YEAR 2013-2014

Section 11. Copies of the Budget Ordinance shall be furnished to the Town Clerk and the Finance Officer of this Town to be kept on file by them for their direction in the disbursement of funds.

This is the 18th day of June 2013.

Motion by: _____

Second by: _____

Mayor: _____

Approved as to form:

Eric A. Vernon
Town Attorney

ATTEST:

_____
Town Clerk

Town of Wake Forest
Annual Budget Summary

	2012 Actual June 30, 2012	2013 Amended Budget	2013 Actual March 31, 2013	2013 Projected June 30, 2013	2014 Approved Budget
Fund: 100 - General Fund					
311 - Ad Valorem Taxes	$ 19,240,193	$ 19,278,055	$ 19,437,962	$ 19,982,699	$ 20,724,355
318 - Other Taxes	87,494	83,500	76,294	85,250	85,000
330 - Unrestricted intergovernmental	6,680,070	6,740,825	3,467,675	6,921,259	7,121,405
331 - Restricted Governmental	1,322,670	837,095	853,647	856,079	844,075
320 - Permits and Fees	1,204,262	1,225,000	1,417,752	1,655,895	1,465,000
340 - Sales and services	758,893	863,255	528,996	713,010	777,785
350 - Other Revenue	317,310	276,330	239,232	300,535	281,930
361 - Investment Earnings	53,960	65,000	15,633	20,844	50,000
390 - Other Financing Sources	2,785,858	1,877,365	9,275	988,825	2,306,130
Revenue Totals:	$ 32,450,710	$ 31,246,425	$ 26,046,466	$ 31,524,396	$ 33,655,680
100 - Personal Service	12,977,299	13,600,350	9,914,301	13,216,349	14,452,070
300 - Professional Services	653,642	505,640	335,339	579,618	562,800
500 - Operating	10,567,920	11,365,045	7,711,744	11,272,378	12,599,280
600 - Contributions	350,225	164,250	142,395	155,895	133,500
700 - Capital Outlay	2,178,895	2,061,285	1,259,607	2,438,167	2,030,000
800 - Debt Service	3,193,049	3,549,855	2,850,910	3,623,069	3,878,030
490 - Transfers In (Out)	3,024,434	-	-	-	-
Expenditure Totals:	$ 32,945,465	$ 31,246,425	$ 22,214,297	$ 31,285,476	$ 33,655,680
Fund: 100 Net Total	**$ (494,755)**	$ -	**$ 3,832,169**	**$ 238,920**	$ -
Fund: 360 - Wake Forest Power					
345 - Charges for Services	$ 16,482,601	$ 17,725,015	$ 13,745,640	$ 18,320,928	$ 18,225,775
319 - Sales Tax - Utility	502,915	527,565	412,168	545,492	543,145
350 - Other Revenue	48,116	40,000	283,048	285,000	60,000
361 - Investment Earnings	2,365	2,000	2,783	3,250	3,500
390 - Other Financing Sources	20,350	365,000	22,766	31,000	125,500
Revenue Totals:	$ 17,056,348	$ 18,659,580	$ 14,466,405	$ 19,185,670	$ 18,957,920
100 - Personal Service	1,919,731	2,279,285	1,786,420	2,415,961	2,377,545
300 - Professional Services	-	85,000	29,103	55,000	67,500
500 - Operating	13,964,087	14,939,850	9,531,743	14,433,494	15,292,820
600 - Contributions	4,548	5,000	2,500	5,000	5,000
700 - Capital Outlay	-	868,050	533,927	1,034,576	797,500
800 - Debt Service	91,680	482,395	256,935	417,550	417,555
490 - Transfers In (Out)	76,165	-	-	-	-
Expenditure Totals:	$ 16,056,211	$ 18,659,580	$ 12,140,627	$ 18,361,581	$ 18,957,920
Fund: 360 Net Total	**$ 1,000,137**	$ -	**$ 2,325,778**	**$ 824,089**	$ -
Fund: 400 - DMSD Special Revenue Fund					
311 - Ad Valorem Taxes	$ 74,046	$ 84,500	$ 71,000	$ 79,250	$ 74,500
361 - Investment Earnings	256	500	265	325	500
390 - Other Financing Sources	(1,364)	-	-	-	
Revenue Totals:	$ 72,939	$ 85,000	$ 71,264	$ 79,575	$ 75,000
500 - Operating	-	-	-	-	-
490 - Transfers In (Out)	73,225	85,000	-	83,000	75,000
Expenditure Totals:	$ 73,225	$ 85,000	$ -	$ 83,000	$ 75,000
Fund: 400 Net Total	$ (286)	$ -	$ 71,264	$ (3,425)	$ -
Revenue Grand Totals:	$ 49,579,997	$ 49,991,005	$ 40,584,135	$ 50,789,641	$ 52,688,600
Expenditure Grand Totals:	$ 49,074,901	$ 49,991,005	$ 34,354,924	$ 49,730,057	$ 52,688,600
Net Grand Totals:	**$ 505,096**	$ -	**$ 6,229,211**	**$ 1,059,584**	$ -

Town of Wake Forest
BUDGET HIGHLIGHTS
Fiscal Year 2013-2014

TAX RATES & USER FEES

- **Property Tax:** $0.51 per $100 of assessed property valuation. This equates to a breakdown of $0.41 for Town operations and debt service and $0.10 for fire services.
- **Downtown Municipal Service District Tax:** $0.14 per $100 of assessed property valuation.
- **Electric Rates:** No rate increase.

PERSONNEL ISSUES

- Continued with Pay and Classification update
- Included performance pay (merit) funds along with career ladder for eligible departments
- Insurance premiums – funded at 5.9% *increase*
- Retirement Mandate – *increase* from 6.74% to 7.21% General and 6.77% to 7.28% LEO
- Twelve (12) New Positions:
  - Public Safety
    - Police Officers (4) – Impact unit – January 1st
    - Police Officers (4) – Patrol unit – April 1st
  - Streets
    - Construction Worker II (2) – April 1st
    - Construction Worker III – April 1st
  - Parks and Recreation
    - Recreation Specialist – Athletics – January 1st
- Four (4) existing positions funded (vacancies):
  Inspections – Senior Code Enforcement Officer – October 1st
  Electric – Powerline Technicians (3) – October 1st

- One (1) position remain authorized but not funded in FY 2013-2014– continue to delay:
  - Code Enforcement Officer (Inspections)

MAJOR IMPACTS

- Capital Funding Plan: $2.8 million – includes the following (refer to CIP tab for complete list)
  - $2.0 million – General Fund
  - $797,500 – Electric Fund

- $935,130 Appropriated Fund Balance
  - All one-time items

Town of Wake Forest

REVENUE ASSUMPTIONS

Fiscal year 2013-2014

The following information defines the major sources of revenue for the Town of Wake Forest for the fiscal year 2013-2014. The Town's anticipated revenues have been determined using historical financial trends, property tax values from Wake 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 $.51 tax rate per one hundred dollars ($100) of assessed property valuation. The estimated assessed valuation as provided by Wake County and Franklin County totals $3,877,118,426 and is budgeted at 96.75% 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 15.9% of General Fund revenues for FY 2013-2014. The North Carolina League of Municipalities is projecting that the statewide local sales tax revenue will grow by 3.0% to 3.5% from the FY 2012-2013 level. Staff has budgeted our sales tax revenues at approximately 8.2% ***higher*** than the actual amount received in FY 2011-2012 and it is approximately 5.4% ***higher*** than projected for FY 2012-2013.

- **POWELL BILL**

  Based on the latest State Budget Office estimates, the total allocation for FY 2013-14 is expected to decline around 0.3% . Staff has budgeted Powell Bill funds at ***0.3% lower*** than the amount received for FY 2012-2013.

- **UTILITY FRANCHISE TAX**

  Utility franchise tax represents 4.8% of General Fund revenues for FY 2013-2014. Staff has budgeted total utility franchise tax 6.1% higher than FY 2011-2012 actual received and 2% higher than projected for FY 2012-2013..

  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, 2.5% growth is expected in FY 2013-2014.

  Telecommunications Sales Tax - the distribution of this revenue is based on each municipality's past share of the old telephone franchise tax. This began to decline at the end of FY 2008-09 and continued during FY 2009-2010, however they stabilized somewhat in FY 2011-12. Annual statewide telecommunications revenues for FY 2012-2013 are expected to *decrease 5%.* There is an expected *decline* of 1.5% for FY 2013-2014.

ELECTRIC FEES

The Town provides electricity to over 6,000 residents and commercial establishments combined. No rate increase is anticipated at this time. Sale of power revenues for the upcoming fiscal year are budgeted with an approximate 2.9% increase over FY 2012-2013 amended budget. Receipts from the sale of power represents 95.4% of Electric Fund revenues.

Town of Wake Forest
FUND BALANCE - PROJECTED
Fiscal year ending June 30, 2013

	General Fund
Fund balance at June 30, 2012	$11,470,972
Projected revenues and other sources	31,524,396
Projected expenditures and other uses	(31,285,476)
Projected fund balance at June 30, 2013	11,709,892
Less:	
Restricted - Stabilization By State Statute - estimated	(3,150,000)
Assigned - Subsequent years expendiures	(935,130)
*Unassigned fund balance - estimated	$7,624,762
FY 2013-2014 Recommended Budgeted Expenditures	**$33,655,680**
Unreserved, undesignated fund balance as a percentage of budgeted exp	**22.66%**
Total Fund balance as a percentage of budgeted expenditures	**34.79%**

	Target %	Amount to Retain Per Policy Available Fund Balance	PROJECTED Additional Funds over/(under) Target %
Policy Approved by BOC	**35%**	**$11,709,892**	**($4,085,130)**

Fund: 100 - General Fund Summary

Account Classification	2012 Actual June 30, 2012	2013 Adopted Budget	2013 Amended Budget	2013 Actual March 31, 2013	2013 Projected June 30, 2013	2014 Requested Budget	2014 Approved Budget
Revenues							
311 - Ad Valorem Taxes	$ 19,240,193	$ 19,278,055	$ 19,278,055	$ 19,437,962	$ 19,982,699	$ 19,595,600	$ 20,724,355
318 - Other Taxes	87,494	83,500	83,500	76,294	85,250	83,500	85,000
330 - Unrestricted intergovernmental	6,680,070	6,697,325	6,740,825	3,467,675	6,921,259	6,722,165	7,121,405
331 - Restricted Governmental	1,322,670	1,080,555	837,095	853,647	856,079	850,680	844,075
320 - Permits and Fees	1,204,262	1,085,000	1,225,000	1,417,752	1,655,895	1,339,000	1,465,000
340 - Sales and services	758,893	863,255	863,255	528,996	713,010	721,295	777,785
350 - Other Revenue	317,310	230,350	276,330	239,232	300,535	228,900	281,930
361 - Investment Earnings	53,960	65,000	65,000	15,633	20,844	35,000	50,000
390 - Other Financing Sources	2,785,858	2,114,000	1,877,365	9,275	988,825	1,481,000	2,306,130
Revenue Totals:	**$ 32,450,710**	**$ 31,497,040**	**$ 31,246,425**	**$ 26,046,466**	**$ 31,524,396**	**$ 31,057,140**	**$ 33,655,680**
Expenditures							
100 - Personal Service	$ 12,977,299	$ 13,551,710	$ 13,600,350	$ 9,914,301	$ 13,216,349	$ 14,937,116	$ 14,452,070
300 - Professional Services	653,642	475,900	505,640	335,339	579,618	665,800	562,800
500 - Operating	10,567,920	11,354,125	11,365,045	7,711,744	11,272,378	12,724,215	12,599,280
600 - Contributions	350,225	164,250	164,250	142,395	155,895	191,500	133,500
700 - Capital Outlay	2,178,895	2,405,860	2,061,285	1,259,607	2,438,167	5,136,350	2,030,000
800 - Debt Service	3,193,049	3,545,195	3,549,855	2,850,910	3,623,069	3,687,110	3,878,030
490 - Transfers In (Out)	3,024,434	-	-	-	-	-	-
Expenditure Totals:	**$ 32,945,465**	**$ 31,497,040**	**$ 31,246,425**	**$ 22,214,297**	**$ 31,285,476**	**$ 37,342,091**	**$ 33,655,680**
Revenue Total:	$ 32,450,710	$ 31,497,040	$ 31,246,425	$ 26,046,466	$ 31,524,396	$ 31,057,140	$ 33,655,680
Expenditure Total:	$ 32,945,465	$ 31,497,040	$ 31,246,425	$ 22,214,297	$ 31,285,476	$ 37,342,091	$ 33,655,680
Fund: 100 Net Total	**$ (494,755)**	**$ -**	**$ -**	**$ 3,832,169**	**$ 238,920**	**$ (6,284,951)**	**$ -**

General Fund Budget Summary by Department

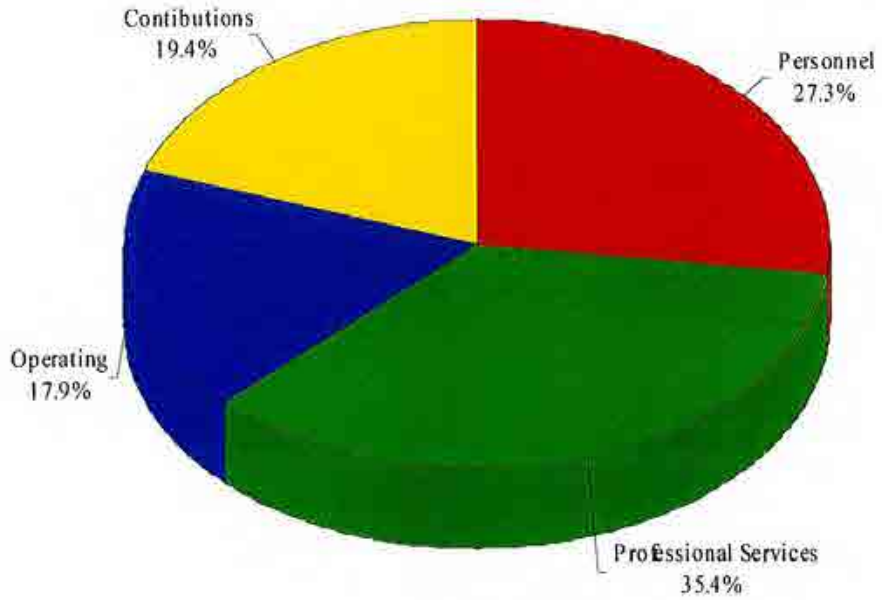
	2011 Actual June 30, 2011	2012 Actual June 30, 2012	2013 Amended Budget	2013 Actual March 31, 2013	2013 Projected June 30, 2013	2014 Requested Budget	2014 Approved Budget
100-000 - General Fund Revenues	$ 29,030,930	$ 32,450,710	$ 31,246,425	$ 26,046,466	$ 31,524,396	$ 31,057,140	$ 33,655,680
Revenue Totals	$ 29,030,930	$ 32,450,710	$ 31,246,425	$ 26,046,466	$ 31,524,396	$ 31,057,140	$ 33,655,680
Expenditures							
100-410 - Board of Commissioners	$ 808,006	$ 3,144,277	$ 697,750	$ 452,298	$ 596,088	$ 767,740	$ 635,260
100-420 - Administration	461,975	458,691	479,980	343,122	414,882	407,840	579,030
100-425 - Communications	305,024	282,537	351,955	241,473	349,645	382,725	377,180
100-430 - Human Resources	427,865	424,324	462,400	347,664	451,528	443,820	460,970
100-435 - Downtown Development	-	-	-	-	-	130,000	148,345
100-440 - Finance	1,434,267	1,393,376	1,271,845	924,878	1,224,566	1,359,710	1,265,915
100-445 - Management Information	629,479	593,405	744,925	449,556	675,194	977,495	846,880
100-480 - Building Inspections	1,008,368	1,047,600	1,105,220	768,174	1,041,841	1,145,355	1,210,780
100-490 - Planning	1,031,924	799,869	840,565	598,803	798,470	864,960	875,075
100-500 - Public Buildings	2,381,738	3,914,468	2,145,210	1,854,747	2,313,526	2,653,597	2,606,500
100-510 - Public Safety	10,275,175	10,523,054	11,173,020	7,777,639	11,081,502	12,414,625	12,224,160
100-530 - Public Works Administration	284,915	294,407	319,820	251,501	329,758	323,035	279,870
100-540 - Engineering	2,051,121	1,050,224	1,081,180	751,169	1,054,036	1,259,150	1,210,225
100-550 - Fleet Maintenance	463,201	426,767	458,730	310,953	442,788	612,215	516,495
100-560 - Streets	2,355,173	2,625,249	3,028,995	2,622,044	3,381,405	3,678,215	3,243,825
100-570 - Powell Bill	880,037	811,557	802,875	415,700	797,725	802,875	785,675
100-580 - Sanitation	2,464,238	2,512,697	2,943,920	2,022,603	3,005,852	2,953,115	2,843,730
100-620 - Parks & Recreation	2,714,820	2,642,963	3,338,035	2,081,975	3,326,670	6,165,619	3,545,765
Expenditure Totals	$ 29,977,325	$ 32,945,465	$ 31,246,425	$ 22,214,297	$ 31,285,476	$ 37,342,091	$ 33,655,680
Fund Total: General Fund	$ (946,396)	$ (494,754)	$ -	$ 3,832,169	$ 238,920	$ (6,284,951)	$ -

General Fund
BOARD OF COMMISSIONERS

SUMMARY OF COSTS

Board of Commissioners	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 170,927	$ 187,920	$ 124,542	$ 208,352	$ 193,640	$ 173,360
Professional Services	346,727	265,000	113,952	208,352	250,000	225,000
Operating	80,928	90,580	71,409	72,277	147,600	113,400
Contributions	340,225	154,250	142,395	145,895	176,500	123,500
Other uses of funds	2,205,470	-	-	-	-	-
Total	$ 3,144,277	$ 697,750	$ 452,298	$ 634,876	$ 767,740	$ 635,260

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $635,260

General Fund
BOARD OF COMMISSIONERS

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 Seniors, Boys and Girls Club and Fourth of July Committee.

