2016-2017

ANNUAL BUDGET

FISCAL YEAR ENDING JUNE 30, 2017

ANNUAL BUDGET

TOWN *of*
WAKE FOREST

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Wake Forest

North Carolina

For the Fiscal Year Beginning

July 1, 2015

Executive Director

TOWN OF WAKE FOREST
BOARD OF COMMISSIONERS

Mayor
Vivian A. Jones

Mayor Pro-Tem
Jim Thompson

Margaret Stinnett

Anne M. Reeve

Greg Harrington

Brian Pate

TOWN OF WAKE FOREST STAFF

Kipling D. Padgett
Town Manager

Vacant
Deputy Town Manager

Eric Vernon
Town Attorney

Virginia Jones
Human Resources Director

Deeda Harris
Town Clerk

Aileen J. Staples
Finance Director

Jeff Leonard
Police Chief

Roger A. Russell
Planning Director

Ruben Wall
Parks and Recreation Director

Eric Keravuori
Director of Engineering

Mike Barton
Public Works Director

Tom LaBarge
Information Technology Director

Bill Crabtree
Communications Director

J J Carr
Inspections Director

Mickey Rochelle
Facilities Manager

Lisa Hayes
Downtown Development Director

Jason Cannon
Economic Development Director

Cathy Gouge
Renaissance Centre Manager

ADVISORY BOARDS AND COMMISSIONS

Planning and Zoning Board
Bob Hill, Chairperson

Board of Adjustment
Dale Dawson, Chairperson

Cemetery Advisory Board
Alan O'Shaughnessy, Chairperson

Public Art Commission
John Pelosi, Chairperson

Cultural Resources Advisory Board
Cynthia Davis, Chairperson

Recreation Advisory Board
Jeff Sank, Chairperson

Design Review Board
Paul Eitel, Chairperson

Senior Center Advisory Board
Jerry Glen, Chairperson

Greenway Advisory Board
Deanna Welker, Chairperson

Technical Advisory Board
Rob Harper, Chairperson

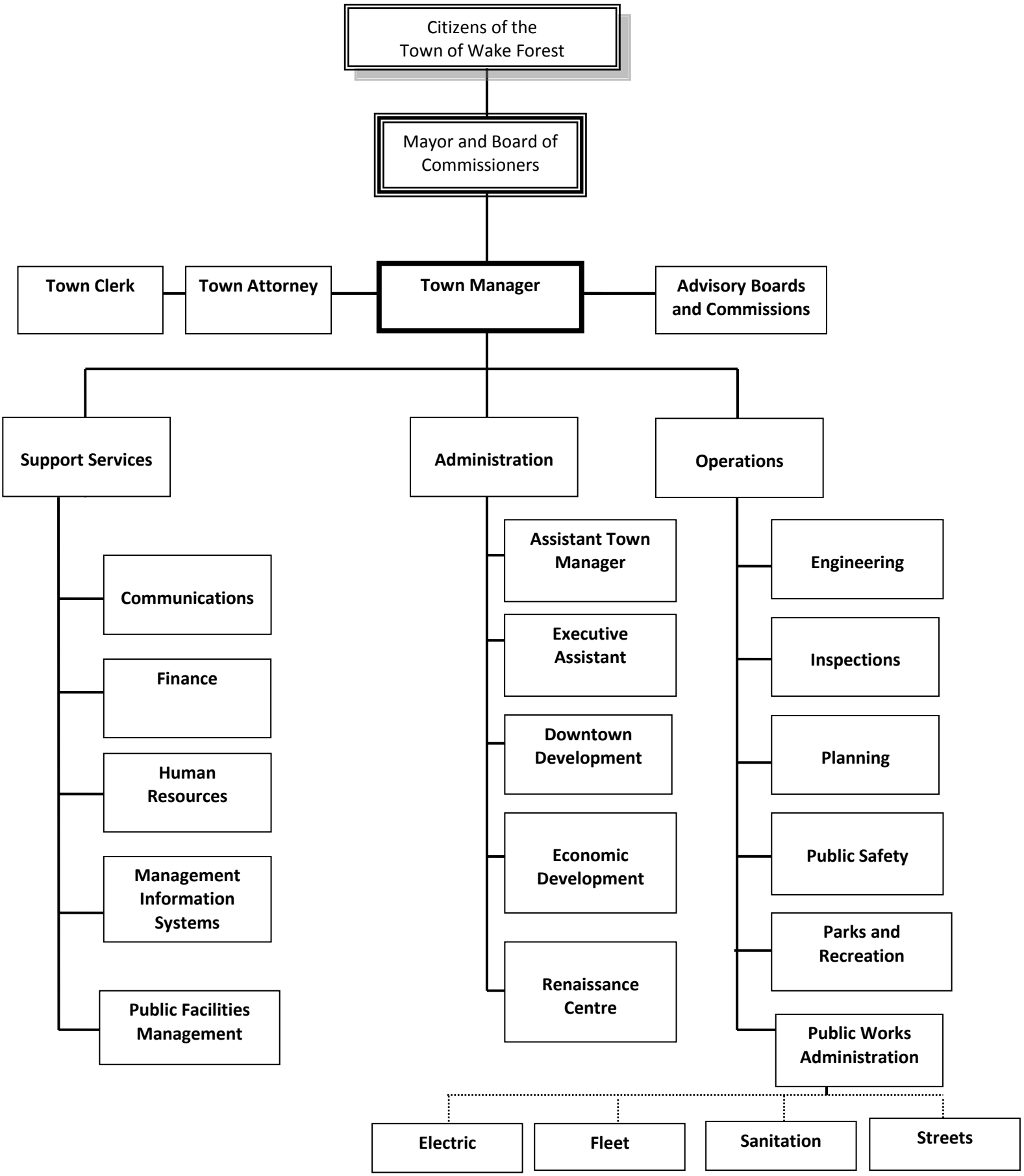
Historic Preservation Commission
Ann Welton, Chairperson

