

TOWN *of*
WAKE FOREST

2012-13 Annual Budget

Fiscal year ending June 30, 2013

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**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
John Mills, Chairperson

Board of Adjustment
David Shearon, Chairperson

Recreation Advisory Board
Sandy Thomason, Chairperson

Historic Preservation Commission
Louise Howard, Chairperson

Urban Forestry Advisory Board
Don Daria, Chairperson

Human Relations Council
Henrietta Coursey, Chairperson

Senior Center Advisory Board
Sharda Khilani, Chairperson

Greenway Advisory Board
Jan Ammons, Chairperson

TOWN OF WAKE FOREST APPOINTED STAFF

Mark S. Williams
Town Manager

Deeda Harris
Town Clerk

Eric Vernon
Town Attorney

ADMINISTRATIVE STAFF

Tammy R. Moody
Human Resources Director

Roe O'Donnell
Deputy Town Manager

Aileen J. Staples
Finance Director

Jeffrey M. Leonard
Police Chief

Mike Barton
Public Works Director

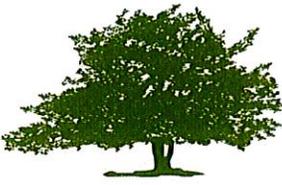
Eric Keravuori
Engineering Director

Chip Russell
Planning Director

Ruben C. Wall, Jr.
Parks & Recreation Director

Tom LaBarge
IT Director

Bill Crabtree
Public Information Officer



TOWN *of* WAKE FOREST

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Wake Forest, NC 27587
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May 1, 2012

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, 2012. 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) 2012-13.

INTRODUCTION

For the past three years, we have suffered through what I referred to as a “long, harsh winter” when it comes to the economy. High unemployment, continually rising commodity prices on such things as gas and food, budget problems at the state and federal level, natural disasters, political unrest abroad, European countries in budget meltdowns, and stock markets bouncing around like ping pong balls have all contributed to a state of economic chaos throughout the world. Locally, slowed growth in property values, depressed sales tax revenues, and rising costs of resources are making it difficult for local governments to provide the services their citizens expect.

The use of the term “long, harsh winter” was my way of illustrating that the economic downturn will be both tough to deal with and may last awhile; but, that it will come to an end as winter always does. What many economists are now saying leads me to believe that this condition is not temporary but is what scholars refer to as a “paradigm shift.” A paradigm shift is a permanent change in conditions. The status quo no longer applies. There is now a new reality.

What does this “new reality” mean to local government and the services we provide? It means we cannot do things the way we have always done them. Old benchmarks of staffing levels, frequency of service delivery, and historical revenue growth projections will no longer be valid. We will have to focus on our core services and what are acceptable levels of service delivery for those services. Prioritizing our mission will be even more critical. We will be tasked to be even more creative when it comes to stretching revenues. We will be forced to make some difficult and politically unpopular decisions more often than in the past.

Wake Forest is well positioned to embrace this “new reality.” For years we have operated more efficiently than many of our sister municipalities. Previous Town Boards have made prudent decisions when it comes to managing our financial resources. We have annually prioritized goals to accomplish our mission in serving the citizens of Wake Forest. Decisions to embark on new projects and ventures have been deliberate and well thought out. We must continue to do all these things if Wake Forest is to continue to succeed in the “new reality”.

BUDGET EMPHASIS

Facing the “new reality” will require us to focus on financial sustainability. We must continue to focus 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, while continuing to be conservative in our revenue projections and prudent in our use of reserves. At the January 2012 Town Board planning session, the Board set goals which embrace this focus on financial sustainability. We have strived to meet those goals with this budget. This budget emphasizes the wise use of our resources to protect our infrastructure and our dedicated employees. We recommend maintaining property tax and electric utility rates at current levels, recognizing the financial stress that the public faces during these economic times. As always, the critical areas on which this budget focuses are personnel and capital.

As I stated last year, when compared to other municipalities in the area, we are a “lean” organization. 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. Pressure to maintain our high quality of municipal services, particularly in the area of Public Safety, will require us to add seven positions this coming year. Five positions will be added in the Police Department, one in the Information Technology Department and one in the Public Facilities Department. The Town Board recognizes the value of its biggest asset, the Town employees. The Board set as one of its top priorities at the January planning retreat to reinstate full merit pay. They also set reinstatement of the career ladder in the three departments affected as another top priority. Both have been restored in this budget. The other important piece of our Pay and Classification Plan, annual market adjustments, has been included as well. Market adjustments, merit funds and the career ladder are critical to the Town to provide and maintain a Pay and Classification Plan which gives the Town the ability to recruit and retain quality employees.

Over the past three budget years, we have significantly reduced expenditures on capital projects to help deal with the economic realities. We have again significantly curtailed our capital expenditures this coming year as compared to our approved Capital Improvements Plan. 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 \$2.2 million is budgeted for capital items in the General Fund which is 29% decrease from the current budget. In the Electric Fund, approximately \$0.84 million is budgeted which is a 24% decrease from the current budget. Funding sources used include current revenues, capital reserve, installment purchase and fund balance. It should be noted that use of reserves and fund balance was decreased in this budget in keeping with the financial sustainability effort.

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 \$3,792,780,625(Wake County) and \$55,941,511(Franklin County) and a collection rate of 96.75%, is \$18,990,560. 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.

The Board will address the needs for water and sewer rate adjustments as a separate issue. Since the merger with Raleigh, water and sewer is no longer a part of the Town's annual budget. Rates will have to be adjusted to keep the merger transition on track for completion by 2014. Electric rates will remain the same for this coming year. At the present time, NCEMPA is not contemplating a change in wholesale rates until 2015. There are no other significant changes in fees.

Due to the current economic conditions, 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, \$921,000 of fund balance is appropriated. These funds will cover one time capital expenditures. This is a 42% decrease in use of fund balance from the current year. To support our efforts for financial sustainability, it is important to reduce our use of fund balance and allow it to recover. 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. A portion of revenue requirements in the General Fund is being met by interfund transfers in the amount of \$243,500. This amounts to a 70% reduction in transfers from the current year.

EXPENDITURE SUMMARY

PERSONNEL

As stated earlier, seven (7) new positions are recommended for funding. Those positions are three Police Officers, a Crime Analyst and a Telecommunicator in Public Safety; a Facility Maintenance Specialist in Public Facilities and an IT Analyst in Information Technology. During economic downturns, demands on the Police Department increase significantly, particularly in areas such as property crimes. The five positions will help the department keep pace with these demands. The IT Department has seen its support of the MIS systems of the Town become more demanding as well, again particularly in the public safety area. The facility maintenance staff currently consists of one person. A second position is needed to help maintain the physical assets of the Town. The six (6) positions currently frozen which include a program coordinator for Cultural Arts in Parks and Recreation; a Senior Code Enforcement Officer and a Code Enforcement Officer in Inspections and three Powerline Technicians in Electric Distribution will remain frozen.

No COLA is recommended. Health insurance premiums will actually decrease 4.3%. This is a tribute to our employees' efforts to better manage their use of health insurance and their participation in our wellness programs. Performance pay (merit) funds and pay and classification plan maintenance funds are included.

CAPITAL OUTLAY

Capital funding decreases significantly as compared to the current budget. Our focus is on current projects that have been designed or are under construction and need completion and those items that are most critical to maintaining our capital assets. We relied on installment financing, capital reserve funds and fund

balance, but at much lower levels than in the past. The installment financing will be discussed in the next section. Capital reserve funds will be used for funding the columbarium (carried forward from this year), the digital video systems, a utility vehicle for Parks and Recreation, cameras for Joyner Park, the mobile matrix sign, and downtown projects for Christmas lights and façade grants. Fund balance utilized this year focuses on one time/non-recurring capital items such as the dispatch center, Police Station renovations, Holding Pool renovations, and IT improvements. The past Boards' decisions of maintaining adequate fund balance and capital reserve funds affords us opportunities for flexibility in funding capital items especially during these tough economic times. Minor capital items have also been funded where needed.

DEBT SERVICE

This will be the first full year of the debt service impact of the street resurfacing/paving and South White Streetscapes projects. The additional debt service is \$948,535. We have been able to meet this obligation without raising taxes. We are recommending system betterment financing in the Electric Fund for both the John B. Cole switchyard reconstruction and the North Main Street lighting projects. Debt service for other previous financings is allocated to the appropriate department or division. Installment purchase proceeds will be used to purchase vehicles.

FIRE SERVICES/OTHER AGENCIES

The Wake Forest Fire Department is doing their part to hold down expenditures. They requested that their funding remain at the rate of \$0.10 per \$100 of tax value this year. It is anticipated that they will request an increase next year to help fund the construction and operation of the fourth fire station.

The Chamber of Commerce, the Downtown Revitalization Corporation and other currently funded outside groups are recommended for no increase. No new groups are recommended for funding.

FUTURE NEEDS AND ISSUES

For the past fourteen 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. We have incorporated those 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.

The biggest challenge we face as I mentioned in the introduction is dealing with our "new reality." 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 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

I said last year that budget was by far one of the toughest budgets to prepare in my eighteen year tenure as manager. Well its now nineteen years and I have found a tougher budget yet. Many worthwhile requests by Department Heads had to be cut. 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 2012-13 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,

A handwritten signature in black ink, appearing to read "Mark S. Williams". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mark S. Williams
Town Manager

BUDGET ORDINANCE

PAGES

WILL BE INSERTED

UPON BOARD APPROVAL

Town of Wake Forest Annual Budget Summary

	2011 Actual June 30, 2011	2012 Amended Budget	2012 Actual March 31, 2012	2012 Projected June 30, 2012	2013 Recommend Budget
Fund: 100 - General Fund					
311 - Ad Valorem Taxes	\$ 18,579,520	\$ 18,496,240	\$ 18,688,662	\$ 19,301,844	\$ 19,278,055
318 - Other Taxes	84,844	80,000	66,014	84,169	83,500
330 - Unrestricted intergovernmental	6,282,916	6,077,140	3,303,759	6,600,019	6,697,325
331 - Restricted Governmental	1,047,924	1,450,090	980,144	1,425,507	1,080,555
320 - Permits and Fees	1,114,256	1,048,000	839,927	1,108,000	1,085,000
340 - Sales and services	796,759	786,580	548,599	771,990	863,255
350 - Other Revenue	227,301	220,695	283,882	359,394	230,350
361 - Investment Earnings	57,749	100,000	14,854	19,805	65,000
390 - Other Financing Sources	839,660	2,962,440	63,202	1,068,708	2,114,000
Revenue Totals:	\$ 29,030,929	\$ 31,221,185	\$ 24,789,043	\$ 30,739,436	\$ 31,497,040
100 - Personal Service	12,673,374	13,200,655	9,651,235	12,859,656	13,496,560
300 - Professional Services	849,829	474,900	458,774	595,858	455,900
500 - Operating	10,499,167	10,728,095	7,287,467	10,306,295	11,332,025
600 - Contributions	339,965	351,500	194,117	351,500	241,500
700 - Capital Outlay	2,258,656	3,185,410	1,331,771	2,810,378	2,425,860
800 - Debt Service	2,856,335	3,280,625	2,409,935	3,280,516	3,545,195
490 - Transfers In (Out)	500,000	-	-	650,000	-
Expenditure Totals:	\$ 29,977,325	\$ 31,221,185	\$ 21,333,298	\$ 30,854,203	\$ 31,497,040
Fund: 100 Net Total	\$ (946,396)	\$ -	\$ 3,455,745	\$ (114,767)	\$ -
Fund: 360 - Wake Forest Power					
345 - Charges for Services	\$ 17,900,787	\$ 17,435,730	\$ 12,957,186	\$ 16,987,080	\$ 17,725,015
319 - Sales Tax - Utility	535,906	524,345	387,656	516,874	527,565
350 - Other Revenue	17,103	40,000	40,164	42,500	40,000
361 - Investment Earnings	1,755	2,000	1,411	1,881	2,000
390 - Other Financing Sources	56,346	337,000	29,904	288,515	365,000
Revenue Totals:	\$ 18,511,898	\$ 18,339,075	\$ 13,416,320	\$ 17,836,850	\$ 18,659,580
100 - Personal Service	1,794,344	1,870,215	1,366,967	1,832,529	2,279,285
300 - Professional Services	12,875	45,000	-	-	65,000
500 - Operating	14,627,608	14,895,965	9,500,708	14,139,154	14,992,900
600 - Contributions	2,500	5,000	625	5,000	5,000
700 - Capital Outlay	-	1,057,000	178,891	636,085	835,000
800 - Debt Service	85,037	465,895	239,640	239,641	482,395
490 - Transfers in (Out)	77,070	-	-	-	-
Expenditure Totals:	\$ 16,599,434	\$ 18,339,075	\$ 11,286,832	\$ 16,852,409	\$ 18,659,580
Fund: 360 Net Total	\$ 1,912,464	\$ -	\$ 2,129,489	\$ 984,441	\$ -
Fund: 400 - DMSD Special Revenue Fund					
311 - Ad Valorem Taxes	\$ 76,410	\$ 79,500	\$ 65,892	\$ 68,900	\$ 84,500
361 - Investment Earnings	270	500	150	350	500
390 - Other Financing Sources	-	-	-	-	-
Revenue Totals:	\$ 76,680	\$ 80,000	\$ 66,042	\$ 69,250	\$ 85,000
500 - Operating	-	-	-	-	-
490 - Transfers In (Out)	81,500	80,000	-	68,500	85,000
Expenditure Totals:	\$ 81,500	\$ 80,000	\$ -	\$ 68,500	\$ 85,000
Fund: 400 Net Total	\$ (4,820)	\$ -	\$ 66,042	\$ 750	\$ -
Revenue Grand Totals:	\$ 47,619,507	\$ 49,640,260	\$ 38,271,406	\$ 48,645,536	\$ 50,241,620
Expenditure Grand Totals:	\$ 46,658,259	\$ 49,640,260	\$ 32,620,130	\$ 47,775,112	\$ 50,241,620
Net Grand Totals:	\$ 961,248	\$ -	\$ 5,651,276	\$ 870,424	\$ -

Town of Wake Forest
BUDGET HIGHLIGHTS
Fiscal Year 2012-2013

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
 - Restored performance pay (merit) funds to original percentages and reinstated career ladder for eligible departments (effective July 1, 2012)
 - Insurance premiums – 4.3% estimated *decrease*
 - Retirement Mandate – *decrease* from 7.02% to 6.74% General and 7.04% to 6.77% LEO
 - Seven (7) New Positions:
 - IT Analyst – MIS – start October 1st
 - Facilities Maintenance Specialist– Public Facilities – start January 1st
 - Public Safety
 - Police Officer – start October 1st
 - Telecommunicator – start October 1st
 - Crime Analyst/Inventory Clerk – start October 1st
 - Two (2) Police Officers – start April 1st
 - Six (6) positions remain authorized but not funded in FY 2012-2013– continue to delay:
 - Sr. Code Enforcement Officer and Code Enforcement Officer (Inspections)
 - One (1) Program Coordinator (Parks/Recreation) – Cultural Arts
 - Three (3) Powerline Technicians (Electric)
-

MAJOR IMPACTS

- Full impact of Street Improvements financing – \$948,535 – Installment Purchase
- Capital Funding Plan: \$3.3 million – includes the following (refer to CIP tab for complete list)
 - \$2.4 million – General Fund
 - \$835,000 – Electric Fund
- \$921,000 Appropriated Fund Balance
 - All one-time items

Town of Wake Forest
REVENUE ASSUMPTIONS
Fiscal year 2012-2013

The following information defines the major sources of revenue for the Town of Wake Forest for the fiscal year 2012-2013. 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 \$3,848,722,136 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 15.8% of General Fund revenues for FY 2012-2013. The North Carolina League of Municipalities is projecting that the statewide local sales tax revenue will grow by 3.0% from the FY 2011-2012 level. Staff has budgeted our sales tax revenues at approximately 8.9% *higher* than the actual amount received in FY 2010-2011 and it is approximately 2% *higher* than projected for FY 2011-2012.