PROGRAM DESCRIPTIONS:

Community Activity Support: The Town supports many 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 Objectives:
- Fund the Chamber of Commerce for continued Economic Development.
- Maintain current levels of funding for all other agencies.

Accomplishments:
FY 2013
- 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 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 2013 and January 2014.

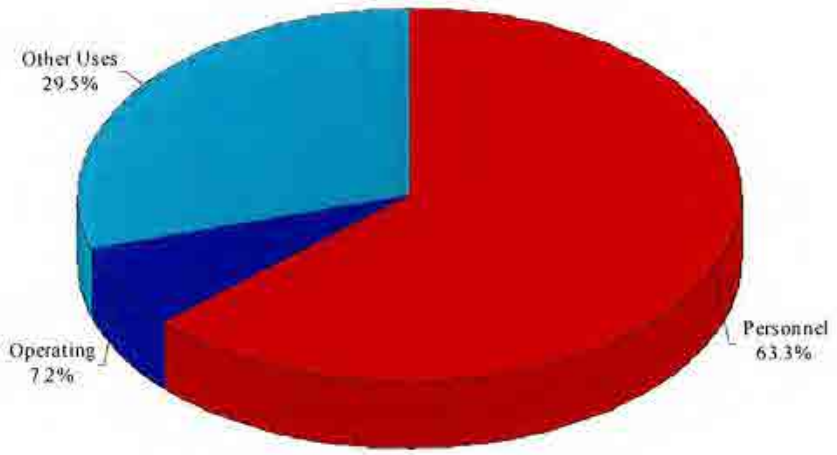
Accomplishments:
FY 2013:
- Held Annual Planning Retreat - February 2013.
- Set strategic goals for the year 2013-2014 and beyond.
- Appointed members to all advisory boards.
- Adopted policies, resolutions and ordinances to provide services to the public.
- Completed work on developing a Unified Development Ordinance (UDO).
- Approved a comprehensive borrowing/bond plan for future CIP projects

General Fund
ADMINISTRATION DEPARTMENT
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Administration	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 429,621	$ 410,725	$ 295,460	$ 358,731	$ 360,760	$ 366,450
Professional Services	-	9,240	9,240	9,240	10,500	-
Operating	29,070	60,015	38,422	46,911	36,580	41,580
Other uses of funds	-	-	-	-	-	171,000
Total	$ 458,691	$ 479,980	$ 343,122	$ 414,882	$ 407,840	$ 579,030

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Town Manager	1	1	1	1	1	1
Deputy Town Manager	1	1	1	1	1	1
Town Clerk	1	1	1	1	1	1
Total	3	3	3	3	3	3

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $579,030

General Fund
ADMINISTRATION DEPARTMENT

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

PROGRAM DESCRIPTIONS:

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 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 2014 and recommend Annual Operating Budget by May 2014.
- Disseminate information to the news media, civic organizations, intergovernmental groups, and other entities as required by county, state, and local jurisdictions.

Accomplishments:

FY2013:

- Developed input from the Board's planning retreat to work on strategic initiatives for 2013-2014 and beyond.
- Updated Capital Improvement Plan in February 2013 and recommended the operating budget in May 2013.
- Oversaw completion of capital projects such as Phases II and III of the South White Street Hardscape projects.

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 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.

Accomplishments:

FY2013:

- Indexed minutes/resolutions/ordinances books
- Submitted ordinances for July 2010 to June 2011 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
- Obtained the designation of Certified Municipal Clerk through IIMC (International Institute of Municipal Clerks) and North Carolina Certified Municipal Clerk through the UNC School of Government and NC Association of Municipal Clerk'
- Participated in educational opportunities through the UNC School of Government, NC Association of Municipal Clerks and National Seminars Training
- Served as member and participated in meetings of the Parking Review Committee and Frontline Force

- Served as Chair of Membership Committee for the NC Association of Municipal Clerks
- Hosted a Regional Meeting of the NC Association of Municipal Clerks
- Participated in New Board Members Orientation and Board Retreat
- Administered Oath of Office to new Police Officers
- Provided notary services for citizens

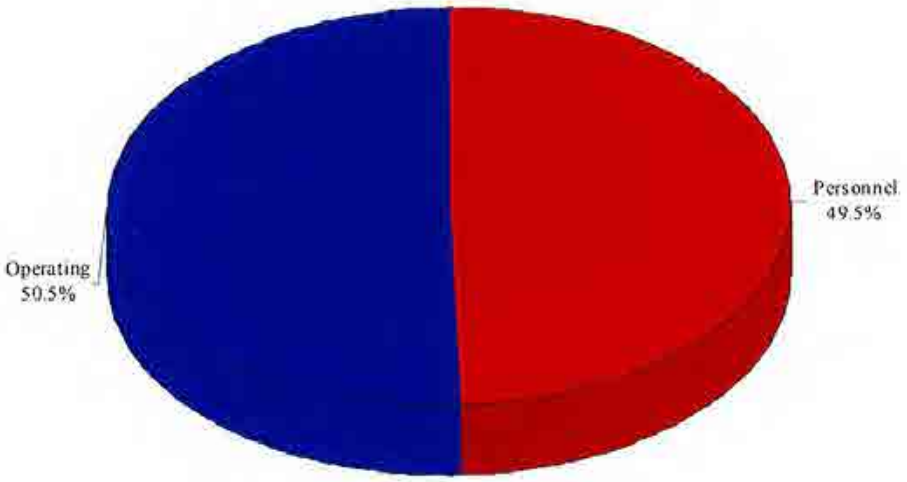
General Fund
DOWNTOWN DEVELOPMENT DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Downtown Development	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/3013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ -	$ -	$ -	$ -	$ 69,705	$ 73,445
Operating	-	-	-	-	60,295	74,900
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ 130,000	$ 148,345

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/13	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Downtown Development Director	-	-	1	1	1	1
Total	-	-	1	1	1	1

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $148,345

General Fund
DOWNTOWN DEVELOPMENT DEPARTMENT

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.

PROGRAM DESCRIPTIONS:

Economic Development: Promotion of downtown revitalization through identifying 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 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 Revitalization Corporation's (WFDRC) economic restructuring committee to explore financial incentives, project development, economic strategies and recruitment opportunities for the Renaissance area.
- Hold periodic gatherings for Downtown Property Owners to enhance relationships, promote rehabilitation and development, and provide an open forum for communication.
- 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.

Accomplishments:

FY2013:

- Developed a working list of technical and financial resources that are available for design improvements and rehabilitation projects.
- Updated and enhanced the Façade Improvement Grant (FIG) program.
- Initiated the first Property Owner's Lunch to build relationships and spur economic restructuring.
- Provided design assistance and guidance to multiple property owners who maintained historic preservation of their buildings and consequently qualified for FIG monies.
- Served as a liaison between Downtown stakeholders and the Town of Wake Forest during the streetscape project.

Marketing/Promotions: The mission of Marketing/Promotions is to 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 is a crucial component of this effort.

Program 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.
- Develop marketing materials and advertising campaigns to promote our Downtown retail and service businesses.
- Explore avenues for reaching and communicating with surrounding communities and neighborhoods.

Accomplishments:

FY2013:

- Organized and managed the annual Wake Forest Christmas Parade, Lighting of Wake Forest, and Holiday Open House.
- Assisted in organizing the 2013 Wake Forest Mardi Gras.
- Assisted in initiating, designing and promoting the Streetscape Survival Challenge to benefit Downtown merchants who were seeing slow sales during the streetscape project.
- Redesigned the current retail map and designed a new business services map to be distributed to local businesses, realtors, newcomer packets, area hotels, etc.
- Developed and implemented the Wake Forest Cash Mob in partnership with the Merchant's Association.
- Enhanced the Holiday Open House through partnerships with local schools who performed downtown for that event.

DOWNTOWN DEVELOPMENT DEPARTMENT

- Development of a new Downtown event for summer of 2013 – the Wake Forest Classic and Antique Car Show.
- Public promotion of Wake Forest Downtown with booths at Meet In the Street, the Chamber Business Expo, Good Neighbor Day and Chamber Leadership days.
- Presentation (speaking engagement) of the WFDRC's mission to various groups including both the Wake Forest and the Wakefield Rotary Club.

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

Program Objectives:

- Provide professional leadership to the WFDRC's Board of Directors to promote the mission of the DRC, organize taskforce committees and Board of Director's meetings.
- Coordinate the DRC's Annual Program of Work.
- Oversee daily operations and manage staff and volunteer resources.
- Provide a communication link between the Town of Wake Forest, the WFDRC, 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.
- Act as a data and information source for Renaissance area business district interests.

Accomplishments:

FY2013:

- Managed the restructuring of the WFDRC offices and administration as the department was transitioned into the Town of Wake Forest.
- Audited and updated the WFDRC database of property owners, businesses and volunteers.
- Developed and published a new WFDRC website including an interactive calendar of Downtown events.
- Participated in educational opportunities through the UNC School of Government.
- Attended Main Street Manager's Meetings and Conference.
- Participated in new WFDRC Board Member recruitment and orientation.
- Sent funding and grant opportunities to appropriate community groups
- Streamlined Downtown program from two positions (one full time, one part time) to one position (full time).

General Fund
COMMUNICATIONS DEPARTMENT

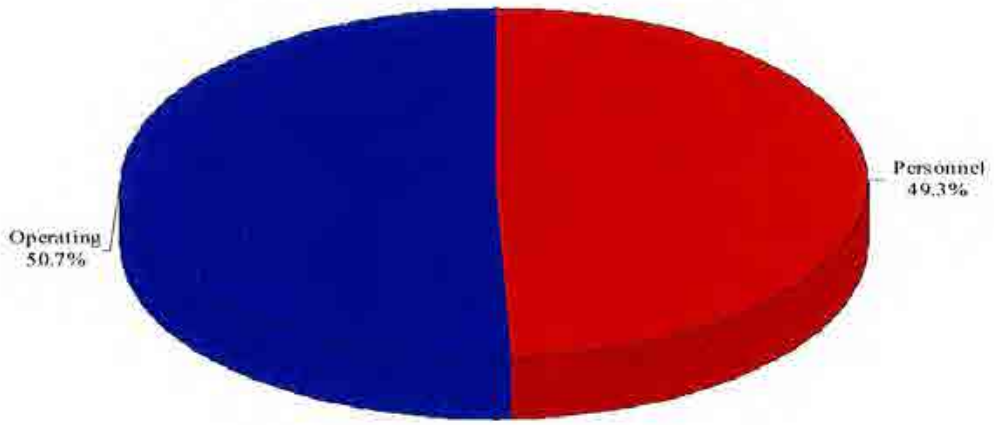
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Communications	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 169,288	$ 179,205	$ 131,878	$ 174,386	$ 181,825	$ 185,980
Operating	113,249	172,750	109,595	175,259	200,900	191,200
Capital Outlay	-	-	-	-	-	-
Total	$ 282,537	$ 351,955	$ 241,473	$ 349,645	$ 382,725	$ 377,180

Personnel costs include funding for one (1) part-time employee: Audio Visual Technician.

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/13	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Public Information Officer	1	1	1	1	1	1
Communications Specialist	1	1	1	1	1	1
Total	2	2	2	2	2	2

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $377,180

General Fund
COMMUNICATIONS DEPARTMENT

The Public Information Officer oversees and directs the communications, marketing and public relations functions of the Town.

PROGRAM DESCRIPTIONS:

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 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
- Provide public relations counsel to elected officials and Town management staff on the breadth of projects and initiatives undertaken by or impacting the Town
- Facilitate a positive, accurate image of Town government
- Develop and maintain a comprehensive, strategic annual plan for communications
- 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
- 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
- Oversee or assist with the audio/video elements of the Town's capital projects

Accomplishments:

FY 2013:

Wake Forest App

- Maintained Town of Wake Forest app for iPhones, iPads, and Android devices that has been downloaded by over 2,500 smart phone users over the past year
- Introduced Arbor Day, Easter Egg Hunt, Meet in the Street and Six Sundays in Spring functions to the app providing easy access to information about these popular community events
- Sent out over 50 push notifications concerning time sensitive town news and special events

Special Events

- Partnered with the Wake Forest Rotary Club to produce the 5th Annual State of the Town Address and Dinner. Close to 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
- Helped coordinate and promote Lighting of Wake Forest with the DRC
- Promoted Christmas-related events in downtown Wake Forest, including Christmas Parade, Lighting of Wake Forest, Downtown Open House, and Pictures With Santa

- Coordinated South White Street ribbon cutting prior to Wake Forest Christmas Parade
- Worked with DRC to introduce and promote South White Street Survival Challenge
- Worked with Parks & Recreation Department to coordinate and promote grand re-opening of Alston-Massenburg Center
- Worked with Greenways Advisory Board to plan and promote "Function at the Junction"
- Serve on Meet in the Street planning committee

Town of Wake Forest Website

- Worked with VC3 to install a video player on the homepage of the town's website thus making it easier for visitors to view and enjoy the town's videos
- Trained three new department web editors
- Created several new pages, including Downtown Development, Addressing the Board of Commissioners, Public Hearings Procedure, Volunteer Opportunities with the Town, Pay As You Go, Tree Stewards Program, and Transportation Projects
- Partnered with Wake Forest Area Chamber of Commerce and Meet in the Street planning committee to develop Meet in the Street web portal using Town's website
- Created several special events pages on website, including Mardi Gras Street Festival, Christmas in Wake Forest, Function at the Junction, and Arbor Day
- Worked with Aileen to redesign Finance Department's web pages
- Worked with VC3 to introduce more effective website search engine
- Coordinated with Planning Department to update UDO blog

Social Media

- Managed the Town's Facebook profile, which now has nearly 2,800 fans, and Twitter profile
- Utilized Facebook and Twitter to post town's press releases, promote specific web pages, and highlight special events

E-News/E-Alerts

- Managed Town's email subscriber database which now includes over 4,800 subscribers.
- Continued to utilize Constant Contact to ensure brand consistency while delivering E-News, E-Notifier, and The Week Ahead.
- Utilized weekly South White Streetscape E-Alert to keep downtown merchants informed about project's status
- Sent out over 30 E-Alerts notifying subscribers of time-sensitive information, including road construction updates, traffic alerts and road closures, special meetings, town events, etc.
- Introduced new options for E-Notifier, including Our Town and New Businesses Coming to Wake Forest

Wake Forest TV 10

- Coordinated and produced 10 episodes of *Focus on Wake Forest* spotlighting over 30 Town of Wake Forest programs, services, and special events
- Worked with NC Wireless Research Center to produce promotional video
- Produced special videos on Mardi Gras Street Festival, Good Neighbor Day, Christmas in Downtown Wake Forest, and Meet in the Street
- Broadcast the Wake Forest Christmas Parade throughout December 2012

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
- Managed *Talk of the Town* editorial staff and produced the employee newsletter six times/year
- Continued to design and post bulletin board ads on Community Channel 10.

- Continued design and production of *RecConnect* three times/year
- Designed and produced over 150 posters, flyers, banners, rack cards, and other marketing materials for all Town departments
- Partnered with Wake Forest Area Chamber of Commerce to produce new and improved town map. Effort resulted in town earning just over $2,000
- In the process off partnering with Wake Forest Area Chamber of Commerce to produce new *Guide to the Town of Wake Forest*

Public Relations

- Represented the Town of Wake Forest at Community Council meetings, HRC's Community Outreach events, etc.