Urban Forestry Advisory Board
Mindy Hidenfelter, Interim Chairperson

Human Relations Council
Dennis Brennan, Chairperson

Youth In Government
Jack Noble, Chairperson

Town of Wake Forest
Organizational Chart



AUTHORIZATION BY POSITION - ENTITY SUMMARY

	2014 Actual	2015 Actual	2016 Actual	2017 Requested	2017 Approved
GENERAL FUND					
GENERAL GOVERNMENT					
Administration	3.0	3.0	3.0	4.0	4.0
Economic Development*	0.0	0.0	1.0	1.0	1.0
Downtown Development	1.0	1.0	1.0	1.0	1.0
Communications	2.0	3.0	3.0	3.0	3.0
Human Resources	4.0	4.0	4.0	5.0	4.0
Finance	18.0	18.0	17.0	18.0	18.0
Management Information Systems	5.0	5.0	5.0	7.0	6.0
Planning	7.0	8.0	8.0	9.0	8.0
Inspections	14.0	14.0	14.0	15.0	15.0
Public Facilities	2.0	3.0	3.0	7.0	3.0
Engineering	7.0	7.0	7.0	7.0	7.0
Public Administration	3.0	2.0	2.0	2.0	2.0
Fleet Maintenance	5.0	5.0	5.0	6.0	6.0
TOTAL GENERAL GOVERNMENT	71.0	73.0	73.0	85.0	78.0
TOTAL PUBLIC SAFETY	83.0	84.0	84.0	93.0	91.0
TOTAL TRANSPORTATION	20.0	20.0	20.0	23.0	20.0
TOTAL ENVIRONMENTAL PROTECTION	9.0	9.0	9.0	9.0	9.0
TOTAL CULTURAL AND RECREATIONAL	15.0	19.0	17.0	21.0	19.0
TOTAL GENERAL FUND	198.0	205.0	203.0	231.0	217.0
ELECTRIC FUND					
Operations	19.0	19.0	20.0	20.0	20.0
Tree Trimming	3.0	3.0	3.0	3.0	3.0
TOTAL ELECTRIC FUND	22.0	22.0	23.0	23.0	23.0
TOTAL RENAISSANCE CENTRE FUND	0.0	0.0	2.0	2.0	4.0
TOTAL AUTHORIZED POSITIONS	220.0	227.0	228.0	256.0	244.0

(1) Excludes temporary, part-time and seasonal employees

(2)There were no new positions approved in the FY 2015-2016 budget. The Board of Commissioners authorized the Economic Director position during this fiscal year.

TOWN *of* WAKE FOREST

STRATEGIC PLAN

Updated by the Wake Forest Board of Commissioners ▲ FEBRUARY 2015

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

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

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

C. I. V. I. C.

Community

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

Innovation

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

Valued Employees

Each employee has a valuable contribution to the town.