◆ **POWELL BILL**

Based on the latest State Budget Office estimates, the total allocation for FY 2012-13 is expected to increase by around 1.5% . Staff has budgeted Powell Bill funds at **1% higher** than the amount received for FY 2011-2012.

◆ **UTILITY FRANCHISE TAX**

Utility franchise tax represents approximately 5% of General Fund revenues for FY 2012-2013. Staff has budgeted total utility franchise tax slightly lower than FY 2011-2012 projected and slightly higher than actual received in FY 2010-2011..

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, there will be 7% growth in FY 2012-2013.

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 have stabilized somewhat in FY 2011-12.. Annual statewide telecommunications revenues for FY 2011-2012 are expected to increase 1%. There is an expected growth of 3.9% for FY 2012-2013.

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 4% growth based on projections through June 30,2012. Receipts from the sale of power represents 94.2% of Electric Fund revenues.

**Town of Wake Forest
FUND BALANCE - PROJECTED
Fiscal year ending June 30, 2012**

	General Fund
Fund balance at June 30, 2011	\$11,941,223
Projected revenues and other sources	30,739,436
Projected expenditures and other uses	<u>(30,854,203)</u>
Projected fund balance at June 30, 2012	11,826,456
Less:	
Restricted - Stabilization By State Statute - estimate	(4,250,000)
Assigned - Subsequent years expenditures	<u>(921,000)</u>
*Unassigned fund balance - estimated	<u>\$6,655,456</u>
FY 2012-2013 Recommended Budgeted Expenditures	\$31,497,040
Unreserved, undesignated fund balance as a percentage of budgeted exp	21.13%
Total Fund balance as a percentage of budgeted expenditures	37.55%

	Target %	Amount to Retain Per Policy Unreserved/Undesignated Available Fund Balance	PROJECTED Additional Funds over/(under) Target %
Policy Approved by BOC	35%	\$11,023,964	(\$4,368,508)

Funds received from IDC three years ago are still included in the above numbers. Funds paid to Wireless Research Center have been accounted for in the Futures Fund and respective transfers have been made accordingly. These transfers will continue to move funds to the Futures Fund from the General Fund and fund balance above will decrease as a result.

Fund: 100 - General Fund Summary

Account Classification	2011 Actual June 30, 2011	2012 Adopted Budget	2012 Amended Budget	2012 Actual March 31, 2012	2012 Projected June 30, 2012	2013 Requested Budget	2013 Recommended Budget
Revenues							
311 - Ad Valorem Taxes	\$ 18,579,520	\$ 18,486,240	\$ 18,496,240	\$ 18,688,662	\$ 19,301,844	\$ 18,958,210	\$ 19,278,055
318 - Other Taxes	84,844	80,000	80,000	66,014	84,169	81,500	83,500
330 - Unrestricted intergovernmental	6,282,916	6,015,390	6,077,140	3,303,759	6,600,019	6,521,195	6,697,325
331 - Restricted Governmental	1,047,924	1,397,485	1,450,090	980,144	1,425,507	1,770,940	1,080,555
320 - Permits and Fees	1,114,256	1,048,000	1,048,000	839,927	1,108,000	945,000	1,085,000
340 - Sales and services	796,759	784,580	786,580	548,599	771,990	799,600	863,255
350 - Other Revenue	227,301	239,000	220,695	283,882	359,394	205,350	230,350
361 - Investment Earnings	57,749	100,000	100,000	14,854	19,805	50,000	65,000
390 - Other Financing Sources	839,660	3,055,785	2,962,440	63,202	1,068,708	2,008,000	2,114,000
Revenue Totals:	\$ 29,030,928	\$ 31,206,480	\$ 31,221,185	\$ 24,789,043	\$ 30,739,436	\$ 31,339,795	\$ 31,497,040
Expenditures							
100 - Personal Service	\$ 12,673,374	\$ 13,196,050	\$ 13,200,655	\$ 9,651,235	\$ 12,859,656	\$ 13,820,880	\$ 13,496,560
300 - Professional Services	849,829	453,200	474,900	458,774	595,858	527,800	455,900
500 - Operating	10,499,167	10,853,645	10,728,095	7,287,467	10,306,295	11,941,143	11,332,025
600 - Contributions	339,965	351,500	351,500	194,117	351,500	602,250	241,500
700 - Capital Outlay	2,258,656	3,071,585	3,185,410	1,331,771	2,810,378	6,756,610	2,425,860
800 - Debt Service	2,856,335	3,280,500	3,280,625	2,409,935	3,280,516	3,671,495	3,545,195
490 - Transfers In (Out)	500,000	-	-	-	650,000	-	-
Expenditure Totals:	\$ 29,977,325	\$ 31,206,480	\$ 31,221,185	\$ 21,333,298	\$ 30,854,203	\$ 37,320,178	\$ 31,497,040
Revenue Total:	\$ 29,030,928	\$ 31,206,480	\$ 31,221,185	\$ 24,789,043	\$ 30,739,436	\$ 31,339,795	\$ 31,497,040
Expenditure Total:	\$ 29,977,325	\$ 31,206,480	\$ 31,221,185	\$ 21,333,298	\$ 30,854,203	\$ 37,320,178	\$ 31,497,040
Fund: 100 Net Total	\$ (946,397)	\$ -	\$ -	\$ 3,455,745	\$ (114,767)	\$ (5,980,383)	\$ -

General Fund Budget Summary by Department

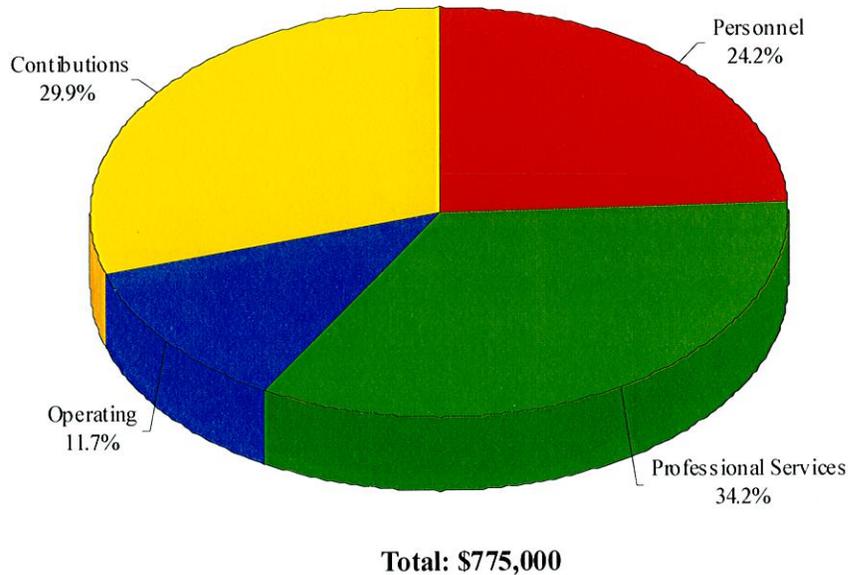
	2010 Actual	2011 Actual	2012 Amended	2012 Actual	2012 Projected	2013 Requested	2013 Recommended
	June 30, 2010	June 30, 2011	Budget	March 31, 2012	June 30, 2012	Budget	Budget
100-000 - General Fund Revenues	\$ 29,663,950	\$ 29,030,930	\$ 31,221,185	\$ 24,789,044	\$ 30,739,436	\$ 31,339,795	\$ 31,497,040
Revenue Totals	\$ 29,663,950	\$ 29,030,930	\$ 31,221,185	\$ 24,789,044	\$ 30,739,436	\$ 31,339,795	\$ 31,497,040
Expenditures							
100-410 - Board of Commissioners	\$ 1,018,916	\$ 808,006	\$ 868,015	\$ 576,577	\$ 905,416	\$ 1,154,620	\$ 775,000
100-420 - Administration	448,498	461,975	468,130	342,774	457,273	474,420	392,390
100-425 - Communications	268,731	305,024	344,655	205,779	292,027	377,115	343,755
100-430 - Human Resources	407,407	427,865	443,075	324,603	405,873	473,095	461,900
100-440 - Finance	1,452,957	1,434,267	1,514,165	1,080,632	1,375,155	1,545,605	1,234,960
100-445 - Management Information	411,690	629,479	694,405	416,139	663,169	789,745	744,925
100-480 - Building Inspections	970,491	1,008,368	1,076,440	789,798	1,045,417	1,058,105	1,105,220
100-490 - Planning	1,064,039	1,031,924	1,101,135	606,715	799,862	1,073,760	1,084,025
100-500 - Public Buildings	3,738,637	2,381,738	2,899,235	1,808,533	3,379,992	2,488,660	2,159,710
100-510 - Public Safety	9,764,484	10,275,175	10,649,740	7,450,754	10,444,656	11,895,335	11,549,810
100-530 - Public Works Administration	276,188	284,915	296,450	216,795	295,886	296,460	318,220
100-540 - Engineering	1,474,199	2,051,121	1,070,200	739,365	1,020,535	1,090,755	1,076,520
100-550 - Fleet Maintenance	450,196	463,201	432,245	329,601	434,296	634,875	454,330
100-560 - Streets	2,538,540	2,355,173	2,801,090	2,119,011	2,864,388	3,431,885	2,974,690
100-570 - Powell Bill	631,460	880,037	832,075	431,943	832,075	810,675	802,875
100-580 - Sanitation	2,389,591	2,464,238	2,575,095	1,689,616	2,449,578	2,882,878	2,803,995
100-620 - Parks & Recreation	3,865,517	2,714,820	3,155,035	2,204,662	3,188,605	6,842,190	3,214,715
Expenditure Totals	\$ 31,171,541	\$ 29,977,325	\$ 31,221,185	\$ 21,333,297	\$ 30,854,203	\$ 37,320,178	\$ 31,497,040
Fund Total: General Fund	\$ (1,507,591)	\$ (946,396)	\$ -	\$ 3,455,747	\$ (114,767)	\$ (5,980,383)	\$ -

General Fund BOARD OF COMMISSIONERS

SUMMARY OF COSTS

Board of Commissioners	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 152,961	\$ 150,905	\$ 135,799	\$ 180,235	\$ 197,190	\$ 187,920
Professional Services	214,187	251,500	196,864	295,296	265,000	265,000
Operating	110,894	124,110	59,797	88,385	105,180	90,580
Contributions	329,965	341,500	184,117	341,500	587,250	231,500
Other uses of funds		-				
Total	\$ 808,006	\$ 868,015	\$ 576,577	\$ 905,416	\$ 1,154,620	\$ 775,000

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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, Downtown Revitalization Corporation 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, Downtown Revitalization Corporation, and the 4th of July Committee. Please refer to the "Outside Agency" section of this document which provides detailed requests.

Program Objectives:

- Fund the Chamber of Commerce for continued Economic Development.
- Fund the DRC for Mainstreet Programs and economic development in downtown.
- Maintain current levels of funding for all other agencies.
- Provide funding for fifth and final installment of the Wake Forest College Birthplace.

Accomplishments:

FY 2012

- Continued to fund "Outside Agencies" as requested.
- Continued to fund DRC to help with the Revitalization Program.
- 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 2012 and January 2013.

Accomplishments:

FY 2012:

- Held Annual Planning Retreat - January 2012.
- Set strategic goals for the year 2012-2013.
- Appointed members to all advisory boards.
- Adopted policies, resolutions and ordinances to provide services to the public.
- Continued work on developing a Unified Development Ordinance (UDO).
- Authorized construction to begin for Phases 2 and 3 of the South White Street Streetscape Project.

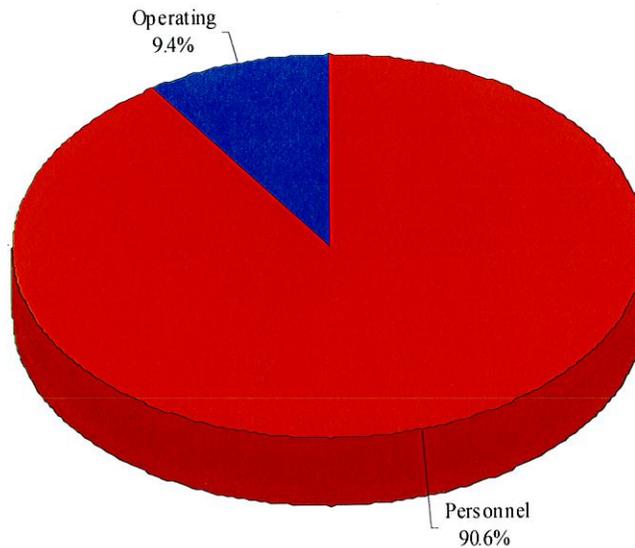
General Fund ADMINISTRATION DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Administration	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 420,136	\$ 430,565	\$ 320,649	\$ 426,876	\$ 432,905	\$ 355,575
Professional Services	10,765	-	-	-	-	-
Operating	31,074	37,565	22,125	30,397	41,515	36,815
Other uses of funds	-	-	-	-	-	-
Total	\$ 461,975	\$ 468,130	\$ 342,774	\$ 457,273	\$ 474,420	\$ 392,390

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Town Manager	1	1	1	1	1	
Deputy Town Manager	1	1	1	1	1	
Town Clerk	1	1	1	1	1	
Total	3	3	3	3	3	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



Total: \$392,390

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 2013 and recommend Annual Operating Budget by May 2013.
- Disseminate information to the news media, civic organizations, intergovernmental groups, and other entities as required by county, state, and local jurisdictions.