Town-to-Citizen Notification System

- Managed town's town-to-resident notification program and served as primary contact
- Recorded and delivered approximately 10 DeltAlert phone calls informing area residents about Town programs, services, and special events
- Coordinated town's transition from DeltAlert to CodeRED

Police

- Continued to served as Police Department spokesman
- Conducted 5-10 on-air interviews concerning police-related incidents in Wake Forest
- Wrote approximately 50 Police Department-specific press releases
- Fielded and processed calls from media representatives concerning police-related matters at all hours of the day, including nights and weekends
- Scheduled and conducted a weekly phone call with Wake Forest Weekly reporter to discuss local police-related incidents
- Met with Wake Forest Weekly editorial staff on several occasions to discuss police media policy
- Scheduled and coordinated police department's first press conference following March prostitution sting
- Worked closely with department to promote police-sponsored events, including Turkey Drive, Shop With A Cop, and Golf Tourney for the Kids

Other

- Served on Cost Savings Quality Circle and CSQC management team
- Served on team developing ways to raise money for Joyner Park Amphitheater cover and two spraygrounds
- Worked with mayor and others to develop Roots to Renaissance 501 © (3) organization
- Worked with town staff to coordinate purchase of Tuxedo Junction
- Worked with town staff to develop branding strategy for downtown

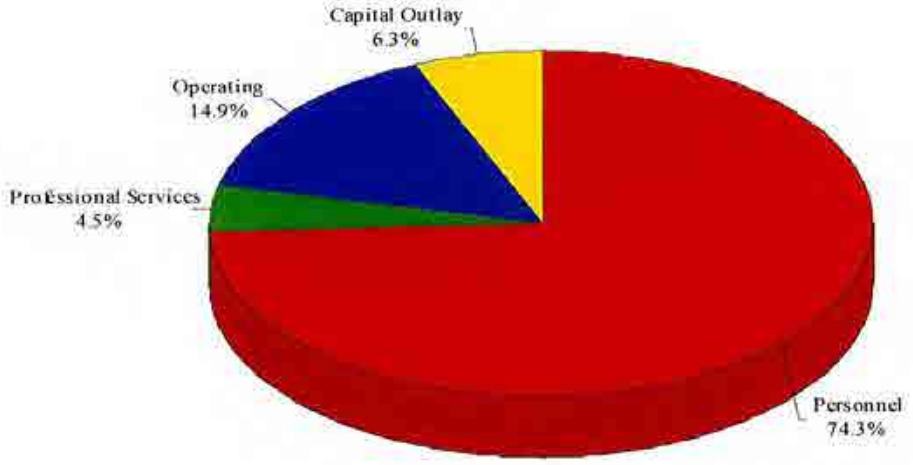
General Fund
HUMAN RESOURCES DEPARTMENT

SUMMARY OF COSTS AND POSITION AUTHORIZATION ALLOCATIONS

Human Resources	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 370,143	$ 377,850	$ 282,043	$ 376,162	$ 328,485	$ 342,635
Professional Services	400	15,000	14,976	14,976	20,600	20,600
Operating	53,780	69,550	50,645	60,390	65,735	68,735
Capital Outlay	-	-	-	-	29,000	29,000
Total	$ 424,323	$ 462,400	$ 347,664	$ 451,528	$ 443,820	$ 460,970

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Human Resources Director	1	1	1	1	1	1
Human Resources Analyst	1	1	1	1	1	1
Safety Coordinator	1	1	1	-	-	-
Safety and Risk Manager	-	-	-	1	1	1
Sr. Human Resources Analyst	1	1	1	1	1	1
Total	4	4	4	4	4	4

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $460,970

General Fund
HUMAN RESOURCES DEPARTMENT

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

PROGRAM DESCRIPTIONS:

Personnel: The Human Resources Director manages the personnel system for the Town and guides the Manager, department heads, and supervisors in adherence with all legislation including local, state, and federal regulations. Major areas of responsibility include: overseeing equal opportunity recruitment, selection, disciplinary action, and promotion of employees; benefits and compensation administration; coordination of training; 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 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 Heads, 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.

Accomplishments:

FY2013

- Managed all employee benefits including: medical, dental, life, short term disability, long term disability, disability retirement, general retirement, Colonial, 401 (k) and retirement benefits.
- Administered the BCBS Healthy Initiatives program which in conjunction with our wellness initiatives helped positively impact our health insurance premium. Town experienced a premium reduction of 4.3%.
- Coordinated Open Enrollment meetings to educate employees on new benefit offerings.
- Maintained a successful Employee Assistance Program and offered training as well as guidance.
- Researched, implemented and maintained the Computer Based Training initiative.
- Maintained the Pay and Classification Study with our consultant, Randy Billings.
- Continued to review and update the Personnel Policy as needed with training.
- Audited job descriptions in the Pay & Classification Study, reviewed and updated corresponding evaluations.
- Participated in job fairs.
- Organized successful employee events including: United Way Campaign, Blood Drive, Health and Wellness Fair, Flu shot clinic and annual Christmas luncheon.
- Assisted with Cost Savings Quality Circle and Improving Internal Communications Quality Circle.
- Wellness Committee – Provided healthy eating initiatives and offered quarterly fruit deliveries to all employees, provided stress relief initiatives with quarterly chair massages, made available nutritional initiatives and provided one-on-one professional counseling.

General Fund
HUMAN RESOURCES DEPARTMENT

Risk Management: The Safety Coordinator 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; making recommendations for reduction of risk exposures; ensuring all Town employees are trained in workplace safety, hazard identification, incident reporting and workers' compensation; administering the workers compensation and liability insurance programs; as well as maintenance of safety, training and liability records.

Program Objectives:

- Manage the Town's Safety Program by continually learning and understanding changes in regulatory requirements. Develops, maintains, and updates 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.
- Conduct bimonthly Safety and Health Committee Meeting to address pertinent issues and train members to fulfill their responsibilities in safety management.
- 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.

Accomplishments:

FY 2013

- Managed the Risk Management/Loss Prevention programs for the Town.
- Maintained and conducted safety training for all employees.
- Reviewed Safety Programs and Policies as needed.
- Maintained the Safety Committee and Safety Incentive Program.
- Conducted facility and jobsite safety inspections and recommended corrective actions.
- Conducted Emergency Action Plan drill for Town Hall along with training.
- Served as the point of contact for OSHA inspections and Insurance Safety Audit.
- Continued to manage the Universal Waste Recycling Program.

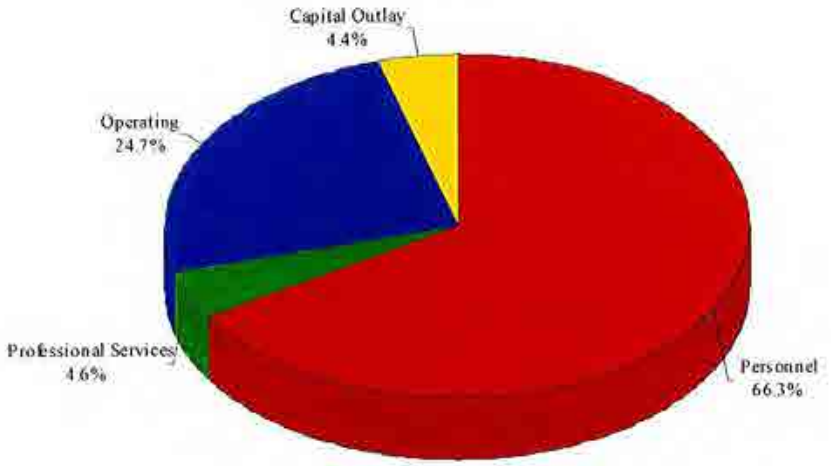
General Fund
FINANCE DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

FINANCE	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 1,010,387	$ 841,240	$ 617,923	$ 822,609	$ 868,535	$ 838,940
Professional Services	47,334	68,900	50,100	68,100	72,700	57,700
Operating	261,428	291,645	215,095	259,428	356,625	313,275
Capital Outlay	66,104	61,885	37,699	66,254	61,850	56,000
Debt Service	8,122	8,175	4,061	8,175	-	-
Total	$ 1,393,375	$ 1,271,845	$ 924,878	$ 1,224,566	$ 1,359,710	$ 1,265,915

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Finance Director	1	1	1	1	1	1
Financial Project Analyst	-	1	1	1	1	1
Financial Operations Manager	-	1	1	1	1	1
Accounting Services Manager	1	-	-	-	-	-
Accountant	1	1	1	1	1	1
Office Assistant	1	1	1	1	1	1
Purchasing Manager	1	1	1	1	1	1
Buyer	-	-	1	1	1	1
Sr. Inventory Specialist	2	2	1	1	1	1
Inventory Specialist	1	1	1	1	1	1
Accounting Technician	2	2	2	2	2	2
Customer Service Supervisor	1	1	1	1	1	1
Utility Billing Specialist	1	1	1	1	1	1
Utility Billing Assistant	1	1	1	1	1	1
Customer Service Rep	2	2	2	2	2	2
Customer Service Field Tech	2	1	1	1	1	1
Energy Auditor	-	1	1	1	1	1
Total	17	18	18	18	18	18

The following graph depicts the breakdown of FY 2013-2014 expenditures:



Total: $1,265,915

FINANCE DEPARTMENT

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.

PROGRAM DESCRIPTIONS:

Financial Management/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, insuring compliance with the annual budget ordinance, reporting to State and Federal agencies, updating the Capital Improvements Plan and preparation of the annual operating budget. For the past twenty-two (22) years, the Comprehensive Annual Financial Report has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Program Objectives:

- Provide monthly financial reports for Department Heads and the Board of Commissioners.
- Prepare all work papers and schedules for the annual audit.
- Prepare annual Comprehensive Annual Financial Report (CAFR) and submit to GFOA for consideration.
- Present annual CAFR to the Board of Commissioners in December.
- Prepare cash flow plan and evaluate current pools of funds invested. Evaluate plan to increase Town's investment earnings by 5% (or higher) in FY 2014 over FY 2013 revenues.
- Maintain regular monthly reconciliations of all balance sheet accounts.
- Apply for GFOA Distinguished Budget Award (FY 2013-2014 Budget) by September 2013.
- Work with Communications department to improve financial transparency on Town's website.
- Prepare internal desktop standard operating procedures for all accounting positions by January 2014.
- Update Capital Improvements Plan by February 2014.
- Assist Town Manager in preparing recommended Annual Operating Budget by May 2014.
- Prepare a debt issuance plan with direction from the Local Government Commission and the Board of Commissioners to evaluate conducting a bond referendum in May 2014.
- Retain services of bond counsel for potential bond referendum by October 2013.
- Work with financial advisors to evaluate potential savings on existing GO bonds for refunding (refinancing).
- Coordinate debt issuance for John B Cole Substation rebuild and street lighting plan.
- Acquire eSuite module for HR NextGen software by December 2013.
- Coordinate and facilitate software data flow for all departments utilizing New World systems.

Accomplishments:

- **FY 2013:**
- Installed credit card machines at Flaherty Community Center and Inspections department to receive payments and trained respective staff
- Updated Capital Improvements Plan for FY 2013-2018
- Updated Town's Comprehensive Fee Schedule
- Facilitated annual budget process and assisted the Town Manager with FY 2013-2014 Recommended Budget
- Recovered $50,000 for Town from state fuel tax through review and resubmission of three (3) years tax returns
- Coordinated billing and receipt for expenses related to Hurricane Sandy assistance to LIPA
- Facilitated debt issuance process for renovations to the existing Police Station for $850,000 (five year term – 1.53%) in October 2012
- Coordinated process of financing various equipment and vehicles through installment purchase
- Purchasing card expense posted and bank accounts reconciled to the general ledger each month
- Conducted Purchasing card training sessions as additional cards were issued during the year
- Vendors paid within the net thirty day guidelines
- Facilitated software system upgrade to Next Generation (NextGen) of Human Resources module which provides new functionality to automate and streamline human resources and payroll operations
- Completed financial report card for Town's financial performance
- Assisted Davenport and Associates with establishing debt affordability model and financing plan (debt issuance) to fund future capital items

- Assisted Downtown Development Director with transition from DRC to Town with regard to administration of budget and financial policies
- Oversaw and monitored disbursement of loan funds to NC Wireless Research Center
- Fiscal Policy Guidelines approved by Board of Commissioners in January 2013

Billing & Collections: The Town administers billings for utility services. The Customer Service Supervisor, Billing Assistants 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, assessments and miscellaneous revenues. Wake County provides billing and collection services on a contractual basis for property taxes and Downtown Municipal Service District taxes.

Program Objectives:

- Mail utility bills on or before the bill date.
- Provide training through Electricities.
- Process up to 45 customer utility cut-offs within one (1) business day
- Implement a Prepaid meter pilot program
- Send appropriate information to Wake County for tax collection services by July 15.

Accomplishments:
FY 2013:

- Effectively bill all accounts monthly through automated readings
- Monitored power theft through the AMI process
- Continued to work with the Debt Set-off program to collect outstanding money owed to the Town
- Decreased our number of cut offs by changing our billing policy
- Utilize Online Bill Consolidator to get check payments faster
- Allow customer the opportunity to receive e-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 Objectives:

- Respond to customer service work order requests within 24 hours based on their priority.
- Continue to work with ChurchNet and other agencies in providing utility related assistance to the needy within the community.
- Prepare utility bill inserts which provide customers with energy related information and Town issues.
- Increase Information at the Energy Fair in conjunction with Public Power week
- Continue marketing and development of the Residential Energy Audit Program.

Accomplishments:
FY 2013:

- Improve the residential energy audit program through technology
- Continued to administer H.O.P.E. which provides utility assistance to customers.
- Partnered with Wake Forest Power in conjunction with Public Power for Energy Fair
- Conducted two Energy Savings workshops away from Town Hall
- Maintain relationship with NC Green power to support renewable energy funding
- Utilize New World to allow the re-printing of an actual utility bill to provide to our customers

FINANCE DEPARTMENT

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 Objectives:

- 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.
- Improve purchasing through training and conference education.
- Monitor departmental budgets when requisitions are submitted to assure funds are available.
- Insure that all contractors are properly insured and that the Town has a copy of their certificate of insurance on file.

FY 2013:

- Continued to sell surplus items on GovDeals. We have now sold over $ 297,000 of surplus items using this site.
- Continued to train employees on requisition software.
- Continued participation in the Cost Savings Quality Circle. This is a group that was charged with implementing and managing a program where Town Employees could submit cost savings ideas.
- Participated in the selection committee and verified Department of Transportation qualifications for various grant related projects.
- Enrolled the Town to participate in two cooperative purchasing organizations. This allows the Town to purchase large ticket items at substantial savings.

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 Objectives:

- Maintain adequate stock levels and appropriate materials for various departments/divisions.
- Conduct physical inventory count once a year and assist in the preparing the reconciliation.
- Continue to maintain OSHA compliance.
- Implement a surplus inventory program for overhead and underground transformers coming off line.
- Change the filter inventory from consignment inventory to a charged out inventory.

Accomplishments:

FY 2013:

- Treated all wooden reels with a wood preservative to protect them from rot.
- Deleted outdated stock from warehouse inventory.
- Changed the street sign inventory to comply with new high visibility regulations.
- With IT's help, we developed a better inventory cost report to more accurately reflect the value of our inventory.
- Retagged all of our in-stock transformers and sent out any that needed to be repainted.

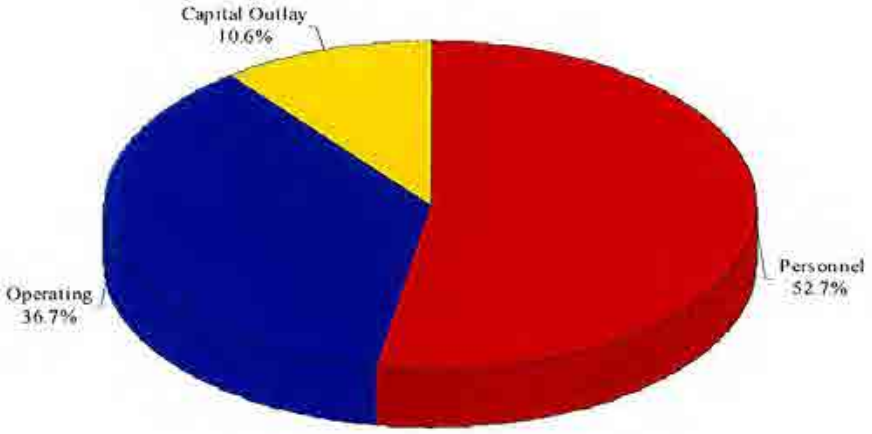
General Fund
MANAGEMENT INFORMATION SYSTEMS

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

MIS	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 323,312	$ 428,425	$ 283,103	$ 380,119	$ 431,995	$ 446,480
Operating	251,252	271,500	145,546	250,075	315,500	310,400
Capital Outlay	18,840	45,000	20,907	45,000	230,000	90,000
Total	$ 593,404	$ 744,925	$ 449,556	$ 675,194	$ 977,495	$ 846,880

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
IT Director	1	1	1	1	1	1
GIS Analyst	1	1	1	1	1	1
IT Analyst	2	2	2	2	2	2
Systems Administrator	-	-	1	1	1	1
Total	4	4	5	5	5	5

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $846,880

General Fund
MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems Department is responsible for administrating and maintaining the Town's technology resources. Staff is responsible for assisting departments with improving their business process through the use of current and new technologies.

PROGRAM DESCRIPTIONS:

MIS and Data Processing: The Town maintains a network infrastructure consisting of ten (10) physical locations. The infrastructure includes a combination of 30 physical\virtual servers, redundant iScsi SANs, 44 network appliances and 200+ laptop\workstations. Supported applications include: financial accounting systems, automated meter reading system, GIS services, town web site, work order, inventory, utility online billing, inspections, report writing systems 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 Objectives:

- Develop disaster recovery and business continuity plan.
- Build citizen participation in the community.
- Citizen engagement through technology.
- Upgrade NetMotion VPN systems.
- Continue to expand GIS services.
- Advanced Authentication for PD mobile units.
- Double-Take backup program for NWS systems.
- Continue rollout of Electronic Document Management program.
- Sungard OSSI hardware upgrade.
- Public Wi-Fi project.
- Continue network infrastructure improvements.
- Replace server\workstation\laptop per life cycle
- Update network OS to 2012 Active Directory.
- VoIP (Telephone) system refresh.
- MS Office Suite refresh.
- PC Training lab workstation update.
- Continue to expand network connectivity to park sites.