Importance of Core Values

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

Communication

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

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

GOAL 1

Stimulate Economic Development

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

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

OBJECTIVE C:	STRATEGIES
Promote housing that meets present and future workforce demands	▲ Conduct a housing demand analysis

GOAL 2 Enhance and Promote a Safe and Connected Community

OBJECTIVE A:	STRATEGIES
Update and implement plans already in place *(greenway, pedestrian, community, transportation, parks & recreation)*	▲ Update and re-evaluate the priority list and plans already in place ▲ Periodically report and acknowledge accomplishments from respective plans

OBJECTIVE B:	STRATEGIES
Identify locations with missing connections and develop plans when reasonable to remedy them	▲ Inventory existing street, sidewalk and greenway systems to locate missing links and develop a priority list

OBJECTIVE C:	STRATEGIES
Ensure citizens are well-informed about community activities *(town-sponsored or not)*	▲ Continue to develop and pursue initiatives to engage citizens through the website and other means of technology ▲ Equip advisory board members with the tools to be town ambassadors ▲ Ensure that each department monitor website to make sure their portion of the website is up-to-date and accurate

OBJECTIVE D:	STRATEGIES
Build citizen participation in the community	▲ Educate citizens on volunteer opportunities (expand 411 videos to include advisory boards/commission) ▲ Research the potential to expand citizen academies

OBJECTIVE E:	STRATEGIES
Enhance the sense of connection of all neighborhoods to the town	▲ Contact HOAs to promote Wake Forest community news ▲ Partner with the chamber to provide newcomer packets (e.g. electronic) to include downtown and town material ▲ Schedule annual meeting with HOA presidents to share information ▲ Continue Community Watch program

OBJECTIVE F:	STRATEGIES
Enhance the sense of safety in the town	▲ Evaluate areas for better lighting ▲ Develop a plan to increase citizen contact with the police department ▲ Develop survey to determine the sense of safety ▲ Develop a plan to increase contact with businesses

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

GOAL 3 Instill an Organizational Culture that Reflects our Core Values

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

OBJECTIVE B:	STRATEGIES
Be an employer of choice through benefits and working environment	▲ Benchmark annually the benefits of other organizations ▲ Redesign internal survey to capture work environment and schedule survey regularly (biannually)

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

GOAL 4

Enhance Fiscal Strength

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

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

TOWN *of*
WAKE FOREST

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

www.wakeforestnc.gov

May 3, 2016

Honorable Vivian Jones, Mayor
Honorable Jim Thompson, Mayor Pro-tem
Honorable M. Greg Harrington, Commissioner
Honorable Brian Pate, Commissioner
Honorable Anne Reeve, Commissioner
Honorable Margaret Stinnett, Commissioner

Mayor and Board of Commissioners:

Submitted for your consideration is the proposed budget for the Town of Wake Forest, North Carolina for the fiscal year beginning July 1, 2016. This budget has been prepared in accordance with the North Carolina Local Government Budget and Fiscal Control Act. The presented budget is balanced and identifies estimates for all revenues and expenditures for Fiscal Year (FY) 2016 – 2017.

INTRODUCTION

Wake Forest continues to grow! With the adoption of this budget, our population will be near or at 40,000 residents. Our regional location, quality of life and small town atmosphere continues to make Wake Forest a destination for people and businesses moving into our region.

The strategic plan lays the foundation of how our budget should be shaped in moving forward as a Town to address the needs of our community. Listed below is an identification of the four objectives of the plan and a summary of how this budget addresses each objective:

- ***Economic Development*** – This budget creates an economic development division within Town Administration. We have hired a Director and part-time coordinator to fill the economic development role. It is the Town's desire to have a more active, direct role in the development and retention of jobs within our community and our partners at all levels play a critical role in this initiative. It is extremely important that any investment we make has a philosophy of strategic public investment to spur private development/redevelopment.

  As the updated Renaissance plan is completed this calendar year, there will be short-term and long-term projects identified. It is the hope these projects will guide our downtown and surrounding areas to continue to be a vibrant hub for the Town. Funds are also included to continue the many events downtown focused on bringing more people to our central business district.