Accomplishments:

FY2012:

- Developed input from the Board's planning retreat to work on goals for 2012-2013.
- Updated Capital Improvement Plan in March 2012 and recommended the operating budget in May 2012.
- Oversaw completion of capital projects such as the construction phase of surfacing of unpaved streets and the reconstruction/resurfacing of existing paved streets, the reconstruction and narrowing of North Allen Road, as well as the design and contract award of South White Street Streetscape upgrades.

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:

- Obtain training geared towards becoming a 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:

FY2012:

- 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
- Submitted information to IIMC for Certified Municipal Clerk Designation and to the NC Association of Municipal Clerks for NC Certified Municipal Clerk Designation

General Fund
ADMINISTRATION DEPARTMENT

- Participated in educational opportunities through the UNC School of Government, NC Association of Municipal Clerks and National Seminars Training
- Served on Membership Committee for 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 COMMUNICATIONS DEPARTMENT

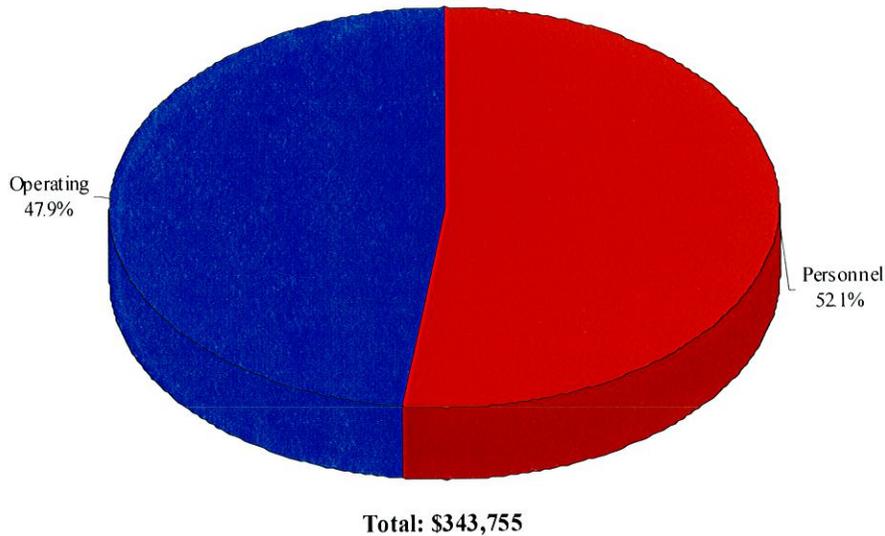
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Communications	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 142,185	\$ 179,490	\$ 125,567	\$ 170,783	\$ 175,815	\$ 179,205
Operating	142,667	165,165	80,212	121,244	201,300	164,550
Capital Outlay	20,172	-	-	-	-	-
Total	\$ 305,024	\$ 344,655	\$ 205,779	\$ 292,027	\$ 377,115	\$ 343,755

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

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/12	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Public Information Officer	1	1	1	1	1	
Communications Specialist	1	1	1	1	1	
Total	2	2	2	2	2	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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 2012:

- Introduced Town of Wake Forest app for iPhones, iPads, and Android devices that was downloaded by over 1,000 smart phone users in less than a month
- Partnered with the Wake Forest Rotary Club, the Wake Forest Area Chamber of Commerce, and Tuxedo Junction to produce the 4th Annual State of the Town Address and Dinner. Over 150 area residents turned out for the event, which was broadcast on Community Channel 10 throughout March and made available in streaming video.
- Managed the Town's Facebook profile, which now has nearly 2,200 fans, and Twitter profile.
- Managed Town's email subscriber database which now includes over 4,100 subscribers.
- Coordinated and produced 10 episodes of *Focus on Wake Forest* spotlighting over 30 Town of Wake Forest programs, services, and special events
- Helped coordinate LEED dedication ceremony
- Trained three new department web editors.
- Coordinated the Lighting of Wake Forest with the DRC
- Introduced new Constant Contact templates to ensure brand consistency while delivering E-News, E-Notifier, and The Week Ahead.

General Fund COMMUNICATIONS DEPARTMENT

- Introduced weekly South White Streetscape E-Alert to keep downtown merchants informed about project's status
- Introduced redesigned customer service brochures on topics including online bill pay, residential energy audits, bank draft, H.O.P.E., and NC Green Power.
- Partnered with Urban Forestry Board to record and rebroadcast 2012 Arbor Day Ceremony.
- Represented the Town of Wake Forest at Community Council meetings, HRC's Community Outreach events, etc.
- Wrote and submitted over 125 press releases on various Town projects, activities, and special events
- Sent out over 30 E-Alerts notifying subscribers of time-sensitive information, including road construction updates, traffic alerts and road closures, special meetings, etc.
- Coordinated with VC3 to introduce new Content Management System for editing Town's website
- 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
- Gave communications presentations to area civic clubs, including Wake Forest Rotary Club, and Youth Leadership
- Introduced Cost Savings Quality Circle concept and served on the quality circle and management team
- Coordinated with Facilities Manager to ensure design, production, and installation of time capsule marker
- Recorded and delivered approximately 10 DeltAlert phone calls informing area residents about Town programs, services, and special events
- Partnered with ElectriCities to host Social Media Workshop at town hall (April 2012)
- Promoted *This Place Matters* campaign and introduced new Flickr account to highlight submissions from nearly 40 area residents
 - Coordinated with local resident to produce a slideshow for airing on Channel 10 that highlights *This Place Matters* submissions
- Served as Police Department Spokesman
 - Played key role in developing Police Department's media policy
 - 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 twice with Wake Forest Weekly editorial staff to discuss police media policy
 - Worked with police department to introduce Police to Citizen website

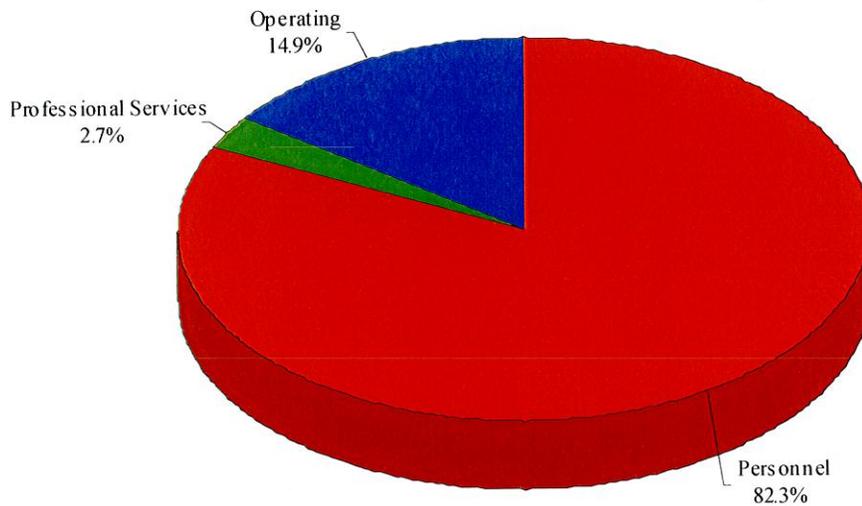
General Fund HUMAN RESOURCES DEPARTMENT

SUMMARY OF COSTS AND POSITION AUTHORIZATION ALLOCATIONS

Human Resources	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 364,223	\$ 368,775	\$ 277,320	\$ 348,358	\$ 370,845	\$ 380,350
Professional Services	10,373	2,000	-	1,500	15,000	12,500
Operating	53,270	72,300	47,283	56,015	87,250	69,050
Total	\$ 427,866	\$ 443,075	\$ 324,603	\$ 405,873	\$ 473,095	\$ 461,900

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Human Resources Director	1	1	1	1	1	
Human Resources Analyst	1	1	1	1	1	
Safety Coordinator	1	1	1	1	1	
Sr. Human Resources Analyst	1	1	1	1	1	
Total	4	4	4	4	4	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



Total: \$461,900

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's 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.
- 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 a grievance or matter of litigation.
- Review the Town's pay and classification study each year to determine proper classification and market competitiveness of all positions.

Accomplishments:

FY2012

- 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. Increase reduced from 22.6% to 2.6%.
- Coordinated Open Enrollment meetings to educate employees on new benefit offerings.
- Maintained a successful Employee Assistance Program and offer training as well as guidance.
- Researched, implemented and maintain the Computer Based Training initiative.
- Provided training opportunities to employees including: Weathering Financial Storms, How to Deal with Difficult People, Win-Win Communication, Morale, How to handle the death of a co-worker and Nutritional Balance.
- 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.
- Provided supervisory training for our Supervisors.
- Broadened our recruiting scope by researching new avenues; advertised in additional minority oriented mediums to diversify and strengthen our workforce.
- Participated in job fairs.

General Fund HUMAN RESOURCES DEPARTMENT

- 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. Developed a dynamic wellness challenge including: Biggest Loser II and Spring into a New You.

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 2012

- 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.

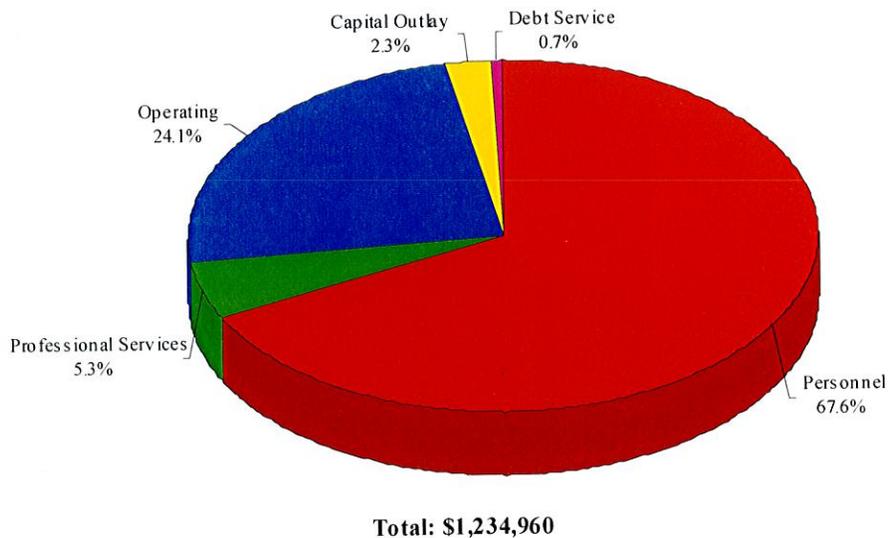
General Fund FINANCE DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

FINANCE	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 1,074,879	\$ 1,031,820	\$ 743,180	\$ 992,785	\$ 1,089,120	\$ 835,240
Professional Services	47,736	51,200	47,334	47,334	70,400	65,400
Operating	271,824	315,705	215,874	260,790	329,410	297,645
Capital Outlay	39,827	107,190	66,104	66,105	48,500	28,500
Debt Service		8,250	8,140	8,141	8,175	8,175
Total	\$ 1,434,266	\$ 1,514,165	\$ 1,080,632	\$ 1,375,155	\$ 1,545,605	\$ 1,234,960

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Finance Director	1	1	1	1	1	
Financial Project Analyst	-	-	1	1	1	
Financial Operations Manager	-	-	1	1	1	
Accounting Services Manager	1	1	-	-	-	
Accountant	1	1	1	1	1	
Office Assistant	1	1	1	1	1	
Purchasing Manager	1	1	1	1	1	
Buyer	-	-	1	1	1	
Sr. Inventory Specialist	2	2	1	1	1	
Inventory Specialist	1	1	1	1	1	
Accounting Technician	2	2	2	2	2	
Customer Service Supervisor	1	1	1	1	1	
Utility Billing Specialist	1	1	1	1	1	
Utility Billing Assistant	1	1	1	1	1	
Customer Service Rep	2	2	2	2	2	
Customer Service Field Tech	2	2	1	1	1	
Energy Auditor	-	-	1	1	1	
Total	17	17	18	18	18	-

The following graph depicts the breakdown of FY 2012-2013 expenditures:



General Fund 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 and quarterly financial reports for Department Heads, Supervisors 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
- Monitor investments to assure maximum return as well as safety on funds in accordance with State statutes.
- Maintain regular monthly reconciliations of all balance sheet accounts.
- Update and review existing policies such as: Cash Management/Investment, Capital Asset and Bad Debt collection.
- Update Debt Issuance Plan for review by the Board at their semi-annual retreat in August.
- Update Capital Improvements Plan by March 2013.
- Assist Town Manager in preparing recommended Annual Operating Budget by May 2013.

Accomplishments:

FY 2012:

- Continued training and completed the conversion process for Utility Management module
- Facilitated debt issuance process for \$6.3 million in Street and Sidewalk improvements in September 2011 and May 2012 respectively.
- Established Grant Committee to oversee the Town's grant programs and implemented grants policy approved by the Board of Commissioners in September 2011.
- Updated Capital Improvements Plan for FY 2012-2017
- Hired Financial Operations Manager and completed reorganization of fiscal operations
- Updated Account Payable procedures to ensure proper accountability and control
- Accomplished a complete inventory of Town capital assets to insure proper custodial responsibility and record keeping
- Facilitated annual budget process and assisted the Town Manager with FY 2012-2013 Recommended Budget
- 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

Billing & Collections: The Town administers billings for utility services. The Customer Service Supervisor and his staff are responsible for obtaining and processing electric 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. The Town is a satellite collection site for the City of Raleigh utility payments.

Program Objectives:

- Mail utility bills on or before the bill date.
- Set up automated disconnect collars on several accounts.

General Fund FINANCE DEPARTMENT

- 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 2012:

- Effectively billed 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 policy
- Utilized Online Bill Consolidator through our merchant services account with Suntrust convert check payments quicker
- Provided e-bill option for customers

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 2 business days 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.
- Utilize New World to allow the re-printing of an actual utility bill to provide to our customers.
- Conduct an Energy Fair in conjunction with Public Power week.
- Continue marketing and development of the Residential Energy Audit Program.

Accomplishments:

FY 2012:

- Updated and implemented the Customer Care Policy as approved by the Board of Commissioners
- Implemented and marketed the NC GreenPower program
- Improve the residential energy audit program through technology
- Continued to administer H.O.P.E. which provides utility assistance to customers.
- Conducted an Energy Fair in conjunction with Public Power week at Town Hall
- Assisted in keeping the finance portion of the web site current

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.
- Update material lists to stay consistent and compatible with the Town's requirements.
- Insure that all contractors are properly insured and that the Town has a copy of their certificate of insurance on file.