Accomplishments:

FY2013:

- Department reorganization to include a new Systems Administrator position.
- Fill IT Analyst position.
- New World Nex-Gen system upgrade.
- Creation of MIS department web pages for town's web site.
- Offer additional GIS services to town employees and citizens.
- Offer enhanced connectivity to park sites.
- Assist with PD main building upgrade.
- Relocate PD OSSI systems TH server room.
- Expand Double-Take backup systems program.
- Continue rollout of Electronic Document Management program.
- Continue rollout of MS Share Point Services.
- Complete hard drive disk encryption for mobile systems.
- Continue network infrastructure improvements.
- Replace server\workstation\laptop per life cycle
- Complete TH to PW redundant wireless network.
- Complete 3G to 4G wireless upgrade.
- Continue build out of DR site.
- Rollout of AVL for PD fleet.

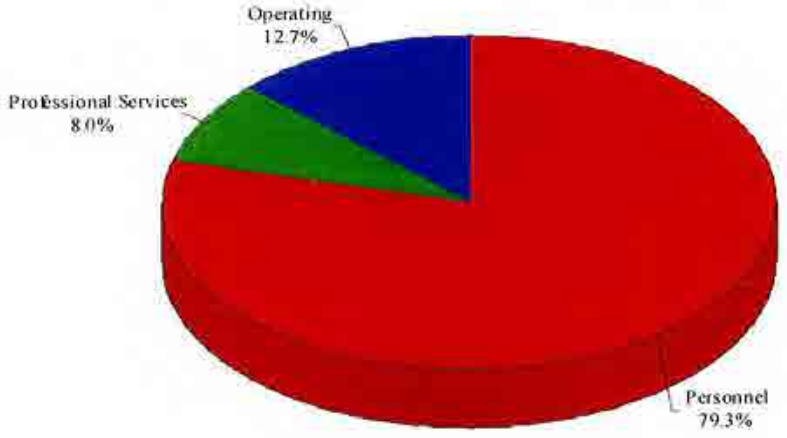
General Fund
PLANNING DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Planning	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 616,134	$ 675,165	$ 473,343	$ 633,435	$ 682,580	$ 693,695
Professional Services	90,326	70,000	53,364	66,000	70,000	70,000
Operating	83,263	95,400	72,096	99,035	112,380	111,380
Capital Outlay	10,047	-	-	-	-	-
Total	$ 799,769	$ 840,565	$ 598,803	$ 798,470	$ 864,960	$ 875,075

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Planning Director	1	1	1	1	1	1
Assistant Planning Director	2	1	1	1	1	1
Senior Planner	3	3	3	3	3	3
Planner	1	1	1	2	1	1
Office Assistant	1	1	1	1	1	1
Total	8	7	7	8	7	7

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $875,075

General Fund
PLANNING DEPARTMENT

Staff provides development and maintenance of land management documents including Zoning Ordinance and Land Use Plan; review of construction and land development; code enforcement and support to the Planning Board, Board of Adjustment, Historic Preservation Commission, Greenways Advisory Board, and the Public Art Commission.

PROGRAM DESCRIPTIONS:

Administration: The Administration staff consists of the Planning Director, Assistant Planning Director, 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 Objectives:

- Administer departmental programs: Planning, Historic Preservation, Housing and Community Revitalization, Public Art.
- Prepare and monitor annual budget and capital improvement plan for the Department.
- Update and implement Department work plan
- Continue results based management program.
- Add planner position (transportation)

Accomplishments:

FY 2013

- Updated results based management program.
- Updated staff position descriptions.

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 focus on development proposals, zoning requests, flood damage prevention, code enforcement, GIS, annexations, street closings, variances, and addressing. This group also oversees the Technical Review Committee activities and provides staff support to the Comprehensive Planning Committee, Planning 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, Historic Preservation Commission, Public Art Commission, and Greenways Advisory Board. In addition, this group performs transportation planning functions in coordination with the Engineering Department. The aforementioned advisory boards and commissions perform key functions for the administration of the program. Planning staff (seven positions) provides administrative and technical support.

Program Objectives:

- Continue to implement adopted land use and development plans and documents.
- Continue to update and enhance the department web pages which provide information for customers and citizens.
- 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, variances and ordinance amendment requests. Issue zoning verification letters.
- Implement the Unified Development Ordinance in day-to-day activities and tasks; provide training to various

advisory boards and elected officials on changes and new responsibilities; serve as staff liaison to Design Review Board; and, update applicable Planning Department web page(s) to correlate with new designs and regulations.
- Where applicable, use CommunityViz software for visualizing future projects.
- Coordinate & implement update of New World System Community Development Project Planning module.
- Enter archived Rezoning & Special Use Permit cases in New World System database.
- Incorporate code enforcement process into project planning portion of New World System software
- Respond to citizen and customer inquiries.
- Administer FEMA's Letters of Map Amendments & 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 & office current.
- Maintain a yearly development report document to include information regarding growth, population, development projects, zoning cases, and annexations.
- Administer Technical Review Committee activities.
- Continue the Planning Board Academy, a training program for planning board members.
- Continue as the town liaison to the Capital Area Metropolitan Planning Organization (CAMPO) Technical Coordinating Committee (TCC).
- Continue to administer LAPP funded transportation projects.
- Continue to provide staff support to the Greenways Advisory Board.

Accomplishments:

FY 2013

- Continued to develop, write and design the first complete draft of the Unified Development Ordinance. Held two public meetings and met on a consistent basis with the UDO Advisory Committee. Held final public workshop and scheduled public hearing for adoption. Managed "quality control period" during public hearing process to evaluate the document's usability. 100% of document has been developed and is in draft form.
- Kept information on UDO weblog on Town's website fresh and updated with new and revised chapters, designs and maps.
- Continued to improve communications through the use of website.
- Maintained interactive active developments map for website.
- Completely redesigned the planning department web page.
- Created the Active Transportation Map.
- Updated all land use maps monthly.
- Processed 5 FEMA Letters of Map Revisions (LOMR), attended State Certified Floodplain Managers Conference and maintained Certified Floodplain Manager status.
- Assisted the NC Mapping Program with the process of updating various Flood Insurance Rate Maps throughout the Town.
- Completed Boundary & Annexation Study and provided support data to U.S. Census Bureau.
- Held Technical Review Committee meetings monthly.
- Maintained and updated the Wake Forest Development Report.
- Issued 775 development permits.
- Performed 55 master plan reviews.
- Performed 95 construction plan reviews.
- Performed 200 final plat reviews.
- Performed 35 architectural design reviews.
- Issued 125 sign permits.
- Reviewed and processed 12 petitions (rezoning, special-use permits, ordinance amendments & variances).
- Cited and abated 135 ordinance/code violations.
- Issued 10 zoning verification letters.

General Fund
PLANNING DEPARTMENT

- Staff attended various conferences for continuing credit hours towards AICP, CFPM and CZO certifications.
- Participated in the Improving Internal Communications Quality Circle.
- Participated in the Building & Facilities Committee.
- Participated in Wake Forest Chamber of Commerce Leadership program.
- Held Board of Adjustment Member Training Session.
- Responded to 10,000 citizen and customer inquiries.
- Attended the Wake Forest-Rolesville 9th Grade Construction Academy Career Day providing outreach from the Town and the planning profession.
- Attended CommunityViz software training.
- 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.
- Assisted the Inspections Department in the development of the Property Maintenance Code.
- Planned and conducted the 4rd Annual Bicycle Safety Fair. The 2013 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.
- Continued 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.
- Continued project administration for three Surface Transportation Program-Direct Allocation (STP-DA) projects; FY2010 Ligon Mill Road Widening (design), FY2011 Durham Road multi-use path (design/construction), and FY2011 Forestville Road sidewalk (design/construction).
- Wake Forest will receive $756,670 in grant funds from CAMPO's LAPP to support the design work for Stadium Drive – Complete Street, Wait Avenue sidewalks, Oak Avenue multi-use path, and construction of Dunn Creek Greenway – Downtown Connector.
- Staff continued serving as Project Manager for the ARRA Funded & locally administrated Dunn Creek Greenway project.
- Opened two soft trail sections: Joyner Park to Juniper Avenue (Wake Forest-Rolesville HS) (Priority 1) and Heritage High School to Rogers Road (Priority 2). Volunteers logged over 1400 hours on trail construction and education.
- Continued to implement a successful Adopt-a-Trail Program. Volunteer clean-up projects by 8 groups comprising 63 volunteers logging over 500 hours. Trail enhancement projects by 11 groups comprising 200 volunteers logging over 500 hours.
- Held an Adopt-a-Trail appreciation event.
- Continued working with the Greenways Advisory Board and Communications Department to refine Adopt-a-Trail program materials and website information.
- Continued coordination with the City of Raleigh to design and construct a trail extension and bridge to connect the Smith Creek Greenway Trail to the Neuse River Trail, with 28 miles of paved trails planned to extend from Falls Lake Dam to Johnston County in four years.
- Opened the Wake Forest Connector Bridge – the longest pedestrian bridge in North Carolina. The town funded the $1.4M trail and bridge project and the construction work was managed by the City of Raleigh.
- Held the 'Function at the Junction' grand opening to celebrate the Wake Forest Connector Bridge over the Neuse River. The event site itself was situated 1.5 miles in the woods at the bridge site, therefore over 100 participants walked, ran, biked, hiked and even paddled into the celebration.
- 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.
- The GAB participated in Good Neighbor Day and responded to greenway inquiries.
- Staff served on the Talk of the Town Editorial Board.

- Staff served as a liaison to the Downtown Revitalization Corporation Board.
- 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), and Long Range Transportation Plan (LRTP) meetings.
- Staff served on CAMPO Northeast Area Study Committee.
- Staff served on Wake Active Transportation Subcommittee.
- Staff participated in the NC Chapter of the American Planning Association (NCAPA) Conference Planning Committee.
- Staff participated in the development of the Wake County Transit Plan.

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 Objectives:

- Attend the Preservation North Carolina annual conference in October 2013.
- Pursue additional training opportunities for staff and HPC members.
- Raise funds for the renovation/stabilization of the Ailey Young House.
- Review applications for Certificates of Appropriateness (COA's).
- Maintain Certified Local Government (CLG) status.
- Respond to citizen inquiries.
- Hire qualified historic preservationist to replace retiring staff.

Accomplishments:

FY 2013

- Attended the Preservation North Carolina annual conference in Asheville in September 2012.
- Completed the Historic Preservation Plan (adopted July 2012).
- Designated the Ailey Young House as a locally designated historic landmark property (June 2012).
- Conducted the biennial Christmas Historic Homes Tour in December 2012.
- Began fund raising for the Ailey-Young House by selling 2013 Calendars (planned annual event).
- Approved 5 applications for Certificates of Appropriateness, including 1 minor COA.
- 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.

Housing and Community Revitalization Program (HCR): 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 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.
- 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.

Accomplishments:

FY 2013

- Attended East End Community meetings to get input on issues and neighborhood improvements.
- Completed renovations to Alston-Massenburg Community Center.
- Cooperated with Wake County HCR in the adoption of the 2013-14 Action Plan.

Public Art: Program to acquire, display, inventory, and ensure maintenance of publically owned art throughout the town and to develop plans and policies to guide such activities.

Program Objectives:

- To develop an overall public art plan, detailing locations, themes, suggested artist qualifications or locations (e.g. local, statewide, or national).
- Acquire public art and hold art events, as funds are available.
- Work with other agencies, e.g. other town advisory boards, governmental agencies, non-profit groups, etc., in providing art to area residents.
- Review and approve public art proposals made by private individuals, groups, or governmental agencies, including town departments and/or advisory boards.

Accomplishments:

FY 2013

- Hired artist, after a nationwide search, to fabricate and install scriptural seating on S. White Street.

General Fund
INSPECTIONS DIVISION

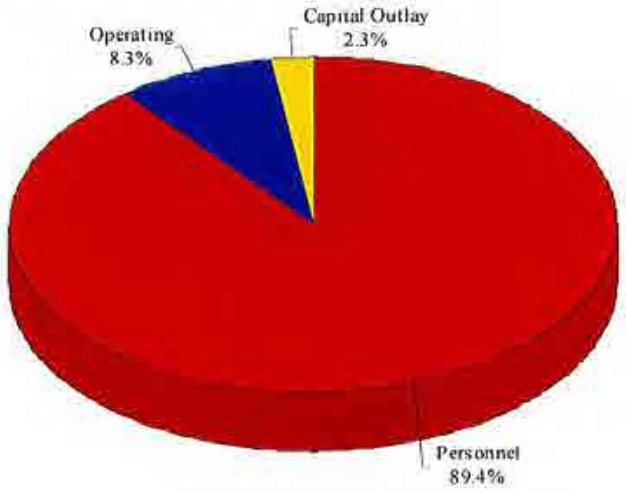
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Inspections	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 943,406	$ 970,145	$ 724,604	$ 967,581	$ 1,016,955	$ 1,082,380
Operating	71,302	98,000	43,068	57,520	100,400	100,400
Capital Outlay	24,720	28,500	502	16,740	28,000	28,000
Debt Service	8,172	8,575	-	-	-	-
Total	$ 1,047,600	$ 1,105,220	$ 768,174	$ 1,041,841	$ 1,145,355	$ 1,210,780

*CEO remains authorized but not funded in the FY 2013-2014. Sr CEO vacancy funded October 1, 2013.

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Inspections Director	1	1	1	1	1	1
Assistant Inspections Director	1	1	1	1	1	1
Senior Inspections Technician	1	1	1	1	1	1
Inspections Technician	1	1	1	1	1	1
Sr. Code Enforcement Officer	6	6	6	6	6	6
Code Enforcement Officer*	4	4	4	4	4	4
Total	14	14	14	14	14	14

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $1,210,780

General Fund
INSPECTIONS DEPARTMENT

Staff provides building inspections and code enforcement.

PROGRAM DESCRIPTIONS:

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 Objectives:

- Improve the level of service currently provided by the division, including but not limited to timely plan review and inspections.
- Continue to update division policy manual.
- Provide approximately 9,000 inspections and review approximately 900 sets of plans.
- Continue to educate personnel, contractors and designers 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.
- Develop and implement Housing, Unsafe Buildings, and Non- residential Building ordinances.
- Continue the condemnation and demolition program for dilapidated structures in conjunction with planning division.

Accomplishments:

FY 2013

- Inspectors attained 2 standard certificates and 1 probationary certificate in various trades. Three of ten inspectors have Level III certificates in building, electrical, plumbing, mechanical, and fire trades, two others hold Level III certificates in all trades except fire, and one holds level III certificates in all trades except plumbing.
- Inspectors have attended 64 seminars, conferences, and schools.
- Staff served on the DOI Exam Review Committee.
- Performed 11,400 inspections and reviewed 1100 sets of plans.
- Issued 1,900 permits.
- Office staff received 15,400 telephone calls.
- Staff serves on Parking Ticket Review Committee, Frontline Force Committee, Improving Internal Communications Committee, and Building & Facilities Committee.
- 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.
- Implemented 2012 North Carolina Building Codes.

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 Objectives:

- Provide annual inspections for hazardous, institutional, high-rise, assembly, and limited residential occupancies.
- Provide inspections once every two years for industrial and educational occupancies (except public schools).
- Provide inspections once every three years for business, mercantile, storage, church, and synagogue occupancies.
- Provide approximately 700 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.

General Fund
INSPECTIONS DEPARTMENT

- Provide plan review on new water lines for fire fighting capabilities.
- Expand customer relations to provide better communications and information about codes.

Accomplishments:

FY 2013

- Performed 1300 periodic fire inspections, 210 new construction fire inspections and reviewed 120 sets of plans.
- Attended monthly meetings of Greater Wake County Building and Fire Officials Association.
- Continued to update data base for fire inspections.
- Developed and implemented code violation correction mailing card system. Reduced minor code violation re-inspection visits by an additional 18%.
- Conducted 76 on-site consultations with contractors and business owners.
- Attended National Fire Academy, North Carolina Fire Prevention School, Wake County BEST (Business Environmental and Safety Training) Conference, NC Fire Marshal Association Spring Workshop and the Fire House Software Training Seminar.
- Upgrading and adding custom features in Fire House Software System to better suit fire inspections program.
- Maintained Fire House Data Transfer practices to provide the Wake Forest Fire Department current periodic fire inspections information.
- Attended Society of Fire Protection Engineers conference.
- Joined the N.C. Firefighters Burned Children Fund.
- Performed Fire House web based inspections with pc tablet.
- Participated in Franklin Academy High School career day.