While our efforts focus on attracting new investment within our community, we should ensure this focus is in keeping with the values of the community. Of equal importance is a focus on recruitment of jobs that will be of interest to the youth of Wake Forest so they can remain and/or return to the community after receiving their education.
At the midyear retreat in September, staff was directed to review the Board's salary. This recommended budget increases the Mayor's salary to $10,000 and the Commission's salary to $8,000. This is more in line with other communities in the County such as Apex.

- ***Enhance a Safe and Connected Community*** – Several initiatives are planned for the upcoming budget year to enhance this objective. The update of our Transportation Plan is budgeted to start this year. This plan will not only look at prioritizing and identifying our road improvement needs, but will also take our other multi-modal plans (i.e. bike, pedestrian, etc.) and combine them into one document. This document will contain a plan for the community that addresses all of our multi-modal needs.

  This year's budget also includes a recommendation to establish a traffic unit within the police department. As our Town continues to grow, so do calls for service. This new unit will allow us to focus on traffic issues, but will also free up the patrol division to allow them to respond to the increasing calls for service.

  Our Parks, Engineering and Planning Departments contain items in their budgets that allow for connectivity and maintenance of our sidewalk system and greenways. At your retreat in January 2016, we discussed issuing debt to address some of our road maintenance and connectivity issues collectively rather than trying to "piece meal" them each year. This budget has funds to begin the preliminary engineering process and to secure bids to begin the work. As you are aware, this new debt will require a funding source as we move into the following fiscal year (FY 17-18).

  We will also be establishing a system to provide better information to the community on how we are doing with the services we provide. This dashboard will be available on our website and will include information on finances, public works, police, etc. As we progress with this feature, more information will continue to be added to make town government more transparent.

  In conjunction with this effort, a Popular Annual Financial Report (PAFR) will be introduced. This will be a concise, easy to read report about the Town, similar to an annual report. It will include pertinent, easy to read financial data, as well as accomplishments and goals for the coming year. Many people want to know what is going on, but want it in a concise, simplified format. It is intended that the PAFR will meet this need.

- ***Culture that reflects our values:*** The budget continues to allocate funds for merit increases and retain our same benefits package. We were able to lower family premium payments and deductibles. While some local governments experienced large increases in medical insurance renewals, we have a modest 3.2%.

  Staff is the most important asset we have. Many of them interact with the community on a daily basis and are our ambassadors to the residents. The budget for each department allocates training to ensure our employees are up to date on the latest technology and trends to ensure we give our community what it expects and deserves...exemplary municipal services.

- ***Enhanced fiscal strength***: Alongside land use policy, our financial strength is key to a vibrant growing community. It is important we remain financially sound, so that our residents and business owners feel confident in our ability to manage and use the resources they provide. Our financial health is also important as we seek to attract new businesses to our community. A financially sound government ensures the new businesses that we are able to fulfill basic municipal and quality of life needs for them and their employees. Funds are included for additional auditing purposes to ensure our financial policies, procedures and internal controls are the most up-to-date and secure to prevent fraud in this growing age of technology.

REVENUE SUMMARY

The recommended tax rate for the coming year is $0.52. This is based on an estimated tax base of $4,556,608,000 (Wake County) and $66,880,000 (Franklin County) and a collection rate of 97.5%. The revenue for the General Fund funded by the tax rate is $23,441,085. The tax rate can be broken down into $0.41 for Town services and $0.11 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 offsetting debt service for the South White streetscape project, façade improvements and other costs as they arise.

It is important to note that this was a revaluation year in Wake County. As such, we are required to calculate the revenue neutral tax rate. That rate is $0.531. In order to remain revenue neutral, we would need to increase our tax rate by $0.011. Some municipalities in the county are choosing to increase their tax rates to remain revenue neutral. By keeping it at the same rate as last year ($0.52), the recommended budget had to be adjusted by approximately $400K for the loss of potential revenue.

It is prudent fiscal policy to be conservative in our projections of those revenues that 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, $1,161,500 of fund balance is appropriated. All of these funds are earmarked for one time capital purchases. To continue to remain a financially strong and sustainable community, it is important to wisely use our fund balance, which includes not using it to supplement recurring operating costs. Our fund balance remains at the newly adopted policy level. A healthy fund balance is needed in case of emergencies and unexpected expenditures. This will also allow us to benefit from low interest rates when we borrow money.