General Fund FINANCE DEPARTMENT

FY 2012:

- Continued to sell surplus items on GovDeals. We have now sold over \$ 260,000 of surplus items using this site.
- Continued to train employees on requisition software.
- Conducted a bid to sell surplus transformers by the KVA, at a set price. This has increased the amount that we get for each surplus transformer.
- Participated in the Cost Savings Quality Circle. This was a group that was charged with implementing a program where Town Employees could submit cost savings ideas.
- Conducted a bid for the rental of employee uniforms. This bid saved the Town money and improved the quality of the service we receive.

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.
- Research the possibilities available for the preservation of the spools that the electrical wire comes on.

Accomplishments:

FY 2012:

- Moved all overhead transformers onto concrete pads that were poured on the Warehouse yard.
- Consulted with the Electric Division to help improve the return of surplus electrical material that was taken out of service, but was still usable.
- Reorganized the overhead wire on the warehouse yard and scraped any that was not usable.
- Deleted outdated stock from warehouse inventory.
- Reorganized auto filters to accommodate the increase in volume.

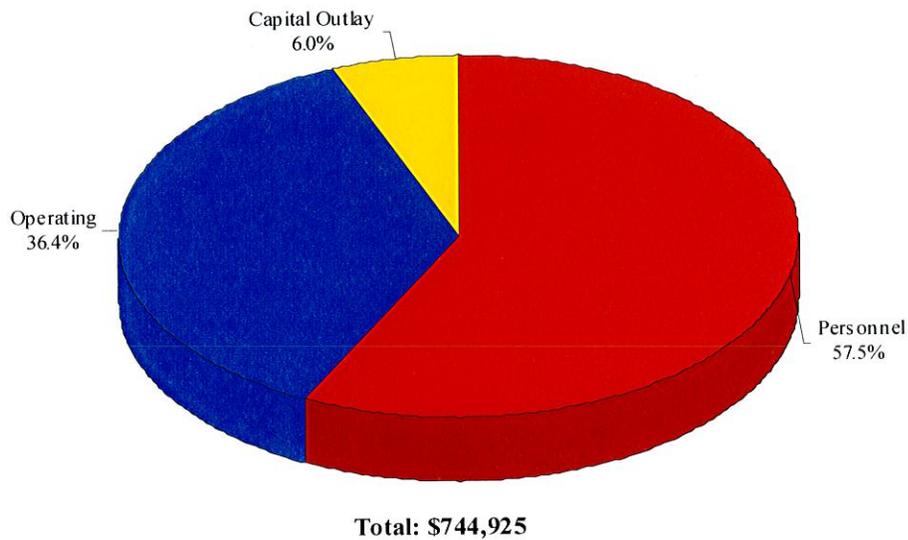
General Fund MANAGEMENT INFORMATION SYSTEMS

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

MIS	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 330,872	\$ 351,555	\$ 242,980	\$ 343,487	\$ 432,145	\$ 428,425
Operating	228,374	297,850	154,319	274,682	292,600	271,500
Capital Outlay	70,233	45,000	18,840	45,000	65,000	45,000
Total	\$ 629,479	\$ 694,405	\$ 416,139	\$ 663,169	\$ 789,745	\$ 744,925

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
IT Director	1	1	1	1	1	
GIS Analyst	-	1	1	1	1	
IT Analyst	2	2	2	2	2	
Systems Administrator	-	-	-	1	1	
Total	3	4	4	5	5	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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 eight (8) physical locations. The network infrastructure includes a combination of 29 physical\virtual servers, iScsi san and 175+ plus 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:

- Department reorganization to include a new Systems Administrator position.
- 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.
- 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 electric substation to PW redundant wireless network.
- Continue build out of DR site.

Accomplishments:

FY2012:

- Expand GIS program by adding web component access for town employees.
- Deploy client software patch\security system.
- Life cycle replacement of email spam appliance.
- Life cycle replacement of web filter appliance.
- Rollout Department MS Share Point Services.
- Develop Systems Administrator position.
- Network infrastructure improvements.
- Enhance data disaster recovery.
- Replace Server\Workstation\Laptop per life cycle.
- UM deployment for financial system.
- Department rollout of EDS project.
- Establish Training Room and CBT Program.
- Completed 1450+ logged work orders.
- Deploy Barracuda web application firewall.
- Complete Load Management System upgrade.
- Deploy GFI patch management solution.
- Deploy two additional Hyper-V virtual servers.
- Deploy Double-Take backup server.
- Channel 10 feed to town's website.
- Deploy New World Systems e-Suite web services.
- Deploy Sungard Police to Citizen online reporting system.
- Rollout of AVL for PD fleet.

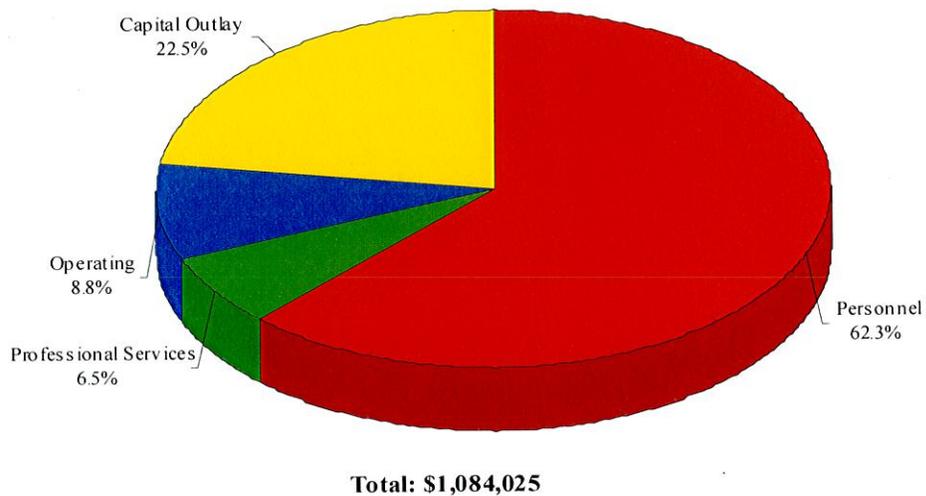
General Fund PLANNING DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Planning	FY 06/30/2012 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 639,988	\$ 661,050	\$ 461,035	\$ 615,486	\$ 659,000	\$ 675,165
Professional Services	76,406	90,000	75,287	90,000	75,900	70,000
Operating	275,558	96,450	60,216	84,199	95,400	95,400
Capital Outlay	39,972	253,635	10,177	10,177	243,460	243,460
Total	\$ 1,031,924	\$ 1,101,135	\$ 606,715	\$ 799,862	\$ 1,073,760	\$ 1,084,025

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Planning Director	1	1	1	1	1	
Assistant Planning Director	2	2	1	1	1	
Senior Planner	4	3	3	3	3	
Planner		1	1	1	1	
Zoning Enforcement Officer	1	-	-	-	-	
Office Assistant	1	1	1	1	1	
Total	9	8	7	7	7	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



General Fund PLANNING DEPARTMENT Planning Division

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

Accomplishments:

FY 2012

- 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 Division 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 Division 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, Urban Forestry Board, 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.
- Continue to administer and update the zoning ordinance, subdivision regulations, flood damage prevention 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.

General Fund PLANNING DEPARTMENT Planning Division

- Complete the development, writing, design & comprehensive review of the Unified Development Ordinance. Hold final public workshop, public hearing for adoption and manage “quality control period” during public hearing process to evaluate the documents usability. Upon adoption: implement 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 Architectural 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, increase awareness of Flood Damage Prevention ordinance & seek acceptance into the Community Rating System of the National Flood Insurance Program (NFIP).
- 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.
- Assist inspections department in the development of the property maintenance code.
- Continue the Planning Board Academy, a training program for planning board members.

Accomplishments:

FY 2012

- 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. 75% 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.
- Updated all land use maps monthly.
- Processed 10 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 750 development permits.
- Performed 50 master plan reviews.
- Performed 80 construction plan reviews.
- Performed 120 final plat reviews.
- Performed 50 architectural design reviews.
- Issued 75 sign permits.
- Reviewed and processed 12 petitions (rezoning, special-use permits, ordinance amendments & variances).
- Cited and abated 125 ordinance/code violations.
- Issued 10 zoning verification letters.
- Staff attended various conferences for continuing credit hours towards AICP, CFPM and CZO certifications.

General Fund PLANNING DEPARTMENT Planning Division

- Participated in the Improving Internal Communications Quality Circle.
- Participated in the Building & Facilities Committee.
- Participated in Wake Forest Chamber of Commerce Youth 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.
- Planned and conducted the 3rd Annual Bicycle Safety Fair. 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.
- Purchased a trailer and bicycle equipment for the towns Annual Bicycle Safety Fair with SRTS non-infrastructure grant funds.
- 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).
- Submitted one roadway improvement project and three bicycle/pedestrian project in an effort to secure funding during the CAMPO Locally Administered Projects Program (LAPP) FFY 2013 call for projects. Three out of the four grant proposals were awarded funding.
- 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.
- Received Town Board approval in 2010 to implement a soft trail construction program. In 2011, the Greenways Advisory Board (GAB) identified several soft trail sections and prioritized the top three for implementation. Town staff, Greenways Advisory Board members, and volunteers moved forward with planning, design, and construction work for Joyner Park to Juniper Avenue (Wake Forest-Rolesville HS) (Priority 1) and Heritage High School to Rogers Road (Priority 2).
- Formulated an Ambassador Program for the Greenways Advisory Board. Town staff and GAB members spoke to various school groups, Home Owner Associations and civic groups about Wake Forest greenways and the Adopt-a-Trail Program.
- Implemented a successful Adopt-a-Trail Program with over 300 active volunteers participating in clean-up and enhancement projects including but not limited to constructing bird houses, constructing soft trails, trail marker installation, landscape projects, etc.
- Continued working with the Greenways Advisory Board and Communications Department to refine Adopt-a-Trail program materials and website information.
- The GAB participated in WF Unplugged providing guided hikes of the Joyner to Juniper Avenue soft trail during the event and Good Neighbor Day responding to greenway inquiries.
- Staff served on the Talk of the Town Editorial Board
- 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

General Fund PLANNING DEPARTMENT Planning Division

Lake Dam to Johnston County in four years.

- 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 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:

- Complete the Historic Preservation Plan.
- Attend the Preservation North Carolina annual conference in September 2012.
- Conduct the Christmas Historic Homes Tour in December 2012.
- 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.

Accomplishments:

FY 2012

- Attended the Preservation North Carolina annual conference in Mount Airy in September 2011.
- Conducted a public historic preservation workshop on the future of historic preservation in Wake Forest.
- Prepared draft of the Historic Preservation Plan.
- Conducted a public forum on the Ailey Young House and its fate.
- Initiated the process to designate the Ailey Young House as a locally designated historic landmark property.
- Designated the Heartsfield House as a locally designated historic landmark property.
- Developed new historic preservation program web site pages.
- Approved 14 applications for Certificates of Appropriateness, including 5 minor COAs.
- Completed Annual report for SHPO and maintained Certified Local Government (CLG) status.
- Responded to numerous inquiries 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.

**General Fund
PLANNING DEPARTMENT
Planning Division**

- 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 2012

- Attended East End Community meetings to get input on issues and neighborhood improvements.
- Completed renovations to Alston-Massenburg Community Center.
- Continued the cooperation agreement with Wake County for CDBG and HOME program funds through 2015.

General Fund INSPECTIONS DEPARTMENT

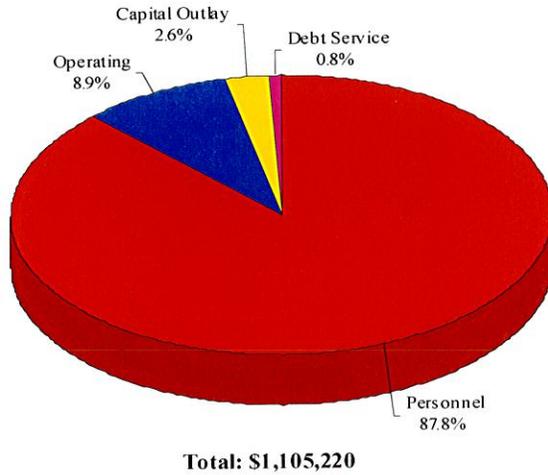
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Inspections	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 926,153	\$ 931,895	\$ 705,399	\$ 940,871	\$ 918,030	\$ 970,145
Operating	74,029	111,250	53,539	71,251	103,000	98,000
Capital Outlay	-	24,720	24,720	24,720	28,500	28,500
Debt Service	8,186	8,575	6,140	8,575	8,575	8,575
Total	\$ 1,008,368	\$ 1,076,440	\$ 789,798	\$ 1,045,417	\$ 1,058,105	\$ 1,105,220

* Sr. CEO and CEO remain authorized but not funded in FY 2012-2013. Sr. CEO vacancy funded April 1, 2013.

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Inspections Administrator	1	1	1	1	1	
Assistant Inspections Administrator	1	1	1	1	1	
Senior Inspections Technician	1	1	1	1	1	
Inspections Technician	1	1	1	1	1	
Sr. Code Enforcement Officer*	6	6	6	6	6	
Code Enforcement Officer*	4	4	4	4	4	
Total	14	14	14	14	14	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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 8,000 inspections and review approximately 800 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 2012

- Inspectors attained 2 standard certificates and 1 probationary certificate in various trades. Three of nine 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 68 seminars, conferences, and schools.
- Staff served on the DOI Exam Review Committee.
- Performed 9,200 inspections and reviewed 900 sets of plans.
- Issued 1,700 permits.
- Office staff received 13,700 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.

General Fund INSPECTIONS DEPARTMENT

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

Accomplishments:

FY 2012

- Performed 973 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 7%.
- Conducted 76 on-site consultations with contractors and business owners.
- Attended North Carolina Fire Prevention School, Wake County BEST (Business Environmental and Safety Training) Conference, and the Fire House Software Training Seminar.
- Upgrading and adding custom features in Fire House Software System to better suit fire inspections program. The 2012 fire code updates were also added.
- 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.
- Attended Captive Air CORE fire suppression seminar for Type I cooking hoods.