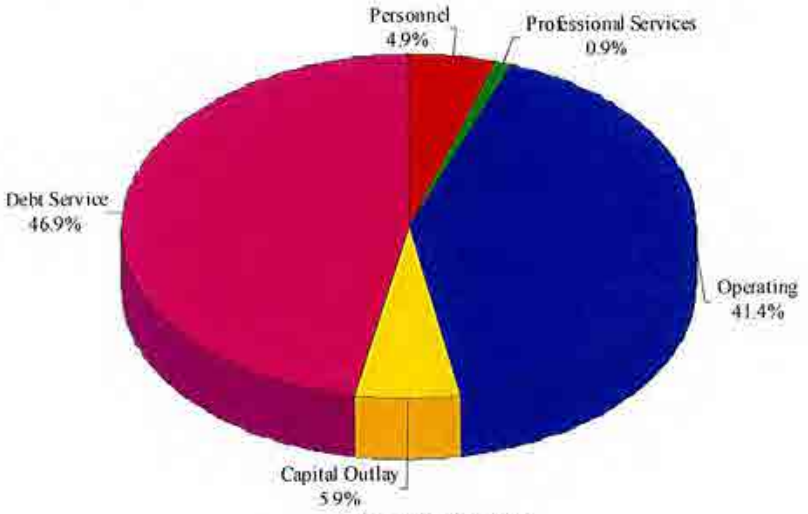
General Fund
PUBLIC FACILITIES
DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Facilities	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 70,736	$ 100,190	$ 62,228	$ 92,606	$ 155,137	$ 128,470
Professional Services	68,808	-	44,181	135,000	27,500	23,000
Operating	968,872	995,870	609,282	908,081	1,106,750	1,078,700
Capital Outlay	1,011,210	255,100	263,217	302,000	349,000	155,000
Debt Service	975,878	794,050	875,839	875,839	1,015,210	1,221,330
Other Sources	818,964	-	-	-	-	-
Total	$ 3,914,468	$ 2,145,210	$ 1,854,747	$ 2,313,526	$ 2,653,597	$ 2,606,500

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Facilities Manager	1	1	1	1	1	1
Facilities Maintenance Specialist			1	2	1	1
Total	1	1	2	3	2	2

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $2,606,500

General Fund
PUBLIC FACILITIES DEPARTMENT

The Manager and Maintenance Specialist provide proactive and reactive maintenance along with housekeeping of municipal buildings including: Town Hall, Holding Community House, Police Stations (3), Public Works Operations Center (4 Buildings and 2 Shelters), Alston-Massenburg Center, Flaherty Community Center, Olde Mill Stream, Parks and Recreation Maintenance Facility, Senior Center and restrooms in the parks beginning July 2013.

We strive to provide a safe and clean work environment as well appealing buildings and grounds for employees as well as citizens in Wake Forest while executing our dedication and commitment to being C.I.V.I.C. leaders. We research technology and equipment to save on energy and water usage with a minimum return on investment.

PROGRAM DESCRIPTION:

Building Maintenance: The Town maintains (14) public buildings, (3) Equipment Shelters and (4) park restrooms. The services provided are custodial, utilities, interior and exterior repairs and maintenance, and general inspections of premises. This department maintains a safe and appealing appearance 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.

Program Objectives:

- Bi-annual safety inspections of all public buildings with the town safety coordinator
- 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. Example; light bulbs, ballast, belts, and filters
- 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 to increase our knowledge of equipment and technology upgrades to become more efficient.

Accomplishments:

FY2013:

- Installed an annunciator at the Operations center and now the fire alarm is monitored.
- Installed A-Phone System at the CID Building and Operations Center to allow visitors to be viewed and spoken to prior to their entering the building. The door is unlocked at the employee's desk.
- Installed security cameras at the Operations Center.
- Installed additional security cameras at the Police Department.
- Replaced dead trees and plants at Town hall
- Completed 357 Reactive work orders from 7/1/2012- 3/7/2013 not including call in or email work orders that were not system produced. Completed 187 proactive preventative maintenance work orders during the same period. This is only PM on 7 buildings that are in the system and doesn't include the balance of the buildings.
- Completed Alston Massenburg renovation
- Re-commissioned the Town Hall
- Purchased NAPA Building and prepared it for use as storage
- Installed Panoptix at Town Hall

General Fund
PUBLIC FACILITIES DEPARTMENT

- Completed Police Department Renovation
- Replaced Holding Steps and Landings on rear of building
- Installed sod on bare areas at Town Hall
- Installing office at Alston Massenburg
- Replaced Carpet at the Senior center
- Completed Design and Engineer work for Holding Pool Locker Rooms
- Hired Employee- Public Buildings Maintenance Specialist
- Installed Handicap Door Openers at the Senior Center
- Started inventory of repair parts that are often used and set up Inventory edge to track usage and cost

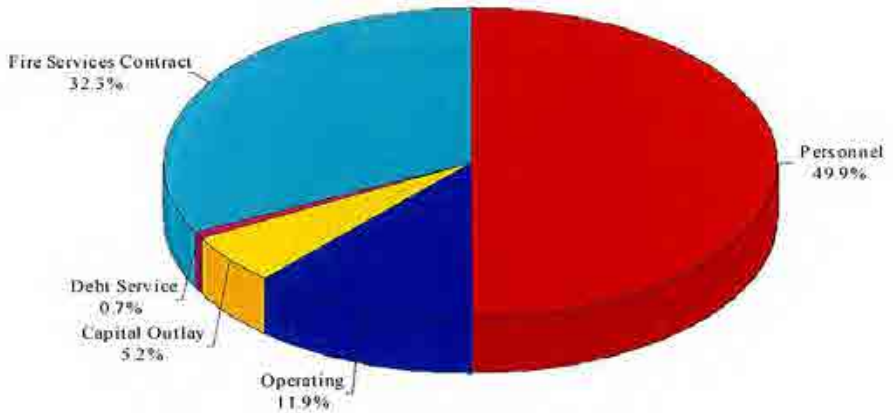
General Fund
PUBLIC SAFETY DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Safety	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 5,216,637	$ 5,535,980	$ 4,082,884	$ 5,443,465	$ 6,288,895	$ 6,093,870
Operating	1,092,154	1,285,500	696,186	1,185,137	1,575,450	1,460,390
Fire Services Contract	3,590,569	3,723,640	2,807,691	3,825,000	3,789,625	3,954,245
Capital Outlay	421,927	432,250	69,209	432,250	679,500	634,500
Debt Service	201,765	195,650	121,668	195,650	81,155	81,155
Total	$ 10,523,052	$ 11,173,020	$ 7,777,638	$ 11,081,502	$ 12,414,625	$ 12,224,160

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Police Chief	1	1	1	1	1	1
Deputy Police Chief	1	1	1	1	1	1
Captain	2	2	2	2	2	2
Lieutenant	7	7	7	7	7	7
Sergeant	7	8	8	9	9	9
Corporal	-	-	-	4	4	4
Police Officer	37	39	42	45	45	45
Police Records Assistant	1	1	1	1	1	1
Office Assistant	2	2	2	2	2	2
Telecommunications Supervisor	1	1	1	1	1	1
Telecommunicator	7	7	8	8	8	8
Crime Analyst			1	1	1	1
Parking Enforcement Officer	1	1	1	1	1	1
Total	67	70	75	83	83	83

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $12,224,160

General Fund
PUBLIC SAFETY DEPARTMENT

Employees of the Public Safety Department are 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.

PROGRAM DESCRIPTIONS

Administrative Division: Consists of the Command Staff, made up of the Chief and two (2) Captains. The Administrative Division also consists of three (3) civilian positions—one (1) Police Records and Evidence Technician, one (1) Police Records Assistant, and one (1) Office Assistant.

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 Unit, Tactical Service Unit, Canine Unit, and Crisis Negotiation Team.

The Police Records and Evidence Technician assists the Office Assistant with department records; assists with the entering, inventory, and maintenance of records involving departmental evidence; and assists the command staff administratively when required.

The Police Records Assistant maintains all department records and processes all crime reports for submission to the proper state and federal agencies; answers and directs phone calls; greets the public; and assists with any other administrative duties when required.

The Office Assistant answers and directs phone calls; greets the public; assists with records and reports; and assists with any other administrative duties when required. This position is currently assigned to the Criminal Investigative Division.

Program Objectives:

- Fill all available personnel positions
- Nominate an employee to attend the FBI National Academy
- Attend annual, state, and national conferences

Accomplishments:

FY 2013

- Received a $10,000 grant from the North Carolina Department of Crime Control and Public Safety and purchased and issued surveillance equipment
- Opened new office space for use by command and administrative staff in the former courtroom of the main station
- Remodeled interior of the main station (repainted all walls, replaced all carpeting and ceilings, increased and added a full kitchen in the break room)
- Relocated the Communications Center to larger, more secure, remodeled portion of the main station
- Replaced all radios, computer equipment, and furniture in the new Communications Center
- Separated the Support Services Division into two divisions—the Support Services and Technology Division and the Training and Community Services Division
- Created the Professional Standards Division
- Created and filled a new civilian Crime Analyst position
- Sent an employee to the FBI National Academy (B. Mote, Winter 2013)
- Attended several annual, state, and federal conferences
- Expanded the evidence room and incorporated a biometric scanner for additional security
- Sent eleven (11) officers to assist with the Democratic National Convention in Charlotte, NC
- Redesigned the patrol car graphics and won an international police fleet vehicle design contest featured in *Law and Order* magazine

General Fund
PUBLIC SAFETY DEPARTMENT

Patrol Division: The Patrol Division consists of two (2) Lieutenants, four (4) Sergeants, 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 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
- Implement an early car program to assist with calls for service at shift change
- Assess the current working schedule and amend it as needed

Accomplishments:

FY 2013

- Certified additional officers in the Crisis Intervention Training (CIT) program
- Continued early car program
- Swat team placed 4th in the NC Swat competition
- Instituted a new hiring process and testing procedure.

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 Objectives:

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

Accomplishments:

FY 2013

- Provided a minimum of two hours training to all officers on the radio and CAD system
- Attended several training classes sponsored by NCJA
- Filled all open positions in the Communications Center
- Provided training to all new officers on the radio system
- Completed construction of new Communications Center

Professional Standards Division: 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 Objectives:

- Calea research
- Creation of policy and policy revision
- Policy enforcement
- Officer policy violation and misconduct investigations

Accomplishments

FY 2013

- Created the division
- Filled position with former watch commander position
- Began research on becoming Calea accredited and policy updates

Criminal Investigation Division (CID): Consists of one (1) Lieutenant, one (1) Sergeant, and five (5) Detectives. 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 Objectives

- Attend different 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 search warrants and have more property seizures
- Conduct more covert operations ("stings") targeting larcenies and pawn shop cases

Accomplishments:

FY 2013

- Increased use of Computer Voice Stress Analyzer (CVSA)
- Established a procedure for obtaining a town bow hunting permit
- First successful arrest of an internet crime case involving a child predator
- The CID lieutenant attended the FBI National Academy
- Had two detectives attend the National Internet Crimes Against Children Conference in Atlanta, GA

Support Services and Technology Division: Consists of one (1) Lieutenant, one (1) Sergeant, one (1) Support Agent, one (1) civilian Crime Analyst, one (1) civilian Parking Enforcement Officer, 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 for improperly parked vehicles; serving as the department employment recruiter; and assisting the Town IT Department with in-house computer and computer program related issues.

Program Objectives:

- Reorganize the Support Services Division into the Support Services and Technology Division
- Create a "soft" interview room for victims and witnesses
- 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

Accomplishments:

FY 2013

- Added the position of recruiter and IT specialist to the lieutenant billet
- Incorporated written and physical testing as part of the initial application process
- Established guidelines for oral review boards as part of the interview during the application process
- Created a "soft" interview room for victims and witnesses
- Relocated the intoxilyzer/fingerprinting room
- Added and equipped an evidence packaging station in the patrol room
- Installed new L3 cameras in both interview rooms, the "soft" interview room, and the intoxilyzer/fingerprinting room
- Began recruiting efforts to target BLET courses and college campuses

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 Objectives:

- Reorganize the positions within the division
- 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

Accomplishments

FY 2013

- Created the division from the Support Services Division
- Held a Basic FTO School in-house and sent three (3) Officers and two (2) Sergeants
- Revamped the FTO Program and all training manuals
- Held additional in-house training to include Patrol Rifle, Tactical Pistol, Incident Command for Supervisors, and Officer Level Rapid Deployment
- Officer Scott Graham was awarded the North Carolina D.A.R.E. Officer of the Year
- Several officers were awarded their Advanced Law Enforcement Certificate
- Relocated the property/equipment room and organized all items for easier maintenance

Impact Unit: Consists of one (1) Lieutenant, two (2) Sergeants, two (4) officers, and two (2) drug detectives. The Impact Unit 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 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 town
- Use recently acquired surveillance equipment to combat illegal activities in town

Accomplishments:

FY 2013

- Implemented two seized vehicles into the unit for covert/undercover operations
- Hosted a DWI Checkpoint with several outside agencies assisting
- Hosted two Operation Medicine Drop projects (one state, one federal)
- 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
- Enrolled an Impact Sergeant in the Field Liaison Officer (FLO) program through North Carolina Information Sharing and Analysis Center (NC ISAAC)

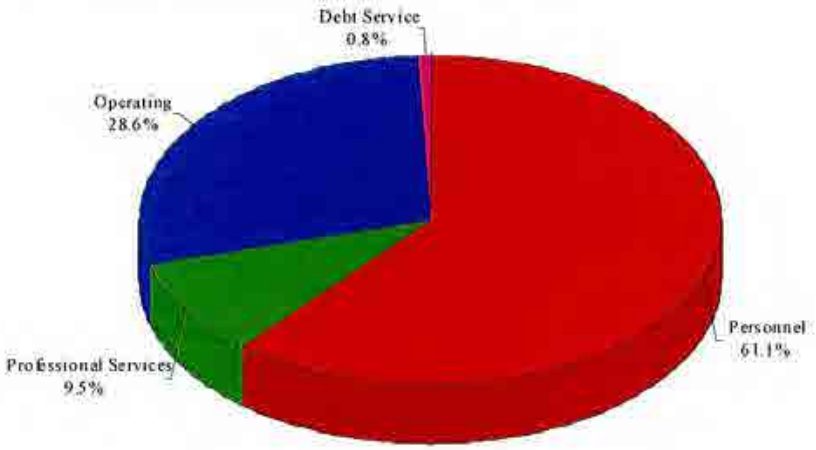
General Fund
ENGINEERING DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Engineering	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 694,938	$ 724,225	$ 535,744	$ 713,226	$ 735,660	$ 739,735
Professional Services	1,253	17,500	-	12,450	163,000	115,000
Operating	50,379	61,795	41,074	50,700	59,880	59,880
WF Bus Service - contract	258,725	261,000	165,444	261,000	276,400	276,400
Contributions	10,000	10,000	-	10,000	15,000	10,000
Capital Outlay	34,929	2,000	2,000	2,000	-	-
Debt Service	-	4,660	6,907	4,660	9,210	9,210
Total	$ 1,050,224	$ 1,081,180	$ 751,169	$ 1,054,036	$ 1,259,150	$ 1,210,225

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Director of Engineering	1	1	1	1	1	1
Assistant Town Engineer	2	2	2	2	2	2
Construction Inspector	4	4	4	4	4	4
Total	7	7	7	7	7	7

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $1,210,225

General Fund
ENGINEERING DEPARTMENT

Engineering Staff is responsible for the plan review, design work and construction inspection.

PROGRAM DESCRIPTIONS:

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 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.

Accomplishments:

FY2013:

- Closed out both the Unpaved Roads and Street Rehabilitation Projects
- Worked with street department to complete the Wait Avenue Retaining Wall project
- Monitored the service ridership of the Bus System made two system changes
- Working with planning department on several sidewalk and greenway projects
- Administered and monitored Constructive Wetland
- Awarded two (2) Grants: EPA 319(h) to study Smith Creek and SEEA Mini Grant for Environmental Education
- Applied for two CWMTF Grants to acquire stream buffer protection lands
- Secured funding for design and construction of Royal Mill Avenue
- Administered and Implemented a grant on Energy conservation measures
- Reviewed and approved 3 Master Plans
- Reviewed and approved 4 large apartment projects
- Reviewed and approved 13 Commercial Site Plans
- Reviewed and approved 5 traffic studies from private development
- Performed neighborhood traffic calming studies for 8 different neighborhoods
- Reviewed and approved Erosion Control Plans on 21 large parcels
- Completed and reported on the sixth year of the NPDES Phase II program
- Continued working with Heritage High School's Envirothon
- Made over 1500 field visits to address engineering concerns such as drainage, parking or traffic control.
- Attended (6) Statewide local Erosion Control Program workshops, four (4) Clean Water Educational Partnership meetings and six associated subcommittee meetings, six (6) NC WRA meetings, four (4) Water Advisory Board meetings, four (4) Planning and Environmental Legislative Action committee meetings, attended the State Conference and made two trips to the General Assembly and four (4) Upper Neuse Basin Association Meetings

General Fund
ENGINEERING DEPARTMENT

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 Objectives:

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

Accomplishments:

FY2013:

- Field management to completion of Unpaved and Street Rehab projects
- Full time inspection and monitoring of Dunn Creek Greenway project
- Full time inspection and monitoring of Juniper Street Sidewalk project
- Inspected 27,608 lane/feet of roadway
- Inspected 9,515 linear feet of storm drainage
- Inspected 1,106 commercial/resident sites for compliance. (co, s/w, d/w)
- Inspected 259 reoccurring monthly inspections under The Town's Soil and Erosion Ordinance both commercial and residential

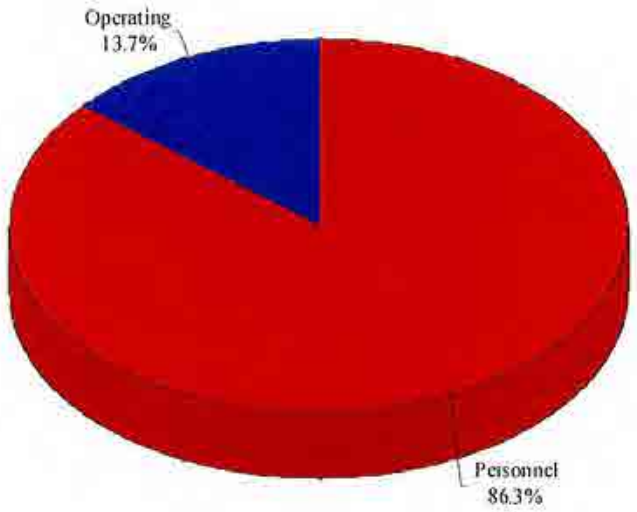
General Fund
PUBLIC WORKS ADMINISTRATION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Works Administration	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 262,773	$ 283,820	$ 230,617	$ 293,774	$ 275,785	$ 241,520
Operating	31,634	36,000	20,884	35,984	47,250	38,350
Capital Outlay	-	-	-	-	-	-
Total	$ 294,407	$ 319,820	$ 251,501	$ 329,758	$ 323,035	$ 279,870

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Public Works Director	1	1	1	1	1	1
Assistant Public Works Director	1	1	1	1	1	1
Office Assistant	1	1	-	-	-	-
Public Works Admin Specialist	-	-	1	1	1	1
Total	3	3	3	3	3	3

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $279,870

General Fund
PUBLIC WORKS DEPARTMENT
Public Works Administration Division

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

PROGRAM DESCRIPTIONS:

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 Cemetery Plots. The Assistant Public Works Director oversees the operation of the field crews and assures that proper materials and equipment are ordered for the crews.