EXPENDITURE SUMMARY

Personnel

Last year sixteen (16) positions were requested with none approved. This year departments requested in excess of thirty (30) positions. Although they are all justified, we simply cannot fund this many requests. The recommended budget recommends the hiring of fourteen (14) new positions and the conversion of two (2) part-time positions into full-time positions.

Capital Outlay

Capital funding will increase in both the General Fund and in the Electric Fund. In the Electric Fund, system improvements and the final phase of the load management/outage management system are planned. Installment purchase proceeds are being planned for an excavator, bucket truck and digger derrick truck. In the General Fund, we are relying on installment financing, capital reserve funds and fund balance to fund needed capital items. The installment financing will be used to acquire most of the rolling stock listed in the Capital Improvements Plan. These include 15 replacement police cars, street sweeper, garbage truck, and vehicles for new positions. Capital reserve funds will be used for funding needs such as the pickle ball courts, athletic fence replacement and an update to the Recreation Impact Fee program. Fund balance utilized this year focuses on one time/non-recurring capital items such as items in the MIS Department, design of the Operations Center, HVAC replacement at CID and the Flaherty Park Dam Design to name a few. The Board's policy of maintaining adequate fund balance and capital reserve funds affords us opportunities for flexibility in funding capital items. Minor capital items have also been funded where needed.

Debt Service

Debt service for this year is $4,507,525, which is 11% of the general fund expenditures – less than the town's fiscal policy (15%). Debt service is allocated to the appropriate department or division. As mentioned previously, installment purchase proceeds will be used to purchase vehicles and other rolling stock.

Fire Services/Other Agencies

Funding levels for the Wake Forest Fire Department are recommended to remain at current levels. The cost share study has been completed by Wake County. A new formula has been proposed at the staff level and provides a solid foundation for allocation of future funding. We are awaiting Wake County Board of Commissioners approval on this item, hopefully before the new budget year begins. Under the new formula, the fire service could see an increase in County funding.

Due to the changes in economic development, the Town joined the Chamber of Commerce at the Board of Advisor level, which is the highest membership category provided. This budget retains funds to continue that membership. It is recommended the Fourth of July Committee, Resources for Seniors and the Birthplace Museum receive funding at the same amounts as last year.

While nonprofits provide a needed service to the community, it is often difficult to decide which ones to fund. When looking at funding it is important to review the mission of the non-profit and how that fits into the service of the Community and values set by the Board. This must be balanced with revenues available and the requirements of the Town to provide basic services to its citizens.

FUTURE NEEDS AND ISSUES

As we look to close the books on our current budget year and open new ones for the upcoming year, it is extremely important we look to the future and prepare now for the needs of the community and Town operations over the coming years.

- ***Economic Development*** – The Futures Fund has a limited amount of money. Although loans made eventually replenish the funds through interest payments, it is not at a rate to sustain for a long period. We have already seen many requests for these funds and I am sure we will see many more. As we work over the next year to build our economic development program, the Board will be asked to provide direction on the future of that fund. Specifically, whether we should establish some type of recurring revenue source dedicated to this fund to prepare us for future request of relocating or expanding businesses.

- ***Personnel*** – You are aware they were many requests for personnel this year. As we continue to grow, so will the demand for services. Additional staff requests should be expected and some will be required to meet the increasing demand. We will also continue to review different technology capabilities to assist us in being more efficient at our tasks and hopefully minimize some additional staffing needs.

- ***Debt*** – Currently, eleven (11) percent of our general fund expenditures is for debt service (roughly $4.5 million). There are some facility needs within the Town as well as projects approved during the voter referendum in 2014 that are yet to be funded. As our digest continues to grow at around 4% per year, coupled with the needs of the Town to maintain current levels of service, there is concern regarding our issuance of future debt. Although the 2014 bonds referendum included the knowledge that it may require as much as a $0.02 increase in the tax rate, staff has worked diligently to not require its use. Some of the projects that have yet to be completed, such as Joyner Park could require significant staffing additions. Due to the operating impact on what has been approved for future debt issuance, the Board and staff may have to look closer at implementing an increase in the tax rate to fund the remaining 2014 bond projects that have not been issued.

- ***Financing/Budget*** – As we move into next year, staff will be preparing five-year revenue projections to assist management in a more comprehensive overview of our future resources and how they can be utilized in the most effective manner possible. You will also see the current tax rate split between debt and general operations (at least). This will allow the Board to see a clearer picture of what it required through tax rates to pay debt service and how the future issuance of debt will affect that dedicated rate.