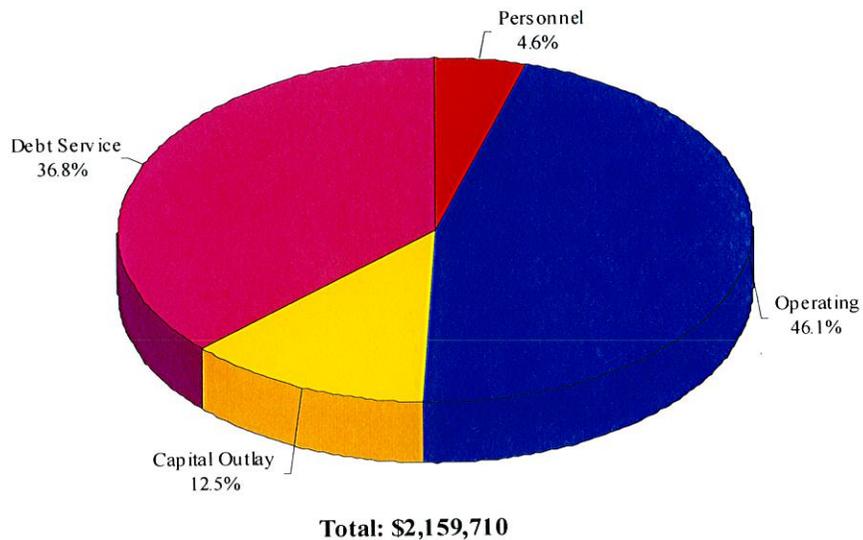
General Fund PUBLIC FACILITIES DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Facilities	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 35,703	\$ 74,565	\$ 52,767	\$ 69,707	\$ 119,325	\$ 100,190
Professional Services	-	-	47,248	50,275	38,000	-
Operating	695,580	873,605	526,674	825,810	1,061,970	995,870
Capital Outlay	175,093	993,950	226,251	993,950	342,600	269,600
Debt Service	975,362	957,115	955,593	957,115	926,765	794,050
Transfer to New Town Hall Project	500,000	-	-	650,000	-	-
Total	\$ 2,381,738	\$ 2,899,235	\$ 1,808,533	\$ 3,546,857	\$ 2,488,660	\$ 2,159,710

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Facilities Manager	-	1	1	1	1	
Facilities Maintenance Specialist				1	1	
Total	-	1	1	2	2	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



General Fund PUBLIC FACILITIES DEPARTMENT

Staff provides maintenance and housekeeping of municipal buildings including: Town Hall, Community House, 3 Police Stations, Public Works Operations Center, Alston-Massenburg Center, and other buildings.

PROGRAM DESCRIPTION:

Building Maintenance: The Town maintains thirteen (13) public buildings. 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 pays for the cost of property and casualty insurance.

Program Objectives:

- Bi-annual safety inspections of all public buildings with the town safety coordinator
- Complete a preventative maintenance schedule for all buildings and assets.
- Get cost analyst on ways to make our buildings more efficient.
- Continue use of software to track preventative maintenance and work orders, and generate list of repairs and cost for each building.
- Review cleaning contracts and continue to keep complaints 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.
- Complete work orders within one business day (work orders not requiring special order parts or specialized contractor).
- Get additional LEED education.
- Hire Facilities Maintenance Specialist in January 2013.

Accomplishments:

FY2012:

- Implemented work order system for regular and preventative maintenance work orders.
- Upgraded HVAC system to a Hybrid and installed a solar water heater at Holding Community Center.
- Upgraded Senior Center from propane to natural gas.
- Had Leak Study and Testing completed at Town Hall.
- Signed a contract with Hick's Landscaping for our Public Buildings, Joyner Park Garden and Amphitheatre, and Taylor Street Park.
- Began renovations at Alston Massenburg Center.
- Installed Propane Heaters at the Warehouse.
- Installed Spray Foam Insulation and Thermo pane Fixed Glass behind existing windows at the CID Building.
- Installed Photovoltaic System on the roof at Town Hall.
- Converted light fixtures at Police Department and Senior Center from T12 to LED.
- Installed Waste Oil Heaters and Storage Tanks at Fleet Maintenance.
- Converted Flaherty Community Center from propane to natural gas.
- Installed new hardwood floors in Holding Community House.
- Restored the finish to the walls of Holding Community House.
- Replaced wood column wraps under canopy with fiberglass column wraps.
- Installed new exhaust ventilation hoses at Fleet Maintenance.

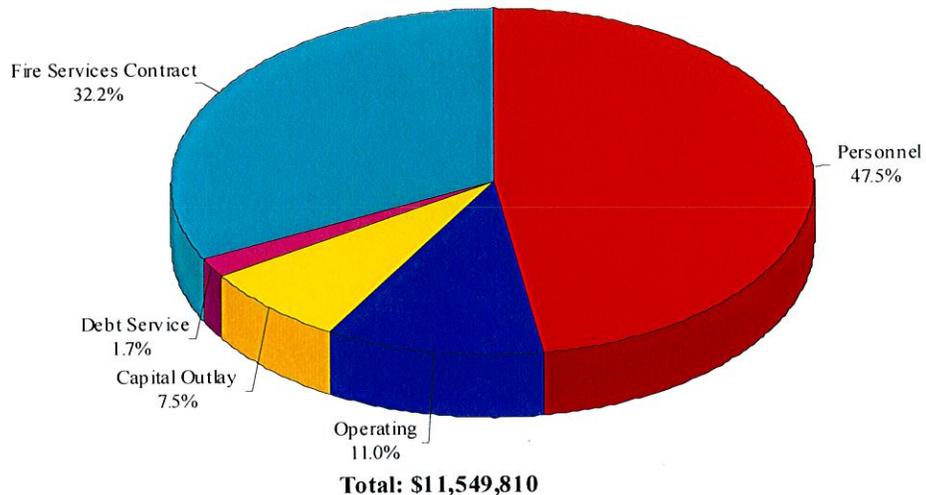
General Fund PUBLIC SAFETY DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Safety	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 5,034,373	\$ 5,231,745	\$ 3,883,953	\$ 5,166,071	\$ 5,451,170	\$ 5,491,340
Operating	1,051,324	1,067,880	714,519	988,150	1,454,840	1,274,180
Fire Services Contract	3,593,358	3,513,495	2,635,119	3,571,635	3,660,925	3,723,640
Capital Outlay	467,981	640,970	83,007	640,970	1,132,750	865,000
Debt Service	128,137	195,560	134,155	195,650	195,650	195,650
Total	\$ 10,275,173	\$ 10,649,650	\$ 7,450,753	\$ 10,562,476	\$ 11,895,335	\$ 11,549,810

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Police Chief	1	1	1	1	1	
Deputy Police Chief	1	1	1	1	1	
Captain	2	2	2	2	2	
Lieutenant	7	7	7	7	7	
Sergeant	7	7	8	8	8	
Police Officer	36	37	39	44	42	
Police Records Assistant	1	1	1	2	2	
Office Assistant	2	2	2	2	2	
Telecommunications Supervisor	1	1	1	1	1	
Telecommunicator	6	7	7	8	8	
Parking Enforcement Officer	1	1	1	1	1	
Total	65	67	70	77	75	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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 Criminal Investigation Division, Patrol Division, Support Services Division, Communication Center, Impact Unit, Tactical Service Unit, Canine Unit, Crisis Negotiation Team, and Auxiliary Police Officers.

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
- Send an employee to the FBI National Academy
- Attend annual, state, and national conferences
- Create additional divisions/units and reorganize existing divisions/units to serve the department and Town more efficiently

Accomplishments:

FY 2012

- Submitted a grant through the North Carolina Department of Crime Control and Public Safety for surveillance equipment (currently under review)
- Began holding monthly staff meetings every other month with the lieutenants and sergeants
- Purchased new furniture for two substations (roll call furniture for the Patrol substation and training furniture for the training room)
- Began demolition on former courtroom in anticipation of future construction
- Received a donated armored personnel carrier from Charlotte-Mecklenburg Police Department for use by the Tactical Service Unit
- Filled all available police officer positions within the police department

Communication Center: The Communications Center is allotted eight (8) 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

General Fund PUBLIC SAFETY 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 2012

- Provided in-service training to all communicators
- 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

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
- Utilize our crime scene investigator to gather more evidence at crime scenes

Accomplishments:

FY 2012

- Attended several training classes sponsored by NCJA
- Created an Emergency Action Plan for all Town departments
- Maintained Precious Metals Compliance through enforcement and issuance of permits
- Assisted Public Information Officer Bill Crabtree with providing professional media and public relations regarding police matters

Patrol Division: The Patrol Division consists of four (4) Lieutenants, four (4) Sergeants, and twenty-four (24) 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

General Fund PUBLIC SAFETY DEPARTMENT

Accomplishments

FY 2012

- Certified additional officers in the Crisis Intervention Training (CIT) program
- Continued early car program
- Filled all vacant positions in the Patrol Division
- TASER certified all patrol officers

Support Services Division: Consists of one (1) Lieutenant, one (1) Sergeant, one (1) D.A.R.E. Officer, two (2) School Resource Officers, two (2) Support Agents, and one (1) civilian Parking Enforcement Officer. Employees within this division are tasked with the various duties of coordinating training; maintaining and operating the firing range; teaching the D.A.R.E. program; educating the citizenry on crime prevention strategies; serving in the high schools as school resource officers; 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; and issuing parking tickets for improperly parked vehicles.

Program Objectives:

- Ensure that all mandated departmental training is conducted in a timely manner
- Provide additional oversight and supervision of the officers within the division
- Host and attend Community Watch and Crime Prevention meetings
- Assess and establish the job duties of the Support Agents
- Increase the number of departmental instructors and firearms instructors

Accomplishments

FY 2012

- Started fingerprinting program for citizens
- Created a sergeants position for the division
- Streamlined process for ordering, maintaining, and issuing equipment and uniforms
- Revamped and redesigned the evidence room using OSSl scanning feature

Impact Unit: Consists of one (1) Lieutenant, two (2) Sergeants (one of which is also a K-9 handler), and four (4) officers. 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

Accomplishments

FY 2012

- Participated in several GHSP seminars and enforcement operations
- Participated in several Operation Medicine Drop projects

General Fund PUBLIC SAFETY DEPARTMENT

- Worked closely with several outside local, state, and federal law enforcement agencies including undercover operations
- Implemented seized vehicle (Pontiac GTO) into the unit for covert traffic enforcement
- Conducted investigations on several narcotics violations on the state and federal level

Auxiliary: Consists of two (2) part-time, sworn law enforcement officers who assist with special events. These officers must maintain the same training requirements as full-time law enforcement officers.

Program Objectives:

- Provide for additional training in areas relating to the specific tasks performed

Accomplishments

FY 2012

- Continued to use reserve officers to assist with special events
- Continued additional training efforts

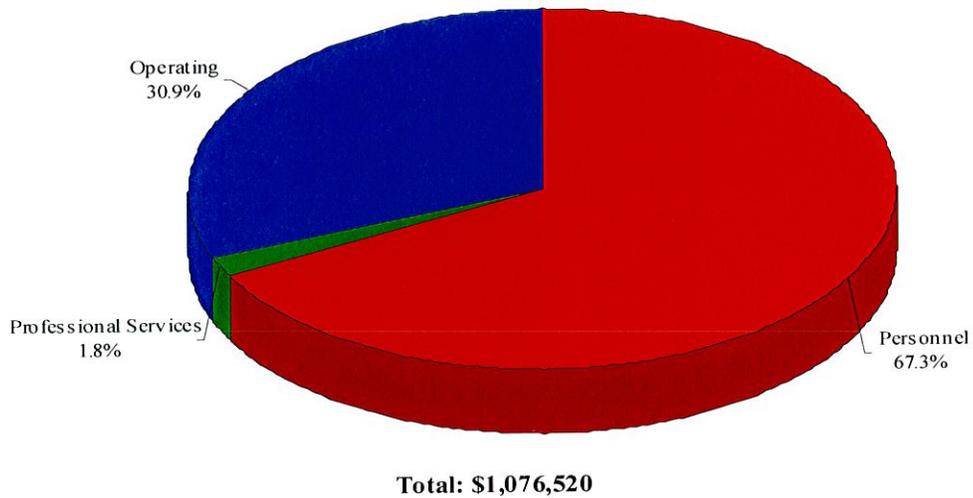
General Fund ENGINEERING DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Engineering	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 689,867	\$ 694,500	\$ 516,279	\$ 686,869	\$ 698,765	\$ 724,225
Professional Services	106,292	45,000	1,253	1,253	40,000	19,500
Operating	50,499	50,200	40,253	43,443	66,990	61,795
WF Bus Service - contract	283,258	225,000	171,581	243,000	261,000	261,000
Contributions	10,000	10,000	10,000	10,000	15,000	10,000
Capital Outlay	911,205	45,500	-	35,970	9,000	-
Debt Service	-	-	-	-	-	-
Total	\$ 2,051,121	\$ 1,070,200	\$ 739,365	\$ 1,020,535	\$ 1,090,755	\$ 1,076,520

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2012
Director of Engineering	1	1	1	1	1	
Assistant Town Engineer	2	2	2	2	2	
Construction Inspector	4	4	4	4	4	
Total	7	7	7	7	7	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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:

FY2012:

- Completed both the Unpaved Roads and Street Rehabilitation Projects
- Administered 1 stream restoration projects
- Monitored the service ridership of the Bus System and held an Citizen Informational Workshop
- Working with planning department on several sidewalk projects
- Administered and monitored Constructive Wetland
- Applied for 319 Grant to study Smith Creek (303(d) stream)
- Administered and Implemented a grant on Energy conservation measures
- Reviewed and approved 4 Master Plans
- Reviewed and approved 21 Commercial Site Plans
- Reviewed and approved 3 traffic studies from private development
- Performed neighborhood traffic calming studies for 8 different neighborhoods
- Reviewed and approved Erosion Control Plans consisting of over 83 acres
- Completed and reported on the fifth year of the NPDES Phase II program
- Presented at Heritage High School's Envirothon and taught Wetland Island Planting
- Presented at NC Energy Conference on Town Hall's LEED Certification
- Made over 1500 field visits to address engineering concerns such as drainage, parking or traffic control.
- Attended (4) Statewide local Erosion Control Program workshops, six (6) Clean Water Educational Partnership meetings and six associated subcommittee meetings, six (6) NC WRA meetings, four (4) Water Advisory Board meetings, two (2) Planning and Environmental Legislative Action committee meetings 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 exceed 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:

- Complete approximately 500 inspections per inspector per month.

Accomplishments:

FY2012:

- 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 4,650 linear feet of storm drainage
- Inspected 1009 commercial/resident sites for compliance. (co, s/w, d/w)
- Observed and checked 773 Soil and Erosion control measures for different projects (residential and commercial) including ES&C Ordinance Enforcement Inspections.