Program Objectives:

- Manage all divisions of Public Works.
- Supervise load management program.
- Provide Supervision for Electric Distribution, Environmental Servies, Fleet Maintenance and Street programs.
- Review at least one (1) 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 at least two (2) subdivisions not served by the Town's electric system.

Accomplishments:

FY2013:

- 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 8 small projects and instituted purchase of needed supplies.
- Reviewed three (3) commercial project and established electrical equipment/design drawings.
- Transferring family history of residents into Cemetery Software program.

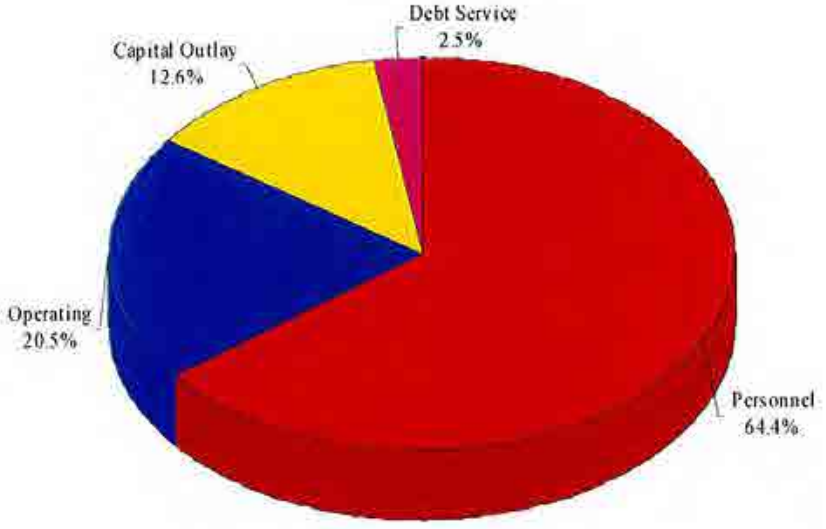
General Fund
PUBLIC WORKS
FLEET MAINTENANCE DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Fleet Maintenance	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 329,699	$ 331,985	$ 244,674	$ 323,766	$ 325,380	$ 332,860
Operating	81,779	93,050	58,633	85,327	111,940	105,740
Capital Outlay	-	20,800	-	20,800	162,000	65,000
Debt Service	15,290	12,895	7,645	12,895	12,895	12,895
Total	$ 426,768	$ 458,730	$ 310,953	$ 442,788	$ 612,215	$ 516,495

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Equipment Services Supervisor	1	1	1	1	1	1
Equipment Mechanic II	2	2	2	2	2	2
Equipment Mechanic I	2	2	2	2	2	2
Total	5	5	5	5	5	5

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $516,495

General Fund
PUBLIC WORKS DEPARTMENT
Fleet Maintenance Division

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. Fleet Superintendant also works with Finance on the replacement vehicle scheduling.

PROGRAM DESCRIPTION:

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 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 1,500 service operations in the coming fiscal year.
- Provide a minimum of 85 major service operations.

Accomplishments:

FY2013:

- Performed 1,438 preventive maintenance service orders.
- Performed 73 major repair service orders to vehicles and equipment.

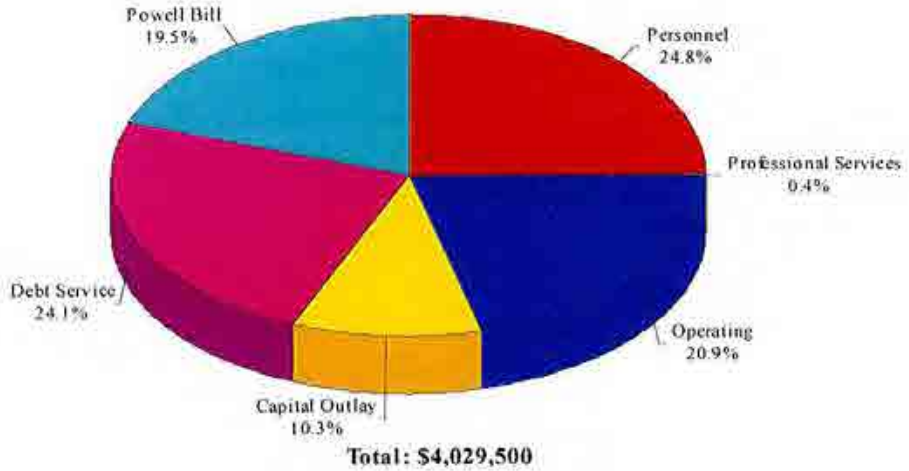
General Fund
PUBLIC WORKS
STREETS DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Streets	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 957,001	$ 961,115	$ 672,689	$ 955,814	$ 1,040,720	$ 998,830
Professional Services	98,436	23,500	8,677	23,500	15,000	15,000
Operating	721,733	729,540	552,394	767,790	875,340	843,340
Capital Outlay	490,492	366,305	568,247	713,378	776,500	416,000
Debt Service	357,587	948,535	820,037	948,535	970,655	970,655
Other uses of funds	-	-	-	-	-	
Streets Sub-total	$ 2,625,249	$ 3,028,995	$ 2,622,044	$ 3,409,017	$ 3,678,215	$ 3,243,825
Powell Bill expenditures	811,557	802,875	415,700	802,875	802,875	785,675
Total Streets and Powell Bill	$ 3,436,806	$ 3,831,870	$ 3,037,744	$ 4,211,892	$ 4,481,090	$ 4,029,500

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Street Superintendent	1	1	1	1	1	1
Street Crew Supervisor	3	3	3	3	3	3
Construction Worker III	4	4	4	5	5	5
Construction Worker II	5	5	5	7	7	7
Right of Way Supervisor	1	1	1	1	1	1
Construction Worker I	3	3	3	3	3	3
Total	17	17	17	20	20	20

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $4,029,500

General Fund
PUBLIC WORKS DEPARTMENT
Streets Division

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.

PROGRAM DESCRIPTIONS:

Personnel Assistance to Other Divisions: 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 Objectives:

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

Accomplishments:

FY 2013:

- Assisted other divisions.

Curb and 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 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.

Accomplishments:

FY 2013:

- Repaired 3,340 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 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.

Accomplishments:

FY 2013:

- 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 luminaries. Other areas are illuminated by 100 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.

General Fund
PUBLIC WORKS DEPARTMENT
Streets Division

Program 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)

Accomplishments:

FY 2013:

- 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 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.

Accomplishments:

FY2013:

- 15 potholes repaired.
- 1,632 linear feet of pavement markings painted or re-painted.
- Downtown area streets and parking areas cleaned monthly and prior to events.
- Repaired 66 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 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.

Accomplishments:

FY2013:

- 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 898.8 linear street miles with Street Sweeper on a weekly schedule.

General Fund
PUBLIC WORKS DEPARTMENT
Streets Division

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 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.

Accomplishments:

FY2013:

- Replaced 109 existing missing, damaged or which failed to meet minimum standards.
- Installed 95 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 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.

Accomplishments:

FY2013:

- One (1) event requiring brine operation.
- One (1) event 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 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.

Accomplishments:

FY2013:

- Cleaned 11,060 problem storm drains.
- Cleaned 8,459' of drainage.
- Camera 3.1 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 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.

Accomplishments:

FY2013:

- Graded roads on a monthly basis. Total of 2.5 miles worth for the fiscal year were graded.
- Added approximately 60 tons of aggregate to unpaved roads.

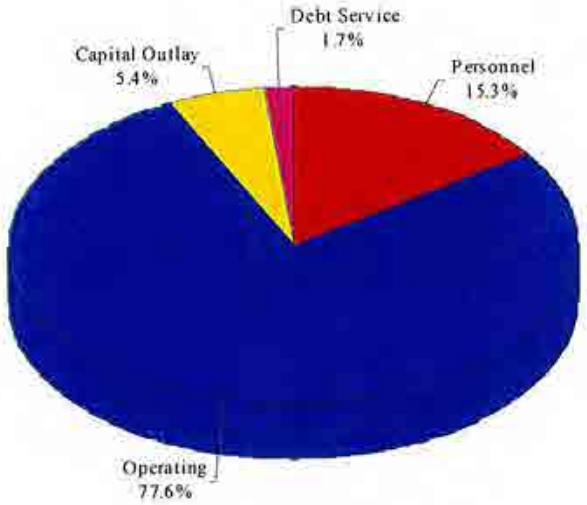
General Fund
PUBLIC WORKS
ENVIRONMENTAL SERVICES DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Enviromental Services	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 363,738	$ 428,015	$ 306,008	$ 415,534	$ 443,805	$ 435,420
Operating	243,958	242,250	177,095	237,253	284,460	263,460
Contracted Services - Collection	1,854,284	1,848,605	1,282,559	1,928,015	1,959,000	1,943,000
Capital Outlay	6,995	394,925	199,252	394,925	216,500	152,500
Debt Service	43,722	30,125	57,689	30,125	49,350	49,350
Total	$ 2,512,698	$ 2,943,920	$ 2,022,603	$ 3,005,852	$ 2,953,115	$ 2,843,730

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Yard Waste Collection Supervisor	1	1	1	1	1	1
Yard Waste Equipment Operator	3	3	5	5	5	5
Yard Waste Collector	5	5	3	3	3	3
Total	9	9	9	9	9	9

The following graph depicts the breakdown of the FY 2013-2014 expenditures:



Total: $2,843,730

General Fund
PUBLIC WORKS DEPARTMENT
Environmental Services Division

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

PROGRAM DESCRIPTIONS:

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 Objectives:

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

Accomplishments:

FY 2013:

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 Objectives:

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

Accomplishments:

FY 2013:

- Provided once or twice per week solid waste collection to 111 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 Objectives:

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

Accomplishments:

FY 2013:

- Well monitoring completed as required by NCDENR regulations.
- Additional Monitoring Devices were required to be installed and monitored.

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 Objectives:

- Provide weekly collection of recyclable material at the curbside for our residential customers assuming a total of 10,150 customers.
- Reclaim in excess of 2,300 tons of recyclable material.

Accomplishments:

FY 2013:

- Weekly collection of recyclable material at curbside for our residential customers has been provided to a total of 10,000 customers.
- 2,432 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 Objectives:

- Provide collection once per week curbside garbage and trash collection. Anticipate 8,000 tons of refuse collection in the next FY from 10,200 customers.
- Provide collection of large objects assuming disposal of 2,750 items.

Accomplishments:

FY 2013:

- 7,846.21 tons collected.
- Once per week curbside solid waste and bulk items has been provided. 2,820 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 Objectives:

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

Accomplishments:

FY 2013:

- Yards waste service provided once per week. Crews disposed 11,100 cubic yards of yard waste.

Leaf Collection: Between October 1st 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 beginning this year, with two pull behind self contained units, all units with 25 cubic yards capacity.

Program Objectives:

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

Accomplishments:

FY 2013:

- Collection started and completed, for the most part, on schedule.
- Picked up approximately 9,450 cubic yards of leaves.

General Fund
PARKS RECREATION DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Parks and Recreation	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 1,048,558	$ 1,164,345	$ 846,561	$ 1,158,130	$ 1,537,305	$ 1,278,000
Professional Services	360	36,500	40,850	42,000	36,500	36,500
Operating	694,077	897,855	530,801	896,905	1,201,605	1,041,005
Capital Outlay	93,630	454,520	98,574	444,820	2,604,000	404,000
Debt Service	806,338	784,815	565,190	784,815	786,260	786,260
Tsfer to Parks Cap Projects Fund						
Total	$ 2,642,962	$ 3,338,035	$ 2,081,975	$ 3,326,670	$ 6,165,670	$ 3,545,765

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Parks & Recreation Director	1	1	1	1	1	1
Recreation Program Superintendent	-	-	-	2	2	2
Recreation Specialist	-	-	-	2	1	1
Arborist Technicians	-	-	-	2	-	-
Program Coordinator	4	4	4	2	1	1
Office Assistant	1	1	1	1	1	1
Facility Maintenance Supervisor	1	1	1	1	1	1
Facility Maintenance Specialist	8	8	8	8	8	8
Total	15	15	15	19	15	15

The following graph depicts the breakdown of the FY 2013-2014 expenditures:

Total: $3,545,765

General Fund
PARKS & RECREATION DEPARTMENT

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, various school facilities, twelve (12) parks and greenways & trails.

PROGRAM DESCRIPTIONS:

Administration: The Parks and Recreation Director oversee the operation of the Department. Recreation Program Coordinators are responsible for program development, urban forestry, 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 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, Wake Forest Arts, and Youth Advisory Board.

Program Objectives:

- Implement on-line Facility Reservations Services Software
- Implement Playground Management Software
- Implement Vehicle and GPS Management Software - SageQuest
- Manage Fundraising Process for Spraygrounds
- Manage Fundraising Process for Amphitheater Cover
- Recruit, hire and supervise new staff
- Monitor renovations and recommend new facilities as needed
- Utilize training opportunities to enhance program and professional development
- Assist with monitoring program evaluations and assessments
- Oversee land acquisition
- Assist in creating and monitor fee structure and administration
- Research grant opportunities, and prepare applications when possible

Accomplishments:

FY 2013:

- Researched grant opportunities, and prepared applications for PART-F Grant
- Obtained funding for resurfacing athletic facilities
- Staff developed comprehensive 5year plans to providing recreation activities for all citizens
- Recruited, hired and supervised new staff for the Alston Massenburg Center
- Monitored renovations and recommend new facilities as needed
- Utilized training opportunities to enhance program and professional development
- Continued to monitor program evaluations and assessments to enhance services
- Worked closely with other departments to acquire land to expand services
- Assisted in creating and monitor fee structure, changes and administration

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 Objectives:

- Oversee design and construction of amphitheater cover at Joyner Park
- Continue to develop working relationship with Wake Forest Arts Commission
- Continue relationships with United Arts of Raleigh and Wake County.
- Continue to research opportunities to offer new/additional programs in the arts
- Continue to work with Wake Forest Arts
- Expand offerings at E. Carroll Joyner park amphitheatre and performance garden

General Fund
PARKS & RECREATION DEPARTMENT

Accomplishments:

FY 2013:

- Offered fourteen (15) cultural arts programs through the Community Arts Reach program
- Continued work as liaison to the Wake Forest Cultural Arts Association
- Hosted Six Sundays in Spring Concert series at E. Carroll Joyner Park
- Partnered with local Girl Scouts to host movie night at Joyner Park

Aquatics: The department operates one (1) swimming pool for public use during the summer months. Activities offered include recreational swimming, lap swimming, lessons, water aerobics and group parties. The pool is located at Holding Park.

Program Objectives:

- 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)

Accomplishments:

FY 2013:

- Swim lessons taught to 438 (115 classes)
- Total attendance 2012: 14,482
- Successfully altered swim lesson format (changed from 8 class sessions over two weeks to 4 class sessions in one week).
- Completed installation of plant beds, Youth Advisory Board provided a "face lift" to locker rooms with their painting project
- Continued in-service staff training
- Passed all inspections by Wake County Environmental Services staff

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 in the Spring, Summer and Fall.