SUMMARY

This budget attempts to continue the objectives of our strategic plan. It also represents a fundamental philosophy of being conservative on our revenue projections and maintains fiscal constraint in our expenditures. This principle means that not every need can be fulfilled, but we will work effectively and decisively with the resources that are allocated.

As I close out my first year as Town Manager, I cannot fully express in words how excited I continue to be. You, along with the staff and community have been very welcoming and accommodating, making a move like this less stressful. I want to thank the Department Directors and Antwan Morrison for all their help and assistance in the budget process. I also want to specifically thank our Finance Director, Aileen Staples, for her dedication and expertise as she assisted me in navigating my first budget process for the

Town. Her financial principle and expertise are key to this budget. In closing, I would to thank each of you for your sound financial policy. Without this, Wake Forest would not be the great place it continues to be. Please let Aileen or I know if you have any questions or need additional information as we move through the budget process toward adoption in June.

Respectfully submitted,

Kipling D. "Kip" Padgett, ICMA-CM
Town Manager

ORDINANCE 2016-13

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST NORTH CAROLINA FOR THE FISCAL YEAR 2016-2017

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

Section 1. It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2016 and ending June 30, 2017:

Current year's Property Tax	$23,441,085
Prior Year's Property Tax	137,500
Penalties and Interest on Property Taxes	62,500
Local Option Sales Taxes	6,886,930
Other Taxes	89,895
Utility Franchise Tax	2,666,325
Beer and Wine Tax	156,850
Powell Bill	833,055
Vehicle Fees	417,750
Permits and Fees	1,557,635
Recreation Revenues	513,410
Solid Waste Fees	157,500
ABC Revenues	164,655
Grant Revenues	221,660
Other Revenues	548,750
Interest on Investments	50,000
Installment Purchase Proceeds	1,254,000
Interfund Transfers	403,500
Fund Balance Appropriated	1,161,500
Total General Fund Estimated Revenues	$ 40,724,500

Section 2. The following amounts are hereby appropriated in the General Fund for the operation of the Town government and its activities for the fiscal year beginning July 1, 2016 and ending June 30, 2017 in accordance with the chart of accounts heretofore established for this Town on June 21, 2016.

ORDINANCE 2016-13

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2016-2017

Board of Commissioners	$ 665,740
Administration Department	656,425
Economic Development Department	224,615
Communications Department	634,540
Human Resources Department	516,675
Downtown Development Department	268,055
Finance Department	1,261,325
Management Information Systems	1,094,935
Planning Department	1,153,010
Inspections Division	1,514,525
Public Facilities Department	3,108,470
Public Safety Department	15,150,620
Engineering Division	1,478,030
Public Works Administration	188,380
Street Division	3,625,835
Powell Bill	915,630
Fleet Maintenance	492,705
Environmental Services	3,376,580
Parks and Recreation	4,398,405
Total General Fund Appropriations	$ 40,724,500

Section 3. It is estimated that the following revenues will be available in the Electric Fund for the fiscal year beginning July 1, 2016 and ending June 30, 2017:

Sale of Power	$ 18,853,670
Interest on Investments	5,000
Other Revenue	1,549,265
Installment Purchase Proceeds	540,000
Total Electric Fund Appropriations	$ 20,947,935

Section 4. The following amounts are hereby appropriated in the Electric Fund for the operation of the electric utility for the fiscal year beginning July 1, 2016, and ending June 30, 2017, in accordance with the chart of accounts heretofore approved for the Town:

Electric Distribution Division	$ 20,634,390
Tree Trimming Division	313,545
Total Electric Fund Appropriations	$ 20,947,935

ORDINANCE 2016-13

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2016-2017

Section 5. There is hereby levied a tax at the rate of fifty-two cents ($.52) per one hundred dollars ($100) valuation of property as listed as "Current Year's Property Taxes" in the General Fund in Section 1 of this ordinance.

This rate is based on an estimated total valuation of $4,623,488,000 and an estimated rate of collection of ninety-seven and one-half percent (97.5%).

Section 6. There is hereby levied a tax at the rate of fourteen cents ($.14) per one hundred dollars ($100) valuation of property in the Wake Forest Downtown Municipal Service District. Funds are to be used for continued improvements in the downtown district.