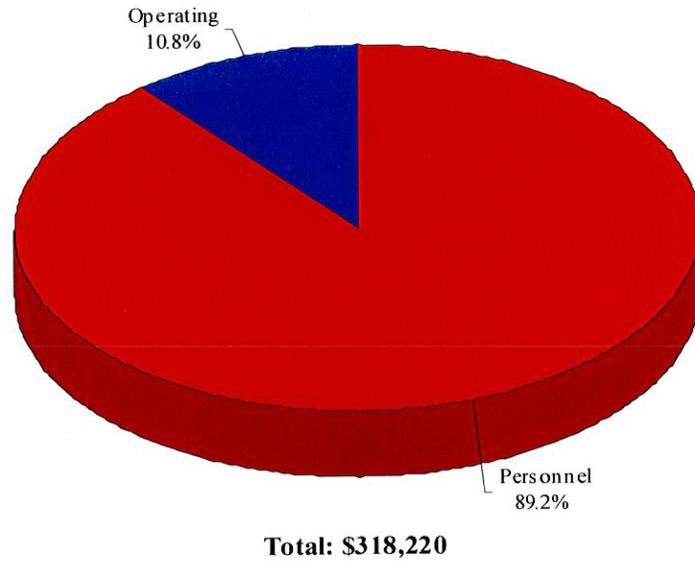
General Fund PUBLIC WORKS ADMINISTRATION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Works Administration	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 258,303	\$ 263,050	\$ 198,000	\$ 263,269	\$ 261,060	\$ 283,820
Operating	26,612	33,400	18,795	32,617	35,400	34,400
Capital Outlay						
Total	\$ 284,915	\$ 296,450	\$ 216,795	\$ 295,886	\$ 296,460	\$ 318,220

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Public Works Director	1	1	1	1	1	
Assistant Public Works Director	1	1	1	1	1	
Office Assistant	1	1	1	-	-	
Public Works Admin Specialist	-	-	-	1	1	
Total	3	3	3	3	3	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



**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, Sanitation, 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:

FY2012:

- 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 6 small projects and instituted purchase of needed supplies.
- Reviewed one (1) commercial project and established electrical equipment/design drawings.
- Transferring family history of residents into Cemetery Software program.

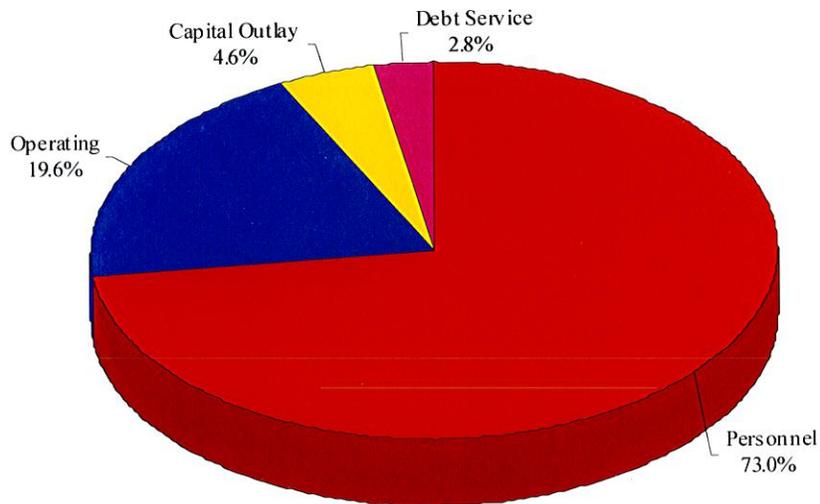
General Fund PUBLIC WORKS FLEET MAINTENANCE DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Fleet Maintenance	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 321,896	\$ 331,850	\$ 247,657	\$ 329,846	\$ 330,690	\$ 331,485
Operating	88,588	87,500	66,619	91,555	99,990	89,150
Capital Outlay	52,717	-	-	-	191,300	20,800
Debt Service	-	12,895	15,325	12,895	12,895	12,895
Total	\$ 463,201	\$ 432,245	\$ 329,601	\$ 434,296	\$ 634,875	\$ 454,330

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Equipment Services Supervisor	1	1	1	1	1	
Equipment Mechanic II	2	2	2	2	2	
Equipment Mechanic I	2	2	2	2	2	
Total	5	5	5	5	5	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



Total: \$454,330

**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.

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 95 major service operations.

Accomplishments:

FY2012:

- Performed 1,672 preventive maintenance service orders.
- Performed 102 major repair service orders to vehicles and equipment.

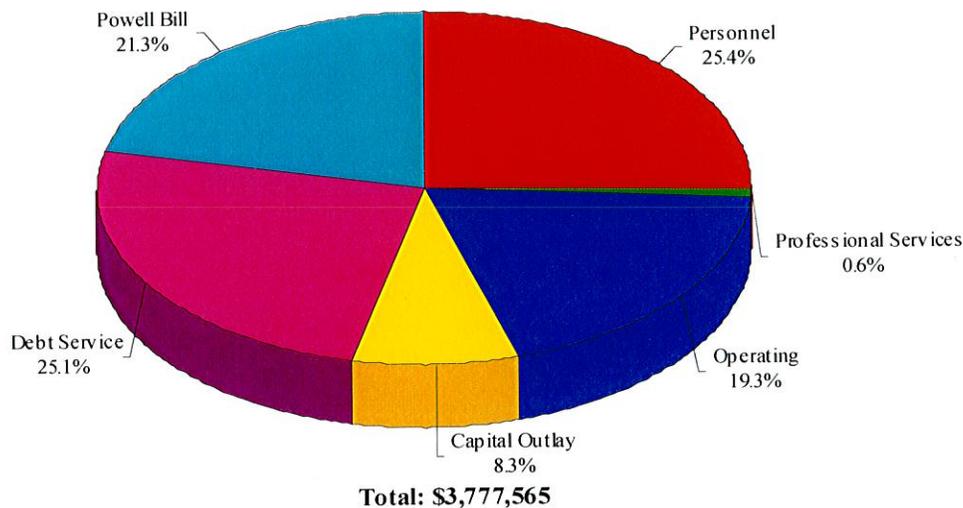
General Fund PUBLIC WORKS STREETS DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Streets	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 978,396	\$ 985,790	\$ 714,469	\$ 951,557	\$ 958,910	\$ 961,115
Professional Services	326,498	35,200	90,788	110,200	23,500	23,500
Operating	796,346	745,300	507,526	651,805	803,440	729,540
Capital Outlay	202,817	549,300	490,957	665,326	697,500	312,000
Debt Service	51,117	485,500	315,269	485,500	948,535	948,535
Other uses of funds						
Streets Sub-total	\$ 2,355,173	\$ 2,801,090	\$ 2,119,009	\$ 2,864,388	\$ 3,431,885	\$ 2,974,690
Powell Bill expenditures	880,037	832,075	431,943	832,075	810,675	802,875
Total Streets and Powell Bill	\$ 3,235,210	\$ 3,633,165	\$ 2,550,952	\$ 3,696,463	\$ 4,242,560	\$ 3,777,565

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Street Superintendent	1	1	1	1	1	
Street Crew Supervisor	3	3	3	3	3	
Construction Worker II	4	4	4	4	4	
Construction Worker I	5	5	5	5	5	
Lead Maintenance Worker	1	1	1	1	1	
Maintenance Worker	3	3	3	3	3	
Total	17	17	17	17	17	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



**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 2012:

- 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 2012:

- Repaired 404 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 2012:

- 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 2012:

- 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:

FY2012:

- 22 potholes repaired.
- 2,956 linear feet of pavement markings painted or re-painted.
- Downtown area streets and parking areas cleaned monthly and prior to events.
- Removed 68 dead animals.

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.
- Add fill material to keep road shoulders level with roadways to prevent hazardous driving conditions.
- 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:

FY2012:

- Work orders completed within 24 hours of being called in.
- 23,054 +/- linear feet of road way weeds sprayed with herbicide.
- Five (5) tons of fill required, year to date, for low shoulders on roadways.
- Cleaned 1,359.6 linear miles streets with Street Sweeper with 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:

FY2012:

- Replaced 103 existing signs which failed to meet minimum standards.
- Replaced 11 missing or damaged stop signs within three (3) hours of notification.

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:

FY2012:

- Zero events requiring brine operation.
- Zero events requiring salt/sand operation.

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

Program 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.

**General Fund
PUBLIC WORKS DEPARTMENT
Streets Division**

Accomplishments:

FY2012:

- Cleaned 396 problem storm drains.
- Cleared 28 storm drains, year to date, within 24 hours of notification.
- Cleaned 18,731' of drainage.

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:

FY2012:

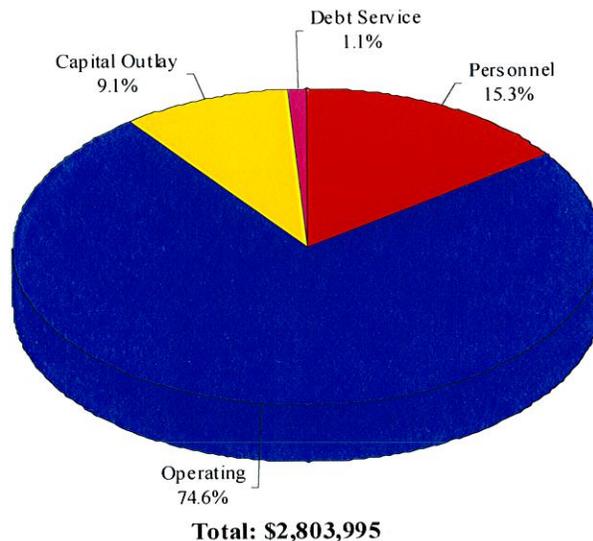
- Graded roads on a monthly basis. Total of 6.7 miles worth for the fiscal year were graded.
- Added approximately 35 tons of aggregate to unpaved roads.

**General Fund
PUBLIC WORKS
ENVIRONMENTAL SERVICES DIVISION
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS**

Environmental Services	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 373,287	\$ 454,415	\$ 260,336	\$ 356,948	\$ 423,860	\$ 428,015
Operating	216,006	227,100	186,770	230,160	265,750	242,250
Contracted Services - Collection	1,831,223	1,856,460	1,235,514	1,825,350	1,908,143	1,848,605
Capital Outlay	-	6,995	6,995	6,995	255,000	255,000
Debt Service	43,722	30,125	-	30,125	30,125	30,125
Total	\$ 2,464,237	\$ 2,575,095	\$ 1,689,616	\$ 2,449,578	\$ 2,882,878	\$ 2,803,995

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Yard Waste Collection Supervisor	1	1	1	1	1	
Yard Waste Equipment Operator*	3	3	3	5	5	
Yard Waste Collector	5	5	5	3	3	
Total	9	9	9	9	9	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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 2012:

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 2012:

- Provided once or twice per week solid waste collection to 110 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 2012:

- Well monitoring completed as required by NCDENR regulations.

**General Fund
PUBLIC WORKS DEPARTMENT
Environmental Services**

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 9,685 customers.
- Reclaim in excess of 2,300 tons of recyclable material.

Accomplishments:

FY 2012:

- Weekly collection of recyclable material at curbside for our residential customers has been provided to a total of 9,685 customers.
- 2,143 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 7,500 tons of refuse collection in the next FY from 9,685 customers.
- Provide collection of large objects assuming disposal of 2,750 items.

Accomplishments:

FY 2012:

- Once per week curbside solid waste and bulk items has been provided. Approximately 7,494.51 tons collected. 2,820 bulk pickup stops were made.

Residential Yard Waste Collection: Two 25 cubic yard packers and a knuckle boom truck 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 13,500 cubic yards of yard waste.

Accomplishments:

FY 2012:

- Yards waste service provided once per week. Crews disposed 12,950 cubic yards of yard waste.

**General Fund
PUBLIC WORKS DEPARTMENT
Environmental Services Division**

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 machines 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 2012:

- Collection started and completed, for the most part, on schedule.
- Picked up approximately 8,550 cubic yards of leaves.

General Fund PARKS RECREATION DEPARTMENT

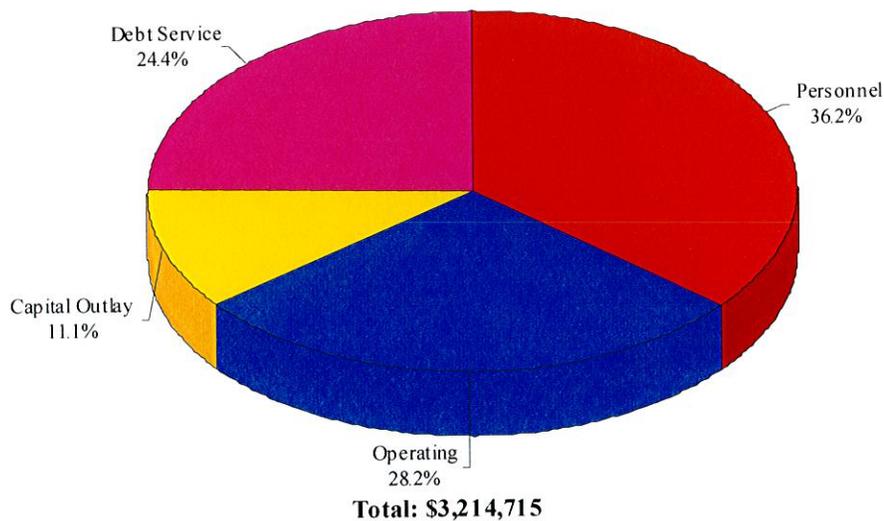
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Parks and Recreation	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 930,152	\$ 1,058,685	\$ 765,844	\$ 1,016,508	\$ 1,302,050	\$ 1,164,345
Professional Services	57,573	-	-	-	-	-
Operating	617,904	773,260	460,255	764,107	1,012,540	907,555
Capital Outlay	265,587	518,150	404,626	518,150	3,743,000	358,000
Debt Service	843,605	804,940	573,937	804,940	784,600	784,815
Tsfer to Parks Cap Projects Fund						
Total	\$ 2,714,821	\$ 3,155,035	\$ 2,204,662	\$ 3,103,705	\$ 6,842,190	\$ 3,214,715

* NOTE: One program coordinator (Cultural Arts) continues to be authorized, but unfunded.

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Parks & Recreation Director	1	1	1	1	1	
Recreation Superintendent	-	-	-	1	-	
Program Coordinator *	4	4	4	4	4	
Office Assistant	1	1	1	1	1	
Facility Maintenance Supervisor	1	1	1	1	1	
Facility Maintenance Specialist	8	8	8	8	8	
Total	15	15	15	16	15	-

The following graph depicts the breakdown of the FY 2012-2013 expenditures:



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 leisure activities for all ages and interest levels. Support is also provided to the Recreation Advisory Board and the Greenway Advisory Board. Facilities include one (1) swimming pool, four (4) community buildings and various school facilities as well as twelve (12) parks.