Program Objectives:

- Recommend purchases of equipment, materials and uniforms
- Maintain relationship with School system for facility usage
- Administer contractual maintenance agreements between WFPRD and WCPSS
- Recover 100% of direct costs for adult athletics, 60% of direct costs for youth athletics
- Continue background checks and training for volunteer coaches

Accomplishments:

FY 2013:

- Increased participation in adult softball leagues (total of 39 teams in 4 leagues)
- Continued "Dream League" baseball program for special needs children ages 5-18
- Coordinated no-cost pitching clinic for youth softball participants (31 participants)
- Total games scheduled: 1197
- Total participation 2012: 1,755 (1231 Spring/Summer, 524 Fall).
- Procured donation of equipment from Dick's Sporting Goods (retail value over $10,000)
- Began tracking field rentals by developing a field use manual to enhance efficiency

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 Objectives:

- Recommend purchases of equipment, materials, and uniforms
- Alter season schedule – register in September, team placement in early November, games December-February
- Recover 100 % of direct costs for adult athletics, 60% of direct cost of youth athletics
- Maintain relationship with School system for facility usage
- Continue background checks and training for volunteer coaches

Accomplishments:

FY 2013:

- Continued Coach Training clinic for youth league coaches
- Successfully coordinated league schedules with surrounding communities to offer expanded leagues
- Continued relationship with Franklin Academy High School for use of facility
- Successfully transitioned seasons, entered 5 teams in NCRPA Statewide Athletics Committee State Championship Tournaments
- Total games scheduled: 460
- Total participation: 795

Other Programs and Initiatives

Accomplishments:

FY 2013:

- Initiated youth soccer clinic (14 participants)
- Continued youth baseball clinic (34 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
- Initiated youth track and field program/partnership
- Commenced partnership for adult flag football program

Urban Forestry: Administered by the Urban Forester 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 Objectives:

- Hire, train, and supervise seasonal interns to complete the tree inventory to include the current status of all Town trees, and update the Urban Forest Management Plan accordingly
- Expand and enhance the Arbor Day Celebration to engage at least 15 organizations and 500 residents
- Increase training and utilization of volunteers through the Tree Stewards and volunteer tree nursery programs
- Identify and remove hazardous trees from town property as they are identified
- Coordinate with DRC, WF Garden Club, Town staff, and other stakeholders to develop a plan to revitalize the Susie Powell Garden
- Begin developing management plans for all Town owned forests
- Apply for grants and seek partnerships to offset program costs
- Update the Official Planting List

General Fund
PARKS & RECREATION DEPARTMENT

Accomplishments:

FY 2013:

- Completed sample street tree inventory and the 2013 Urban Forest Management Plan
- Removed or pruned 26 high-risk trees
- Constructed 5,000 square foot volunteer tree nursery
- Applied for and received a $6,601 grant from the NC Forest Service and $2,717 grant from Wake County Soil and Water
- Received $750 in compensation for unlawfully removed trees and $850 in donations
- Bid, coordinated and oversaw contracted replacement of 108 street trees throughout town that were missing, dead, or unhealthy
- Bid, coordinated and oversaw tree maintenance contract, including pruning and pest treatment in Wake Forest Cemetery, Cimarron, Crenshaw, Deacon's Ridge, Heritage Club, North Main Street, and other neighborhoods
- Initiated Wake Forest Tree Stewards volunteer program, delivered presentations to the Wake County Master Gardeners, Wake Forest Garden Club and Kiwanis, and initiated Fall Foliage Tour program
- Bid, coordinated and oversaw contracted planting of 72 trees in Bennett Park subdivision
- Attained Tree City USA status for the 34th consecutive year
- Provided technical input to UDO process
- Developed connections at the statewide level as a member of the North Carolina Urban Forest Council Board of Directors
- Held the 34th annual Arbor Day Celebration and Tree Seedling Giveaway
- Provided technical assistance to other departments, residents, and organizations as needed

Park Maintenance: The Park Maintenance division provides maintenance for twelve (12) parks, 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 eight (8) full-time employees and some seasonal employees.

Program Objectives:

- Complete phase 2 at Smith Creek Soccer Center (Field 1 irrigation & sod installation)
- Laser grade athletic fields at Flaherty Park
- Replace and resurface basketball and tennis courts
- Provide weekly inspections of parks and playgrounds with documentation
- Continue to research and enhance Turf Maintenance Program
- Supervise seasonal employees and provide training for staff development
- Continue to provide assistance with special events for the Town of Wake Forest and individual organizations

Accomplishments:

FY 2013:

- Installed a storage facility at Flaherty Park for Tennis program
- Assisted with Girl scouts project to mark mileage on greenways
- Acquired a Work Utility Vehicle for use on greenways for Maintenances
- Maintained annual inventory
- Conducted weekly inspections of parks and playgrounds
- Recommended purchases of equipment and materials
- Supervised seasonal employees
- Utilized training opportunities to enhance productivity
- Maintained new greenways and trails
- Monitored training and educational classes to help staff with career development
- Completed phase one at Smith Creek Soccer Center by installing irrigation and sod on field 2

- Assisted with Marketing by installed the advertisement poster boards and building two information Kiosk at Flaherty Dog Park

Special Programs: The department offers a variety of programs for youth and adults. Many of the activities take place at the Flaherty Park Community Center, the Cottage at Olde Mill Stream, Alston Massenburg Center, Wake Forest Community House and at various school locations. All classes offered will be self-supporting.

Programs Objectives:

- Offer a variety of programs and classes for toddler, youth, adults, and senior citizens.
- Maintain level of program offerings. 2012 = 308
- Continue to offer departmental Special Events and One-Day Workshops offerings
- Continue to increase program participation. 2011-2012 = 1684 participants
- Continue to maintain program revenues. 2011-2012 = $86,500 Camp Revenue = $34,182
- Conduct annual instructors meeting for program review and evaluations.
- Design and implement a new full day summer camp program at the Wake Forest Community House for summer 2013.
- Design and implement a new After-school Program at the Alston Massenburg Center for August 2013
- Recruit, supervise, train, schedule, and evaluate all staff for the new Full day Summer Camp and the new Afterschool care program.
- Offer on-line registration for all educational programming.
- Develop, coordinate, recruit, supervise, train, schedule, and evaluate all program registration procedures and revenue collections for FPCC and AMC
- Conduct facility inventory
- Oversee revenue collection procedures
- Submit revenue reports to Finance Department for review and auditing
- Continue to design and implement 3 departmental brochures to increase program development
- Continue to increase mailing database for brochure distribution

Accomplishments:

FY 2013:

- Expanded new educational and recreational program opportunities for preschool, youth, adults and senior citizens
- Increased youth and adult program offerings 2011-2012 = 308 (233 made enrollment)
- Maintained Program revenues for the 2011- 2012 fiscal year = $86,500. Summer Camp Revenues totaled $34,182 for 2012
- Conducted Instructors Program Review and Evaluation meeting in September of 2012
- Established new program opportunities for the Olde Mill Stream facility, Wake Forest Community House and the newly renovated Alston Massenburg Center
- Transferred program registration for all Flaherty Programs to FPCC
- Trained Recreation Center Staff on New World Software to be able to process payments and registrations.
- Established new cash handling, and non-cash handling registration policies
- Offered on-line registration for all programs offered at Flaherty Park Community Center in fall of 2012.
- Continued to conduct program evaluations. Currently sending evaluations to 100% of participants with a 35% return

General Fund
PARKS & RECREATION DEPARTMENT

Special Events: The department provides a variety of special events for all ages and interest levels. Some activities are co-sponsored with various agencies and organizations.

Program Objectives:

- Research opportunities for new special events (Plays and movies at Joyner Park)
- 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
- Concerts in the Park in conjunction with outside agencies
- Continue to sponsor Halloween Spooktacular event for Wake Forest residents
- Assist in coordinating an Art Show with "Gilded Palette Gallory" for participants within our adult Art Programs
- Continue to solicit and obtain sponsorships from local business to promote special events

Accomplishments:

FY 2013:

- Halloween Spooktacular - Children ages 12 and younger attended the 7th annual Halloween event, 44 volunteers 760 area residents and children
- Calls From Santa – 259 phone calls made to children ages 2-9
- Easter Egg Hunt – Event held for Children ages 12 and younger. The event served roughly 1500 area residents
- Oil Painting Participant Art Show - An Art show held in May at the Gilded Palette Gallery to promote student artwork who participated in the department's Oil Painting programs
- One-Day Workshops - Continued to increase events for educational and recreational opportunities. 2012 = 27

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.

The DRC 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, the DRC 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 2013-2014 is $ .14 per $100 of assessed value. It is recommended in the proposed budget to allocate $15,000 towards continued façade improvements downtown. Also, $60,000 is allocated to offset a portion of the debt service for the White Street Streetscape construction.

Fund: 400 - Downtown Municipal Service District Special Revenue Fund

Account Classification	2011 Actual June 30, 2011	2012 Actual June 30, 2012	2013 Amended Budget	2013 March 31, 2013	2013 June 30, 2013	2013 Approved
Revenues:						
311 - Ad Valorem Taxes	$ 76,410	$ 74,046	$ 84,500	$ 71,000	$ 79,250	$ 74,500
361 - Investment Earnings	297	256	500	265	325	500
390 - Other Financing Sources	(27)	(1,364)	-	-	-	-
Revenue Totals:	$ 76,680	$ 72,938	$ 85,000	$ 71,264	$ 79,575	$ 75,000
Expenditures:						
500 - Operating	$ -	$ -	$ -	$ -	$ -	$ -
490 - Transfers Out - General Fund	81,500	73,225	85,000		83,000	75,000
Expenditure Totals:	$ 81,500	$ 73,225	$ 85,000	$ -	$ 83,000	$ 75,000
Fund: 400 Net Total	**$ (4,820)**	**$ (286)**	**$ -**	**$ 71,264**	**$ (3,425)**	**$ -**

Fund: 360 - Wake Forest Power

	2011 Actual June 30, 2011	2012 Actual June 30, 2012	2013 Amended Budget	2013 Actual March 31, 2013	2013 Projected June 30, 2013	2014 Requested Budget	2014 Approved Budget
Revenues							
345 - Charges for Services	$ 17,900,787	$ 16,482,601	$ 17,725,015	$ 13,745,640	$ 18,320,928	$ 17,966,838	$ 18,225,775
319 - Sales Tax - Utility	535,906	502,915	527,565	412,168	545,492	538,840	543,145
350 - Other Revenue	17,103	48,116	40,000	283,048	285,000	60,000	60,000
361 - Investment Earnings	1,755	2,365	2,000	2,783	3,250	3,500	3,500
390 - Other Financing Sources	56,346	20,350	365,000	22,766	31,000	125,500	125,500
Revenue Totals:	**$ 18,511,898**	**$ 17,056,347**	**$ 18,659,580**	**$ 14,466,405**	**$ 19,185,670**	**$ 18,694,678**	**$ 18,957,920**
Expenditures							
100 - Personal Service	$ 1,794,344	$ 1,919,731	$ 2,279,285	$ 1,786,420	$ 2,415,961	$ 2,318,615	$ 2,369,545
300 - Professional Services	12,875	-	85,000	29,103	55,000	67,500	67,500
500 - Operating	14,627,609	13,964,087	14,939,850	9,531,743	14,433,494	15,373,610	15,300,820
600 - Contributions	2,500	4,548	5,000	2,500	5,000	5,000	5,000
700 - Capital Outlay	-	-	868,050	533,927	1,034,576	1,185,500	797,500
800 - Debt Service	85,040	91,680	482,395	256,935	417,550	482,395	417,555
490 - Transfers In (Out)	77,070	76,165	-		-	-	
Expenditure Totals:	**$ 16,599,438**	**$ 16,056,211**	**$ 18,659,580**	**$ 12,140,628**	**$ 18,361,581**	**$ 19,432,620**	**$ 18,957,920**
Revenue Grand Totals:	$ 18,511,898	$ 17,056,347	$ 18,659,580	$ 14,466,405	$ 19,185,670	$ 18,694,678	$ 18,957,920
Expenditure Grand Totals:	$ 16,599,438	$ 16,056,211	$ 18,659,580	$ 12,140,628	$ 18,361,581	$ 19,432,620	$ 18,957,920
Fund: 360 Net Total	**$ 1,912,460**	**$ 1,000,136**	**$ -**	**$ 2,325,777**	**$ 824,089**	**$ (737,942)**	**$ -**

Wake Forest Power Budget Summary by Department

	2011 Actual 6/30/2011	2012 Actual 6/30/2012	2013 Amended Budget	2013 Actual 3/31/2013	2013 Projected 6/30/2013	2014 Requested Budget	2014 Approved Budget
Fund: 360 Wake Forest Power							
Revenue							
360-000 - Wake Forest Power Revenues	$ 18,511,898	$ 17,056,348	$ 18,659,580	$ 14,466,405	$ 19,185,670	$ 18,694,678	$ 18,957,920
Revenue Totals	$ 18,511,898	$ 17,056,348	$ 18,659,580	$ 14,466,405	$ 19,185,670	$ 18,694,678	$ 18,957,920
Expenditures							
360-850 - Electric - Operations	$ 16,446,139	$ 15,845,442	$ 18,345,570	$ 11,831,285	$ 17,988,839	$ 19,132,205	$ 18,719,875
360-860 - Electric - Tree Trimming	153,295	210,769	314,010	309,342	372,742	300,415	238,045
Expenditure Totals	$ 16,599,434	$ 16,056,211	$ 18,659,580	$ 12,140,627	$ 18,361,581	$ 19,432,620	$ 18,957,920
Fund Total: Wake Forest Power	**$ 1,912,463**	**$ 1,000,136**	**$ -**	**$ 2,325,778**	**$ 824,089**	**$ (737,942)**	**$ -**

Electric Fund
PUBLIC WORKS
ELECTRIC DISTRIBUTION DIVISION

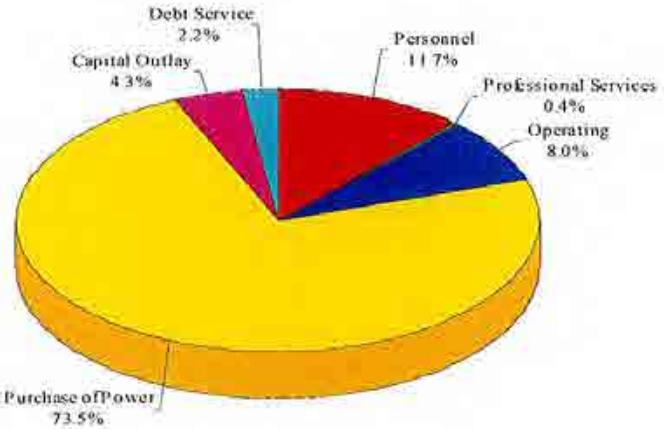
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Electric Operations	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 1,747,288	$ 2,076,285	$ 1,678,971	$ 2,262,449	$ 2,142,280	$ 2,189,740
Professional Services	-	85,000	29,103	55,000	67,500	67,500
Operating	1,188,980	1,395,695	756,254	1,271,858	1,546,325	1,490,740
Purchase for resale - power	12,741,328	13,502,985	8,742,622	13,113,932	13,773,045	13,756,840
Capital Outlay	-	868,050	367,401	868,050	1,185,500	797,500
Debt Service	91,680	417,555	256,935	417,550	417,555	417,555
Other sources	76,165	-	-	-	-	-
Total	$15,845,441	$18,345,570	$11,831,285	$17,988,839	$19,132,205	$18,719,875

** Three vacant positions previously frozen have been funded effective October 1, 2013. Will be retained at entry level (Groundman).

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 6/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Power-line Crew Supervisor	5	5	5	5	5	5
Senior Power-line Technician	5	5	5	5	5	5
Power-line Technician	7	7	6	6	6	6
System Meter Supervisor	1	1	1	1	1	1
Senior Electric Meter Technician	-	-	-	-	-	-
Electric Meter Technician	1	1	1	1	1	1
Electric Groundman**	-	-	1	1	1	1
Total	19	19	19	19	19	19

The following graph depicts the breakdown of the FY 2013-2014 expenses:



Total: $18,719,875

Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division

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.

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 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.

Accomplishments:

FY2013:

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

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 Progress Energy and Wake EMC. Major thoroughfares are illuminated by 250 watt high pressure sodium luminaries. Other areas are illuminated by 100 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 Objectives:

- Maintain a lighting system with luminaries located no more than 175 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.
- Approximately 400 lights will be repaired.
- Six night checks for inoperative lights will be performed.
- Approximately 40 new street/parking lot lights will be installed.
- Inspect subdivisions for proper 175' light spacing.

Accomplishments:

FY2013:

- Repaired "reported" lights within 24 hours.
- Maintained lighting system for public safety.
- Ten (10) night checks performed on lights.
- 328 lights repaired/replaced.
- Installed 108 new lights.

Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division

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), load management switches and pager rental. It is possible that some generators may be purchased for demand management.

Program Objectives:

- Promote the installation of load management switches on residential facilities.
- Install at least 20 residential load management switches in the coming fiscal year.
- Install switches on all new residences as requested.
- Continue Commercial Load Management Program.

Accomplishments:

FY2013:

- Installed four (4) load management switches on new residential as requested by current customers.
- Contact for every new commercial account has been made regarding load management possibilities

Locate Underground Electric Lines: 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 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 2,400 locates are anticipated in FY2013/14.

Accomplishments:

FY2013:

- All line locates performed in accordance with the provisions of North Carolina General Statues.
- 2,733 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 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 30,000+ feet of primary cable.
- Install 10+ transformers.
- Install 20,000+ feet of secondary cable.
- Add 50+ customers to Town electric system.

Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division

Accomplishments:

FY2013:

- Installed approximately 20,514' of 1/0 & 750 23kv primary cable.
- Installed 13 overhead/underground transformers.
- Installed approximately 22,280' of secondary cable.
- Added approximately 75 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 Objectives:

- Minimize power outages by ensuring that all 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.

Accomplishments:

FY2013:

- 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 (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 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.
- First respondent to outages/failures during work hours.
- Repair at least 250 street/security lights.

Accomplishments:

FY2013:

- 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 328 street/security lights.
- Installed 35 underground services.

CT Metering: Instrument metering for three phase and single phase large services is being handled by the Assistant Public Works Director and the Electric System Meter Supervisor.

Program 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 10 high bill complaints and voltage problems.
- Inspect 18 three phase meter installations.
- Install at least three (3) new three phase meters.