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 the swimming pool. 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 also serves as staff support for the Recreation Advisory Board, Greenway Advisory Board, Urban Forestry Advisory Board, Wake Forest Arts, and Youth Advisory Board.

Program Objectives:

- Develop a comprehensive plan for providing leisure activities to all citizens (5 year plan)
- 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:

FY2012

- Developed a comprehensive plan for providing leisure activities to all citizens.
- Increased revenues through the Recreation Revolving Account.
- Monitored fee structure.
- Supervised staff.
- Recommended new facilities as needed.
- Utilized training opportunities to enhance program and professional development.
- Prepared state and federal grant applications.
- Recommended new staff as needed.

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.
- Oversee the renovations and improvements to the facility
- 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)

General Fund PARKS & RECREATION DEPARTMENT

Accomplishments:

FY2012:

- Swim lessons taught to 382 (53 clases)
- Continued in-service staff training.
- Passed all inspections by Wake County Environmental Services staff.
- Installed new lift to meet ADA requirements

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 training for volunteer coaches.
- Continue to monitor concessions process
- Continue to monitor RecDesk Software

Accomplishments:

FY2012:

- Increased participation in adult softball leagues.
- Purchased/installed scoreboard at Flaherty Park field 3 (funded by donations).
- Continued "Dream League" baseball program for special needs children ages 5-18.
- Total participation 2011: 1985 (1350 Spring/Summer, 635 Fall).
- Procured donation of equipment from Dick's Sporting Goods (retail value over \$10,000).
- Implemented new registration software (RecDesk)

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 training for volunteer coaches.

Accomplishments:

FY2012:

- Continued Coach Training clinic for youth league coaches.
- Successfully coordinated league schedules with surrounding communities to offer expanded leagues.
- Began relationship with Franklin Academy High School for use of facility.
- Registered a total of 715 participants

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

General Fund PARKS & RECREATION DEPARTMENT

Program Objectives:

- Oversee design and construction of amphitheater cover at Joyner Park
- Develop relationship with Wake Forest Arts Commission
- Continue relationships with United Arts of Raleigh and Wake County.
- Research opportunities to offer new/additional programs in the arts.
- Continue to serve and strengthen relationship as liaison to Wake Forest Cultural Arts Association.
- Expand offerings at E. Carroll Joyner park amphitheatre and performance garden.

Accomplishments:

FY2012:

- Offered nine cultural arts programs through the Community Arts Reach programs.
- Continued work as liaison to the Wake Forest Cultural Arts Association.
- Hosted Six Sundays in Spring Concert series at E. Carroll Joyner Park.

Urban Forestry: Provides for the care and maintenance of Wake Forest's trees. The program is responsible for administering the Town's Tree Ordinance by overseeing the planting, removal and maintenance of trees and other vegetation located on public property and rights-of-way. The program is administered by a staff position and the Wake Forest Urban Forestry Board, established in 1978 as an advisory board to the Board of Commissioners. The program has continued to expand its mission to include citizen participation and public education through community-wide landscaping projects and informative seminars.

Program Objectives:

- Expand and enhance the Arbor Day Celebration to engage at least 200 residents.
- Update the tree inventory to include the current status of all town trees.
- Use tree inventory information to update the Town's Tree Management Plan.
- Design and construct a volunteer tree nursery to use the abundant resource of volunteers to reduce tree replacement costs.
- Create a program to educate volunteers to assist in urban forestry activities.
- Apply for NC Forest Service Urban and Community Forestry Grant.
- Expand tree care workshops (3 annually)

Accomplishments:

FY 2012

- Program and relative expenditures transferred from Planning effective July 1, 2011.
- Hired an Urban Forester to administer the Town's Urban Forestry program.
- Attained Tree City USA status for the 33rd consecutive year.
- Held the annual Tree Seedling Giveaway on March 3, 2012. 3,700 tree seedlings were distributed.
- Held the 34th annual Arbor Day Celebration on March 15, 2012, with over 150 people attending.
- Engaged more than 100 volunteers in planting more than 600 trees.
- Coordinated and oversaw street tree maintenance contract, including pruning of more than 1,500 street trees.
- Coordinated removal of all trees from Flaherty Dam, removal of 3 hazardous trees near residential properties, and preservation of trees around the Ailey Young House.
- Coordinated tree care work shop held on March 25, 2012

Park Maintenance: The department provides maintenance for twelve (12) parks, one (1) swimming pool and various school facilities. Duties include ballfield 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.

General Fund PARKS & RECREATION DEPARTMENT

Program Objectives:

- Maintain annual inventory
- Develop work routines for maximum use of man hours.
- Provide weekly inspections of parks and playgrounds with documentation.
- Recommend purchases of equipment and materials.
- Supervise seasonal employees.
- Utilize training opportunities to enhance productivity.
- Maintenance and upkeep of new greenway trails.
- Beautification of all parks.
- Training and educational classes to help with career development.

Accomplishments:

FY2012:

- Re-mulched the playgrounds
- Over seeded all sports fields
- Built storage building which is shared with Greenway Advisory Board
- Assisted with Girl scouts project to mark mileage on greenways
- Installed the advertisement poster boards including building 2 information Kiosk at 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 and the 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. 2011-2012 = **285**
- Increase departmental One-Day Workshops offerings
- Continue to increase program participation. 2010-11 = **7.25%**. 2010-2011 = **1896** participants
- Continue to maintain program revenues. 2009-2010 = **\$85,193**
- Conduct annual instructors meeting for program review and evaluations.
- Continue to increase participant program evaluation feedback. Currently sending evaluations to **100%** of participants with a **42%** return.
- Hire additional part-time summer staff to increase summer camp offerings.
- Continue to offer on-line registration for educational programming.

Accomplishments:

FY 2012

- Expanded new educational and recreational program opportunities for preschool, youth, adults and senior citizens.
- Increased youth and adult program offerings 2010-2011 = 284 (250 made enrollment)

- Maintained Program revenues for the 2010 - 2011 fiscal year = \$85,193. Summer Camp Revenues totaled \$33,212 for 2011.
- Conducted Instructors Program Review and Evaluation meeting in September of 2011.
- Increased program participation. FY10-11 = 1896 = **7.25%** increase.
- Established program opportunities for the Olde Mill Stream facility. Programs started in June of 2011.
- Offered on-line registration for youth art programs ages 2-8 in fall of 2011.

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 three (3) - nine (9), and offer on-line registration.
- Continue Community Easter Egg Hunts for area youngster (possibly co-sponsor with civic group).
- Concerts in the Park in conjunction with outside agencies.
- Assist with Local and State Senior Games Competition.
- Continue to sponsor Halloween Spooktacular event for Wake Forest residents.
- Assist in coordinating an Art Show with "The Sunflower Studio" for participants within our adult Art Programs.

Accomplishments:

FY 2012

- Halloween Spooktacular Children ages 12 and younger attended the 5th annual Halloween event, 44 volunteers 755 area residents and children.
- Calls From Santa – 348 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 Sunflower Studios to promote student artwork who participate in the department's Oil Painting programs.
- One-Day Workshops - Continued to increase events for educational and recreational opportunities. 2010-2011 = 16
- Flaherty Open House – A special event offered to the community to meet instructors and to promote educational programming.

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 recommended tax rate for FY 2012-2013 is \$.14 per \$100 of assessed value. It is recommended in the proposed budget to allocate \$18,000 towards continued façade improvements downtown along with \$5,000 towards Christmas decoration replacements. Also, \$62,000 is allocated to offset a portion of the debt service for the construction of the next phase of the White Street Streetscape.

Fund: 400 - Downtown Municipal Service District Special Revenue Fund

Account Classification	2010 Actual June 30, 2010	2011 Actual June 30, 2011	2012 Amended Budget	2012 March 31, 2012	2012 June 30, 2012	2012 Manager Recommended
Revenues:						
311 - Ad Valorem Taxes	\$ 89,674	\$ 76,410	\$ 79,500	\$ 65,892	\$ 68,900	\$ 84,500
361 - Investment Earnings	416	297	500	150	350	500
390 - Other Financing Sources	-	-	-	-	-	-
Revenue Totals:	\$ 90,089	\$ 76,707	\$ 80,000	\$ 66,042	\$ 69,250	\$ 85,000
Expenditures:						
500 - Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
490 - Transfers Out - General Fund	40,975	81,500	80,000	-	68,500	85,000
Expenditure Totals:	\$ 40,975	\$ 81,500	\$ 80,000	\$ -	\$ 68,500	\$ 85,000
Fund: 400 Net Total	\$ 49,114	\$ (4,793)	\$ -	\$ 66,042	\$ 750	\$ -

Fund: 360 - Wake Forest Power

	2010 Actual June 30, 2010	2011 Actual June 30, 2011	2012 Amended Budget	2012 Actual March 31, 2012	2012 Projected June 30, 2012	2013 Requested Budget	2013 Recommended Budget
Revenues							
345 - Charges for Services	\$ 16,989,631	\$ 17,900,787	\$ 17,435,730	\$ 12,957,186	\$ 16,987,080	\$ 17,466,705	\$ 17,725,015
319 - Sales Tax - Utility	498,552	535,906	524,345	387,656	516,874	520,115	527,565
350 - Other Revenue	32,247	17,103	40,000	40,164	42,500	40,000	40,000
361 - Investment Earnings	465	1,755	2,000	1,411	1,881	1,900	2,000
390 - Other Financing Sources	26,999	56,346	337,000	29,904	288,515	360,000	365,000
Revenue Totals:	\$ 17,547,894	\$ 18,511,898	\$ 18,339,075	\$ 13,416,320	\$ 17,836,850	\$ 18,388,720	\$ 18,659,580
Expenditures							
100 - Personal Service	\$ 1,510,792	\$ 1,794,344	\$ 1,870,215	\$ 1,366,967	\$ 1,832,529	\$ 1,853,065	\$ 2,279,285
300 - Professional Services	18,487	12,875	45,000	-	-	65,000	65,000
500 - Operating	13,701,769	14,627,609	14,895,965	9,500,708	14,139,154	15,062,610	14,992,900
600 - Contributions	2,500	2,500	5,000	625	5,000	5,000	5,000
700 - Capital Outlay	-	-	1,057,000	178,891	636,085	1,705,000	835,000
800 - Debt Service	76,905	85,040	465,895	239,640	239,641	465,895	482,395
490 - Transfers in (Out)	790,000	77,070	-	-	-	-	-
Expenditure Totals:	\$ 16,100,453	\$ 16,599,438	\$ 18,339,075	\$ 11,286,831	\$ 16,852,409	\$ 19,156,570	\$ 18,659,580
Revenue Grand Totals:	\$ 17,547,894	\$ 18,511,898	\$ 18,339,075	\$ 13,416,320	\$ 17,836,850	\$ 18,388,720	\$ 18,659,580
Expenditure Grand Totals:	\$ 16,100,453	\$ 16,599,438	\$ 18,339,075	\$ 11,286,831	\$ 16,852,409	\$ 19,156,570	\$ 18,659,580
Fund: 360 Net Total	\$ 1,447,441	\$ 1,912,460	\$ -	\$ 2,129,489	\$ 984,441	\$ (767,850)	\$ -

Wake Forest Power Budget Summary by Department

	2010 Actual 6/30/2010	2011 Actual 6/30/2011	2012 Amended Budget	2012 Actual 3/31/2012	2012 Projected 6/30/2012	2013 Requested Budget	2013 Recommended Budget
Fund: 360 Wake Forest Power							
Revenue							
360-000 - Wake Forest Power Revenues	\$ 17,547,894	\$ 18,511,898	\$ 18,339,075	\$ 13,416,320	\$ 17,836,850	\$ 18,388,720	\$ 18,659,580
Revenue Totals	\$ 17,547,894	\$ 18,511,898	\$ 18,339,075	\$ 13,416,320	\$ 17,836,850	\$ 18,388,720	\$ 18,659,580
Expenditures							
360-850 - Electric - Operations	\$ 15,973,115	\$ 16,446,139	\$ 18,074,395	\$ 11,070,581	\$ 16,418,182	\$ 18,941,385	\$ 18,345,570
360-860 - Electric - Tree Trimming	127,337	153,295	264,680	216,251	434,227	215,185	314,010
Expenditure Totals	\$ 16,100,453	\$ 16,599,435	\$ 18,339,075	\$ 11,286,832	\$ 16,852,409	\$ 19,156,570	\$ 18,659,580
Fund Total: Wake Forest Power	\$ 1,447,440	\$ 1,912,462	\$ -	\$ 2,129,488	\$ 984,441	\$ (767,850)	\$ -

Electric Fund PUBLIC WORKS ELECTRIC DISTRIBUTION DIVISION

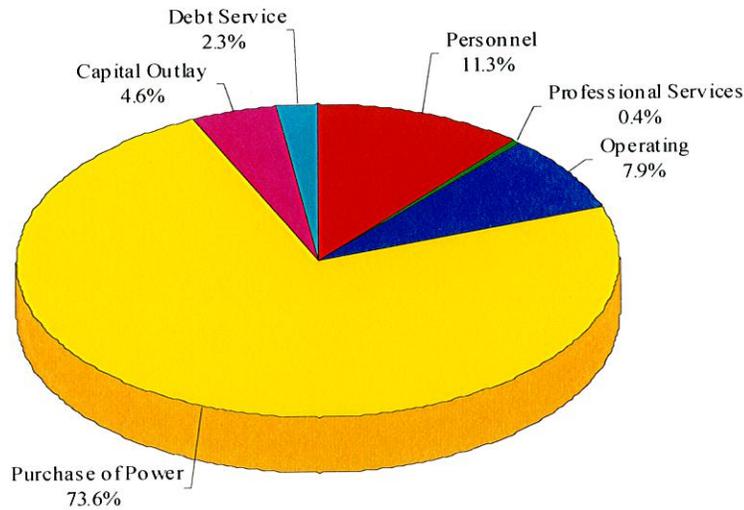
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Electric Operations	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 1,672,419	\$ 1,707,235	\$ 1,207,022	\$ 1,653,487	\$ 1,683,550	\$ 2,076,285
Professional Services	12,875	45,000	-	-	65,000	65,000
Operating	1,140,711	1,373,765	889,437	1,249,904	1,518,955	1,448,745
Purchase for resale - power	13,458,027	13,490,500	8,579,524	12,853,150	13,502,985	13,502,985
Capital Outlay	-	992,000	122,144	422,000	1,705,000	835,000
Debt Service	85,037	465,895	239,640	239,641	465,895	417,555
Other sources	77,070	-	-	-	-	-
Total	\$16,446,139	\$18,074,395	\$11,037,767	\$16,418,182	\$18,941,385	\$18,345,570

** Three vacant positions to remain frozen until further notice.

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 6/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Power-line Crew Supervisor	5	5	5	5	5	
Senior Power-line Technician	5	5	5	5	5	
Power-line Technician **	7	7	7	7	7	
System Meter Supervisor	1	1	1	1	1	
Electric Meter Technician	1	1	1	1	1	
Total	19	19	19	19	19	-

The following graph depicts the breakdown of the FY 2012-2013 expenses:



Total: \$18,345,570

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:

FY2012:

- 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 developed new 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 425 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:

FY2012:

- Repaired "reported" lights within 24 hours.
- Maintained lighting system for public safety.
- Twelve (12) night checks performed on lights.
- 465 lights repaired/replaced.
- Installed 45 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 and an Electric Meter Technician I are being utilized in this program. These two install 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 25 residential load management switches in the coming fiscal year.
- Install switches on all new residences.
- Continue Commercial Load Management Program.