Accomplishments:

FY2013:

- Monitored 6 high bill complaints.
- Installed 5 new commercial meters.
- Read meters and generated bills on 27 coincident peak rate customers (monthly). (Electricities)

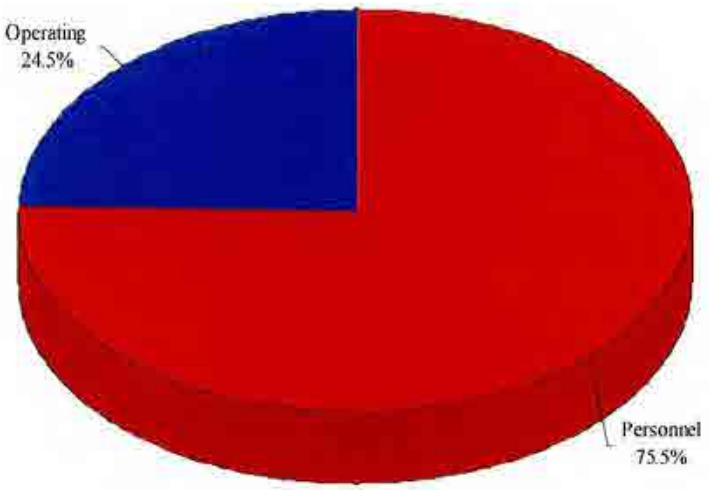
Electric Fund
PUBLIC WORKS
TREE TRIMMING DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Tree Trimming	FY 06/30/2012 Actual	FY 06/30/2013 Amended Budget	FY 06/30/2013 3/31/2013 Actual	FY 06/30/2013 Projected	FY 06/30/2014 Requested	FY 06/30/2014 Approved
Personnel	$ 172,442	$ 203,000	$ 107,449	$ 153,512	$ 176,335	$ 179,805
Operating	38,327	46,170	35,367	52,704	59,240	58,240
Capital Outlay	-	-	166,526	166,526	-	-
Debt Service	-	64,840	-	-	64,840	-
Total	$ 210,769	$ 314,010	$ 309,342	$ 372,742	$ 300,415	$ 238,045

Position	Actual FY 6/30/2011	Actual FY 6/30/2012	Actual FY 06/30/2013	Requested FY 06/30/2014	Recommended FY 06/30/2014	Approved FY 06/30/2014
Tree Trimming Supervisor	1	1	1	1	1	1
Tree Trimming Technician II	1	1	1	1	1	1
Tree Trimming Technician	1	1	1	1	1	1
Total	3	3	3	3	3	3

The following graph depicts the breakdown of FY 2013-2014 expenses:



Total: $238,045

Electric Fund
PUBLIC WORKS DEPARTMENT
Tree Trimming Division

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.

PROGRAM DESCRIPTIONS:

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

Program Objectives:

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

Accomplishments:

FY2013:

- 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. The costs associated with providing this assistance are allocated to other Divisions.

Program Objectives:

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

Accomplishments:

FY2013:

- Assisted Planning/Urban Forestry with trimming and removal (114 trimmed/170 removed).
- Assisted Street Division with tree removal and stump grinding (37).
- Assisted Environmental Services Division with chipping large limbs and Christmas tree program (702).

CAPITAL OUTLAY SUMMARY
Fiscal year 2013-2014

The following capital expenditures are included in the budget.

Department/Division	Description	P/T	Amount
General Fund:			
Human Resources	Vehicle - Safety Coordinator	M3	$29,000
Finance	Software Upgrades/Enhancements	M3	56,000
Management Information Systems	Advanced Authentication (Police)	H1	30,000
	Network/Server Infrastructure Upgrade	H2	30,000
	VOIP Hardware Refresh	H2	30,000
Inspections	Vehicle (#4808) - Replacement	M3	28,000
Public Facilities	Holding Community Center - Handicap Access	M1	75,000
	Holding Park Restroom Renovation	M1	40,000
	Removal of Old Planning Cottage	H1	15,000
	Upgrade Joyner Park Restrooms - year round use	n/a	25,000
Public Safety	*New Officers (8):*		
	Patrol Vehicles/Cameras (8)	M3	282,000
	Vehicle Replacements (10)/Cameras (10)	M2	352,500
Fleet Maintenance	Service Truck (#5503) - Replacement	M2	65,000
Parks & Recreation	Athletic Courts - Resurfacing (Flaherty Tennis)	H2	15,000
	Renovations - Holding Park Pool	H1	225,000
	Smith Creek Irrigation System/Sod	M2	75,000
	RH Forrest Field - Replace Lights	H1	50,000
	Truck - Replacement	M2	39,000
Streets/Powell Bill	Dump Truck (#5611) - Replacement	M2	168,500
	Excavator - addition	M3	95,000
	Mower (#5634) - Replacment	M2	14,500
	Pavement Roller (#5607) - Replacement	M2	55,000
	Skid Steer Loader - addition	M3	83,000
Sanitation	Dump Truck (#5802) - Replacement	M2	152,500
	General Fund - Subtotal		**2,030,000**
Electric Fund:			
Electric Distribution	Line Construction/System Improvements	M3	700,000
	Support Truck (#8507) - Replacement	M2	55,000
	Air Compressor (#8525) - Replacement	M2	42,500
	Electric Fund - Subtotal		**797,500**
	GRAND TOTAL		**$2,827,500**

The following pages in this sections are excerpts from the Capital Improvements Plan for the Town of Wake Forest.

INTRODUCTION

DEFINITION: The Capital Improvements Plan (CIP) is a five year plan identifying the Town's capital outlay and 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 one (1) year.

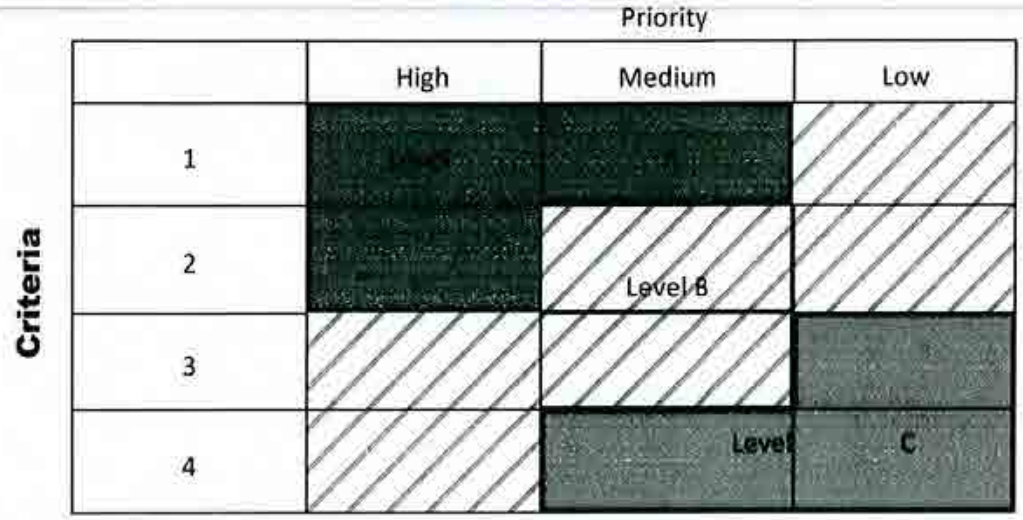
CAPITAL IMPROVEMENT PLAN PROCESS: Capital project planning is an ongoing process. Each year the CIP document is updated. The need or idea for capital improvements can originate from the Mayor, Board, Citizens or Town staff. These items are compiled into this document and is presented to the Board of Commissioners each year. Through a series of work sessions, the Board's focus is 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, 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 and rate payer 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 expenditures.
- Encourages a more efficient administration as well as maintains a sound and stable financial program.

THE CIP UPDATE: The document that follows is the update to the CIP and covers the five (5) fiscal years 2013-2014 through 2017-2018. This document contains capital expenditure requests from each department/division for items over $10,000 and generally have a useful life of five (5) years or more.

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.



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:

1. **Health/Safety/Welfare -** projects that protect the health, safety and welfare of the community and the employees serving it.
2. **Maintenance/Replacement** - projects that provide for the maintenance of existing systems and equipment.
3. **Expansion of Existing Programs** - projects which enhance the existing systems and programs allowing for expansion of existing services.
4. **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 - UPDATED
FISCAL YEAR 2013-2014

DEPARTMENT/Division	PROJECT DESCRIPTION	PRIORITY TYPE	CAPITAL COST	RECOMMENDED BUDGET
LEVEL A:				
Mgmt Information Systems	ADVANCED AUTHENTICATION PD	H1	$30,000	$30,000
Mgmt Information Systems	VOIP HARDWARE REFRESH	H2	125,000	30,000
Mgmt Information Systems	NETWORK INFRASTRUCTURE UPGRADE	H2	30,000	30,000
Public Facilities	REMOVAL OF OLD PLANNING HOUSE	H1	30,000	15,000
Public Facilities	SECURITY CAMERAS/SYSTEM FOR FACILITIES	M1	59,000	-
Public Facilities	HOLDING PARK RESTROOM RESTORATION	M1	40,000	40,000
Public Facilities	HOLDING COMM CTR HANDICAP ACCESS	M1	75,000	75,000
Public Safety	FIRE STATION/APPARATUS	H1	2,400,000	-
Transportation	CADDELL STREET CONSTRUCTION - PH I	H2	52,000	-
Streets	TOWN ROADWAY LIGHTING	M1	200,000	DEBT SERVICE
Parks & Recreation	RENOVATIONS AT HOLDING POOL	H1	225,000	225,000
Parks & Recreation	BALLFIELD LIGHTING R H FORREST FIELD	H1	50,000	50,000
Parks & Recreation	ATHLETIC COURTS - RESURFACING	H2	22,000	15,000
			3,338,000	510,000
LEVEL B:				
Human Rescources	VEHICLE - ADDITIONAL	M3	29,000	29,000
Finance	SOFTWARE UPGRADES AND ENHANCEMENTS	M3	20,000	56,000
Mgmt Information Systems	OFFICE SUITE APPLICATION UPGRADE	M2	20,000	-
Mgmt Information Systems	WIRELESS INTERNET PROJECT	H4	25,000	-
Public Facilities	VEHICLE - SUV	M3	40,000	-
Public Safety	PATROL VEHICLES - ADDITIONAL	M3	370,000	224,000
Public Safety	ALL TERRAIN VEHICLES/ATV	M3	45,000	-
Transportation	ROGERS ROAD PED UNDERPASS	H3	350,000	BOND REF
Transportation	FORESTVILLE RD PED UNDERPASS	H3	350,000	BOND REF
Transportation	DUNN CREEK GREENWAY - PH 2 DT CONNECTOR	H3	359,000	BOND REF
Transportation	SMITH & SANFORD CREEK GREENWAY - CMAQ	H3	3,007,000	BOND REF
Transportation	FOREST ROAD EXTENSION	M3	50,000	-
Transportation	HOLDING AVE SIDEWALK ADDITIONS	M3	33,000	-
Streets	BRINE SPRAYER	M3	24,000	-
Streets	LANDSCAPING PLAN IMPLEMENTATION	H3	50,000	-
Streets	EXCAVATOR - ADDITION	M3	95,000	95,000
Streets	SKID STEER LOADER - ADDITION	M3	83,000	83,000
Fleet Maintenance	PORTABLE VEHICLE LIFT	M3	45,000	-
Environmental Services	2 TON DUMP TRUCK - ADDITION	M3	64,000	-
Parks & Recreation	AMPHITHEATER COVER - JOYNER PARK	H3	700,000	BOND REF
Parks & Recreation	REPLACE FENCING AT SEVERAL PARKS	M2	25,000	25,000
Parks & Recreation	SMITH CREEK IRRIGATION SYSTEM/SOD	M2	75,000	75,000
General Fund - Total	VEHICLE REPLACEMENTS	M2	1,130,000	802,500
Electric	LINE CONST/SYSTEM IMPROVEMENTS	M2	900,000	700,000
Electric	LOAD CONTROL SWITCHES	M2	188,000	-
Electric Fund - Total	VEHICLE REPLACEMENTS	M2	98,000	97,500
			8,175,000	2,187,000
LEVEL C:				
Public Facilities	GATEWAY, INTERCHANGES & INTERSECTIONS	L3	60,000	-
Parks & Recreation	SPRAYGROUNDS/WATER FEATURES	M4	530,000	-
			590,000	-
			$12,103,000	$2,697,000

Town of Wake Forest
Debt Service Requirements
Fiscal Year 2013-2014

	2013 Amended Budget	2013 Actual March 31, 2013	2013 Projected June 30, 2013	2014 Approved Budget
Fund: 100 General Fund				
5800 - Installment Purchase - Principal	$ 1,735,125	$ 1,570,072	$ 1,725,039	$ 2,008,140
5801 - Installment Purchase - Interest	267,540	331,651	350,840	346,965
5810 - GO Bond - Principal	1,005,000	545,000	1,005,000	1,005,000
5811 - GO Bond - Interest	542,190	404,188	542,190	517,925
Fund Total: General Fund	$ 3,549,855	$ 2,850,910	$ 3,623,069	$ 3,878,030
Fund: 360 Wake Forest Power				
5800 - Installment Purchase - Principal	$ 197,840	$ 16,874	$ 145,390	$ 145,390
5801 - Installment Purchase - Interest	44,910	421	32,520	32,520
5810 - GO Bond - Principal	-	-	-	-
5811 - GO Bond - Interest	-	-	-	-
5820 - Revenue Bond - Principal	186,620	186,617	186,617	193,665
5821 - Revenue Bond - Interest	53,025	53,023	53,023	45,980
Fund Total: Wake Forest Power	$ 482,395	$ 256,935	$ 417,550	$ 417,555
Total Debt Service	$ 4,032,250	$ 3,107,845	$ 4,040,619	$ 4,295,585

Town of Wake Forest
Outside Agency Requests

	AGENCY	DEPARTMENT	REQUESTED	APPROVED
	Resources for Seniors, Inc.	Board of Commissioners	$ 4,000	$ 3,500
	Chamber of Commerce	Board of Commissioners	99,500	98,500
	Fourth of July	Board of Commissioners	10,000	10,000
*	Wake Forest College Birthplace	Board of Commissioners	18,000	4,000
	Boys and Girls Club	Board of Commissioners	8,500	7,500
	Hopeline	Board of Commissioners	1,500	-
	Roots to Renaissance	Board of Commissioners	30,000	-
	Total Outside Agencies		$ 171,500	$ 123,500

All of the outside agencies who request funding are asked to complete an application with various attachments. 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.

* Per Board approval - one time contribution in fiscal year 2013-2014.

Town of Wake Forest
BUDGET PROCESS

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 Projects and proprietary capital improvements. All budgets are prepared using the modified accrual basis of accounting.

Budgetary control is exercised 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 were necessary, the effects of which were not material.

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.

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.

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.

The following schedule outlines the FY 2013-2014 budget process of the Town:

DATE	ACTIVITY	RESPONSIBILITY
February 2013	Distribute Budget packages to Department Heads	Finance Director
February 19, 2013	Public Hearing to receive input on Budget needs	Finance Director Town Clerk
March 22, 2013	Complete and return Budget requests to Finance Department	Department Heads
April 2013	Meet with Department Heads to review Budget requests	Town Manager Deputy Town Manager Finance Director
April- May 2013	Finalize recommended Budget	Town Manager Finance Director
May 7, 2013	Present recommended Budget to Board of Commissioners	Town Manager
May 21, 2013	Public Hearing on Budget Proposal	Town Manager Town Clerk
May/June 2013	Conduct Budget work sessions with Board of Commissioners	Town Manager Finance Director Department Heads
June 18, 2013	Adopt Budget Ordinance	Board of Commissioners

As required by State law [G.S. 159-26(d)], the Town maintains encumbrance accounts which are considered to be "budgetary accounts". Encumbrances outstanding at year-end represent the estimated amounts of the expenditures ultimately to result if unperformed contracts in progress at year end are completed. Encumbrances outstanding at year-end do not constitute expenditures or liabilities. These encumbrances outstanding are reported as "reserved for encumbrances" in the fund balance section of the balance sheet and will be charged against the subsequent year's budget.

Town of Wake Forest
BUDGETED FUNDS

The accounts of the Town are organized and operated 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.

The following fund categories, further divided by fund type are subject to appropriation:

Governmental Funds are 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. The General Fund accounts for all financial resources except those that are 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, street maintenance and construction, and environmental services.
>
> **Special Revenue Fund** - The Special Revenue Fund accounts for specific revenue sources that are legally restricted to expenditures for specified purposes. The Town maintains three Special Revenue Funds, the Downtown Municipal Service District Fund, the Police Department Special Funds and the IDC Futures Fund.

Proprietary Funds include the following fund type:

> **Enterprise Funds** - 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: the Electric Fund.

In accordance with North Carolina General Statutes, all funds of the Town are budgeted and maintained during the year using the modified accrual basis of accounting. The governmental fund types are presented in the financial statements on this same basis. Under the modified accrual basis, revenues are recognized in the accounting period when they become susceptible to accrual (i.e., when they are "measurable" and "available") to pay the liabilities of the current period. In addition, expenditures are recorded when the related fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due, and certain compensated absences and claims and judgments, which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

Proprietary funds are presented in the financial statements on the accrual basis of accounting. Under this basis, revenues are recognized in the accounting period when earned and expenses are recognized in the period they are incurred.

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. $0.51 per $100.00 valuation).