Accomplishments:

FY2012:

- Installed (21) load management switches on new residential and 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 2,200 locates are anticipated in FY2012/13.

Accomplishments:

FY2012:

- All line locates performed in accordance with the provisions of North Carolina General Statutes.
- 2,101 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 35,000+ feet of primary cable.
- Install 10+ transformers.
- Install 20,000+ feet of secondary cable.
- Add 20+ customers to Town electric system.

**Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division**

Accomplishments:

FY2012:

- Installed approximately 30,529' of 1/0 & 750 23kv primary cable.
- Installed 18 overhead/underground transformers.
- Installed approximately 8,355' of secondary cable.
- Added approximately 24 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 15% of Town's underground facilities.
- Inspect 15% 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:

FY2012:

- Inspected 15% of underground system to date.
- Inspected 15% 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 person crew (Crew Supervisor and a Power-line Technician I or III) 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:

FY2012:

- 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 465 street/security lights.
- Installed 28 underground services.

**Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division**

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

Accomplishments:

FY2012:

- Monitored 16 high bill complaints.
- Installed 12 new commercial meters.
- Read meters and generated bills on 27 coincident peak rate customers (monthly). (Electricities)

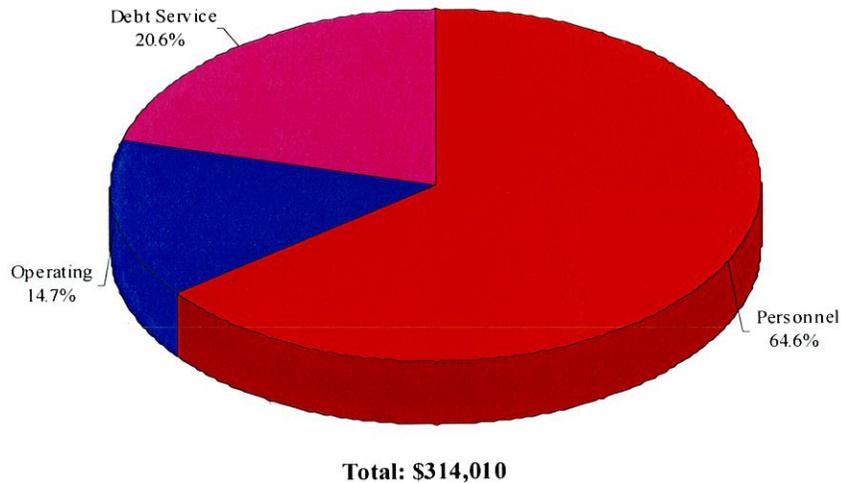
Electric Fund PUBLIC WORKS TREE TRIMMING DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Tree Trimming	FY 06/30/2011 Actual	FY 06/30/2012			FY 06/30/2013	
		Amended Budget	3/31/2012 Actual	Projected	Requested	Recommended
Personnel	\$ 121,925	\$ 162,980	\$ 127,131	\$ 179,042	\$ 169,515	\$ 203,000
Operating	31,370	36,700	32,372	41,100	45,670	46,170
Capital Outlay		65,000	56,747	214,085	-	-
Debt Service						64,840
Total	\$ 153,295	\$ 264,680	\$ 216,250	\$ 434,227	\$ 215,185	\$ 314,010

Position	Actual FY 6/30/2010	Actual FY 6/30/2011	Actual FY 06/30/2012	Requested FY 06/30/2013	Recommended FY 06/30/2013	Approved FY 06/30/2013
Tree Trimming Supervisor	1	1	1	1	1	
Tree Trimming Technician II	1	1	1	1	1	
Tree Trimming Technician	1	1	1	1	1	
Total	3	3	3	3	3	-

The following graph depicts the breakdown of FY 2012-2013 expenses:



**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 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:

FY2012:

- 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:

FY2012:

- Assisted Planning/Urban Forestry with trimming and removal (8 trimmed/790 removed).
- Assisted Street Division with tree removal and stump grinding (25).
- Assisted Environmental Services Division with chipping large limbs and Christmas tree program.

CAPITAL OUTLAY SUMMARY
Fiscal year 2012-2013

The following capital expenditures are included in the budget.

Department/Division	Description	P/T	Amount
General Fund:			
Finance	Vehicle - Replacement	M3	\$28,500
Management Information Systems	Storage Area Network (SAN)	H3	25,000
	Network/Server Infrastructure Upgrade	H2	20,000
Inspections	Vehicle - Replacement	M3	28,500
Planning	Safe Routes to School - reallocation (Grant)	n/a	243,460
Public Facilities	Handicapp Door Openers - Senior Center	n/a	9,600
	Painting - NAPA Building	n/a	20,000
	Police Station Renovation	M2	225,000
	Security Bollards	M1	15,000
Public Safety	<i>New Officers (3):</i>		
	Patrol Vehicles/Cameras (3)	M3	101,250
	Console replacement - dispatch	H2	450,000
	Vehicle Replacements (10)/Cameras (5)	M2	313,750
Fleet Maintenance	Tire Changer - Replacement		12,500
	Wheel Balancer/Premium Adapter Set	n/a	8,300
Parks & Recreation	Athletic Courts - Resurfacing	H2	21,000
	Renovations - Holding Park Pool	M2	201,000
	Smith Creek Irrigation System/Sod	M2	75,000
	Gator/Utility Vehicle	M3	12,000
	Surveillance Cameras - Joyner Park	H1	24,000
	Truck - Urban Forestry - new	M3	25,000
Streets/Powell Bill	Columbarium (Cemetery)	H4	35,000
	Replacement Pump - Brine Making System	n/a	5,000
	Asphalt Spreader Box	M3	14,500
	Mobile Matrix Sign	M3	37,500
	Mower (#5631) - Replacment	M2	15,000
	Street Sweeper - addition	M3	205,000
Sanitation	Compactor Truck - addition	M3	195,000
	Trailer Mounted Vacuum Leaf Machines	H3	60,000
General Fund - Subtotal			2,425,860
Electric Fund:			
Electric Distribution	Line Construction/System Improvements	M3	500,000
	Digger Derrick Truck (#8526) - Replacement	M2	240,000
	Excavator (#8509) - Replacement	M2	95,000
Electric Fund - Subtotal			835,000
GRAND TOTAL			\$3,260,860

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 2012-2013 through 2016-2017. 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.

		Priority		
		High	Medium	Low
Criteria	1			
	2			
	3			
	4			

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 2012-2013

DEPARTMENT/Division	PROJECT DESCRIPTION	PRIORITY TYPE	CAPITAL COST	RECOMMENDED BUDGET
LEVEL A:				
Mgmt Information Systems	NETWORK INFRASTRUCTURE UPGRADE	H2	\$20,000	\$20,000
Public Facilities	SECURITY BOLLARDS AND PLANTERS	M1	18,000	15,000
Parks & Recreation	SURVEILLANCE CAMERAS - JOYNER PARK	H1	24,000	24,000
Streets	TOWN ROADWAY LIGHTING	M1	300,000	DEBT SERVICE
Electric	JOHN B. COLE SWITCHYARD	H2	525,000	DEBT SERVICE
Electric	GENERATOR UPGRADE	H2	50,000	50,000
<i>Parks & Recreation</i>	<i>ATHLETIC COURTS RESURFACING</i>	<i>H2</i>	<i>21,000</i>	<i>21,000</i>
			958,000	130,000
LEVEL B:				
Communications	PROFESSIONAL VIDEO CAMERA	M3	17,000	
Communications	STUDIO UPFIT	M3	52,500	
Finance	SOFTWARE UPGRADES AND ENHANCEMENTS	M3	20,000	
Public Facilities	GATEWAY, INTERCHANGES & INTERSECTIONS	H3	60,000	
Public Facilities	POLICE STATION RENOVATIONS	M3	225,000	225,000
Public Safety	PATROL VEHICLES - ADDITIONAL	M3	170,000	82,500
Public Safety	HIGH DENSITY STORAGE - EVIDENCE ROOM	M3	35,000	
Parks & Recreation	GREENWAY TRAIL DESIGN & CONSTRUCTION	H3	3,035,000	CAP PROJ FUND
Parks & Recreation	RICHLAND CREEK STREAM RESTORATION	M2	75,000	
Parks & Recreation	TRUCK - ADDITIONAL (URBAN FORESTRY)	M3	25,000	25,000
Parks & Recreation	REPLACE FENCING	M2	25,000	
Parks & Recreation	RENOVATIONS AT HOLDING POOL	M2	210,000	210,000
Parks & Recreation	GATOR/UTILITY VEHICLE	M3	12,000	12,000
Parks & Recreation	SMITH CREEK IRRIGATION SYSTEM/SOD	M2	75,000	75,000
<i>Parks & Recreation</i>	<i>AMPHITHEATER COVER - JOYNER PARK</i>	<i>H3</i>	<i>105,000</i>	
Transportation	PRIORITY PEDESTRIAN CORRIDORS	H3	2,580,000	
Transportation	W. HOLDING AVE SIDEWALK PROJECT	M3	32,500	
Transportation	CADDELL ST CONST PROJ - PHASE 1	H3	52,000	
Streets	ASPHALT SPREADER BOX	M3	14,500	14,500
Streets	BRINE SPRAYER - ADDITIONAL	M3	22,500	22,500
Streets	MOBILE MESSAGE MATRIX BOARD	M3	37,500	37,500
Streets	STREET SWEEPER - NEW	M3	205,000	205,000
Streets	LANDSCAPING PLAN IMPLEMENTATION	H3	50,000	
<i>Environmental Services</i>	<i>TRAILER MOUNTED LEAF VACUUM MACHINES (2)</i>	<i>H3</i>	<i>60,000</i>	<i>60,000</i>
Environmental Services	COMPACTOR TRUCK - ADDITIONAL	M3	195,000	195,000
General Fund - Total	VEHICLE REPLACEMENTS	M2	633,000	347,000
Electric	LINE CONST/SYSTEM IMPROVEMENTS	M2	900,000	500,000
Electric Fund - Total	VEHICLE REPLACEMENTS	M2	380,000	335,000
			9,303,500	2,346,000
LEVEL C:				
Mgmt Information Systems	STORAGE AREA NETWORK (SAN)	M4	45,000	45,000
Public Facilities	PANOPTIX FOR TOWN HALL	L3	30,000	
Parks & Recreation	MINI BUS	M4	45,500	
Parks & Recreation	SPRAYGROUNDS/WATER FEATURES	L4	100,000	
Public Safety	SURVEILLANCE CAMERA	M4	24,000	
Fleet Maintenance	TRUCK WITH HOOKLIFT	M4	125,000	
			369,500	45,000
			\$10,631,000	\$2,521,000

Bold Italicized items represent priority levels changed by the Board of Commissioners.

Town of Wake Forest

Debt Service Requirements

Fiscal Year 2012-2013

	2012 Amended Budget	2012 Actual March 31, 2012	2012 Projected June 30, 2012	2013 Recommended Budget
Fund: 100 General Fund				
5800 - Installment Purchase - Principal	\$ 1,287,945	\$ 1,086,871	\$ 1,287,837	\$ 1,730,665
5801 - Installment Purchase - Interest	410,165	347,752	410,164	267,340
5810 - GO Bond - Principal	1,010,000	550,000	1,010,000	1,005,000
5811 - GO Bond - Interest	572,515	425,313	572,515	542,190
Fund Total: General Fund	\$ 3,280,625	\$ 2,409,935	\$ 3,280,516	\$ 3,545,195
Fund: 360 Wake Forest Power				
5800 - Installment Purchase - Principal	\$ 193,320	-	-	\$ 197,840
5801 - Installment Purchase - Interest	32,930	-	-	44,910
5810 - GO Bond - Principal	-	-	-	-
5811 - GO Bond - Interest	-	-	-	-
5820 - Revenue Bond - Principal	179,830	179,829	179,829	186,620
5821 - Revenue Bond - Interest	59,815	59,812	59,812	53,025
Fund Total: Wake Forest Power	\$ 465,895	\$ 239,640	\$ 239,641	\$ 482,395
Total Debt Service	\$ 3,746,520	\$ 2,649,575	\$ 3,520,157	\$ 4,027,590

Town of Wake Forest Outside Agency Requests

Name	Department/ Division	FY 6/30/2013		
		Budget Request	Recom- mended	BOC Approval
Resources for Seniors, Inc.	Board of Commissioners	3,750	3,500	
Chamber of Commerce	Board of Commissioners	98,500	98,500	
Fourth of July	Board of Commissioners	4,000	4,000	
Downtown Revitalization Corporation	Board of Commissioners	103,000	103,000	
DRC - Facade Improvement Grant program	Board of Commissioners	15,000	15,000	
Kids Voting	Board of Commissioners	-	-	
Boys & Girls Club	Board of Commissioners	8,000	7,500	
DuBois Alumni Association	Board of Commissioners	350,000	-	
Hopeline	Board of Commissioners	5,000	-	
Total outside agencies		\$587,250	\$231,500	-

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.

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 2011-2012 budget process of the Town:

<u>DATE</u>	<u>ACTIVITY</u>	<u>RESPONSIBILITY</u>
March 2012	Distribute Budget packages to Department Heads	Finance Director
March 20, 2012	Public Hearing to receive input on Budget needs	Finance Director Town Clerk
April 2, 2012	Complete and return Budget requests to Finance Department	Department Heads
April 2012	Meet with Department Heads to review Budget requests	Town Manager Deputy Town Manager Finance Director
April- May 2012	Finalize recommended Budget	Town Manager Finance Director
May 1, 2012	Present recommended Budget to Board of Commissioners	Town Manager
May 15, 2012	Public Hearing on Budget Proposal	Town Manager Town Clerk
May/June 2012	Conduct Budget work sessions with Board of Commissioners	Town Manager Finance Director Department Heads
June 19, 2012	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 sanitation 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).