Current Year's property tax	$71,500
Other revenue	500
Appropriated Fund Balance	35,500
Total Estimated Revenues	$ 107,500
Interfund transfers	$ 107,500
Reserve – Fund Balance	-
Contingency	-
Total Appropriations	$ 107,500

Section 7. The following amounts are hereby appropriated in the City of Raleigh Special Revenue Fund for the payment of debt service and transfer of fees collected for the fiscal year beginning July 1, 2016 and ending June 30, 2017 in accordance with the chart of accounts heretofore approved for the Town:

Capital Facilities Fees - COR	$ 900,000
Other Revenues	100,000
Proceeds from City of Raleigh	597,810
Total Estimated Revenues	$ 1,597,810
Installment – Principal	$ 583,620
Installment – Interest	14,190
Transfer to City of Raleigh	1,000,000
Total Appropriations	$ 1,597,810

ORDINANCE 2016-13

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2016-2017

Section 8. The following amounts are hereby appropriated in the Wake Forest Renaissance Centre Special Revenue Fund for the operation and activities for the fiscal year beginning July 1, 2016 and ending June 30, 2017 in accordance with the chart of accounts heretofore approved for the Town:

Facility Rentals	$50,000
Sponsorship Fees and Donations	45,000
Program and Events Revenues	150,555
Concessions	15,000
Interfund Transfers	271,120
Total Estimated Revenues	$ 532,175
Personnel	$ 271,120
Other Operating	83,555
Programs and Special Events	177,500
Total Appropriations	$ 532,175

Section 9. The Town Manager is hereby authorized to transfer appropriations within a fund as contained herein under the following conditions:

a) He may transfer amounts between objects of expenditure within a department without limitation and amounts up to $50,000 between departments of the same fund without a report being required.

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

Section 10. The Town Manager is hereby authorized to execute contractual documents under the following conditions:

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

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

ORDINANCE 2016-13

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2016-2017

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

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

e) He may execute contracts for design consultant services, where consultant fees are estimated to be less than $50,000.

Section 11. The Town's pay and classification plan is hereby amended by the attached assignment of classes and salary grades. The Town Manager is hereby authorized to fill such positions when such are vacant with the grade stated for each position.

Section 12. Operating funds encumbered on the financial records as of June 30, 2016 are hereby re-appropriated (carried forward) to fiscal year 2016-2017.

Section 13. The Finance Director is hereby authorized to allocate one (1%) percent of eligible capital projects or improvements in conjunction with the Town's Public Art Ordinance and establish a special fund accordingly with the provisions of such ordinance. Furthermore, the Finance Director shall submit to the Public Arts Commission within 30 days after approval of the annual budget ordinance an authorized annual budget for eligible projects.

Section 14. This ordinance is the basis of the financial plan for the Town during the 2016 - 2017 fiscal year. The Town Manager and Finance Director shall administer the Annual Operating Budget and shall provide direction and guidance in the disbursement of funds. Furthermore, the Finance Director shall establish and maintain all records, which are in accordance with this ordinance and N.C. General Statutes.

Adopted this the 21st day of June 2016.

Motion by: Margaret Stinnett

Second by: Brian Pate

Mayor: Vera Jones

Approved as to form:

Eric A. Vernon
Town Attorney

ATTEST:

Deeda W. Harris
Town Clerk

Town of Wake Forest
Annual Budget Summary

	FY 2015 Actual	FY 2016 Budget	FY 2016 Actuals	FY 2016 Estimated	FY 2017 Approved
100 General Fund					
Revenue					
Ad Valorem Taxes	$ 22,422,548	$ 23,067,960	$ 22,913,127	$ 23,455,244	$ 23,641,085
Other Taxes	80,109	41,600	44,198	65,530	67,395
Unrestricted intergovernmental	8,739,471	8,693,415	4,721,086	9,433,970	9,732,605
Restricted Governmental	984,848	886,180	921,851	911,704	1,054,715
Permits and Fees	2,260,622	1,901,750	1,502,820	1,979,999	1,975,385
Sales and services	779,360	957,925	703,886	921,036	788,410
Other Revenue	352,433	513,910	374,229	537,391	595,905
Investment Earnings	23,969	35,000	20,023	38,695	50,000
Other Financing Sources	1,485,464	4,296,505	2,431,220	3,112,111	2,819,000
Revenue Total	37,128,824	40,394,245	33,632,440	40,455,680	40,724,500
Expenses					
Personal Service	15,258,065	16,080,510	11,411,801	15,408,301	16,827,385
Professional Services	668,463	763,550	378,482	685,349	1,077,750
Operating	13,375,297	16,316,790	11,643,629	16,219,587	15,380,780
Contributions	131,000	123,740	60,250	96,490	49,240
Capital Outlay	1,709,610	2,230,765	878,783	1,944,074	2,590,700
Debt Service	4,565,909	4,707,175	3,505,525	4,775,554	4,507,525
Transfers In (Out)	92,931	171,715	-	171,715	291,120
Expenses Total	35,801,274	40,394,245	27,878,470	39,301,070	40,724,500
100 General Fund Total	$ 1,327,550	$ -	$ 5,753,970	$ 1,154,610	$ -
360 Wake Forest Power					
Revenue					
Charges for Services	$ 18,195,978	$ 19,241,355	$ 14,213,246	$ 18,940,762	$ 18,985,170
Sales Tax - Utility	1,305,577	1,320,855	995,035	1,317,209	1,317,765
Other Revenue	162,564	138,500	79,325	90,569	100,000
Investment Earnings	2,298	2,500	4,318	4,360	5,000
Other Financing Sources	-	258,000	-	-	540,000
Revenue Total	19,666,417	20,961,210	15,291,923	20,352,900	20,947,935
Expenses					
Personal Service	2,581,379	2,836,510	1,937,083	2,613,103	3,041,255
Professional Services	83,575	72,500	33,257	70,500	58,000
Operating	15,867,439	16,129,235	9,959,584	14,783,187	15,290,680
Contributions	5,000	5,000	3,750	5,000	5,000
Capital Outlay	1,804	1,383,900	886,014	1,243,647	2,023,900
Debt Service	90,708	534,065	517,988	531,489	529,100
Transfers In (Out)	1,507,327	-	-	-	-
Expenses Total	20,137,231	20,961,210	13,337,676	19,246,926	20,947,935
360 Wake Forest Power Total	$ (470,814)	$ -	$ 1,954,247	$ 1,105,974	$ -

Town of Wake Forest
Annual Budget Summary

	FY 2015 Actual	FY 2016 Budget	FY 2016 Actuals	FY 2016 Estimated	FY 2017 Approved
400 DMSD Special Revenue Fund					
Revenue					
Ad Valorem Taxes	$ 73,706	$ 75,900	$ 70,558	$ 71,558	$ 71,500
Investment Earnings	159	100	391	410	500
Other Financing Sources	-	36,725	-	-	35,500
Revenue Total	73,864	112,725	70,949	71,968	107,500
Expenses					
Transfers In (Out)	66,595	112,725	-	62,500	107,500
Expenses Total	66,595	112,725	-	62,500	107,500
400 DMSD Special Revenue Fund Total	$ 7,270	$ -	$ 70,949	$ 9,468	$ -
425 Wake Forest Renaissance Centre					
Revenue					
Sales and services	$ 68,224	$ 114,500	$ 70,847	$ 95,861	$ 120,500
Other Revenue	72,206	95,500	50,865	63,870	140,555
Other Financing Sources	-	171,715	-	171,715	271,120
Revenue Total	140,430	381,715	121,712	331,446	532,175
Expenses					
Personal Service	-	157,115	77,199	150,195	271,120
Operating	124,818	215,500	112,358	153,330	261,055
Capital Outlay	-	9,100	9,080	9,080	-
Expenses Total	124,818	381,715	198,637	312,605	532,175
425 Wake Forest Renaissance Centre Total	15,612	-	(76,925)	18,841	-
Revenue Grand Totals	57,009,535	61,849,895	49,117,024	61,211,994	62,312,110
Expenditure Grand Totals	56,129,918	61,849,895	41,414,783	58,923,101	62,312,110
Net Grand Totals	879,618	-	7,702,241	2,288,893	-

Town of Wake Forest

BUDGET HIGHLIGHTS

Fiscal Year 2016-2017

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TAX RATES & USER FEES

- **Property Tax**: $0.52 per $100 of assessed property valuation. This equates to a breakdown of $0.41 for Town operations and debt service and $0.11 for fire services.
- **Downtown Municipal Service District Tax:** $0.14 per $100 of assessed property valuation.
- **Electric Rates**: Comprehensive rate study nearing completion and results will be presented with any rate adjustments effective in fiscal year 2016-2017.

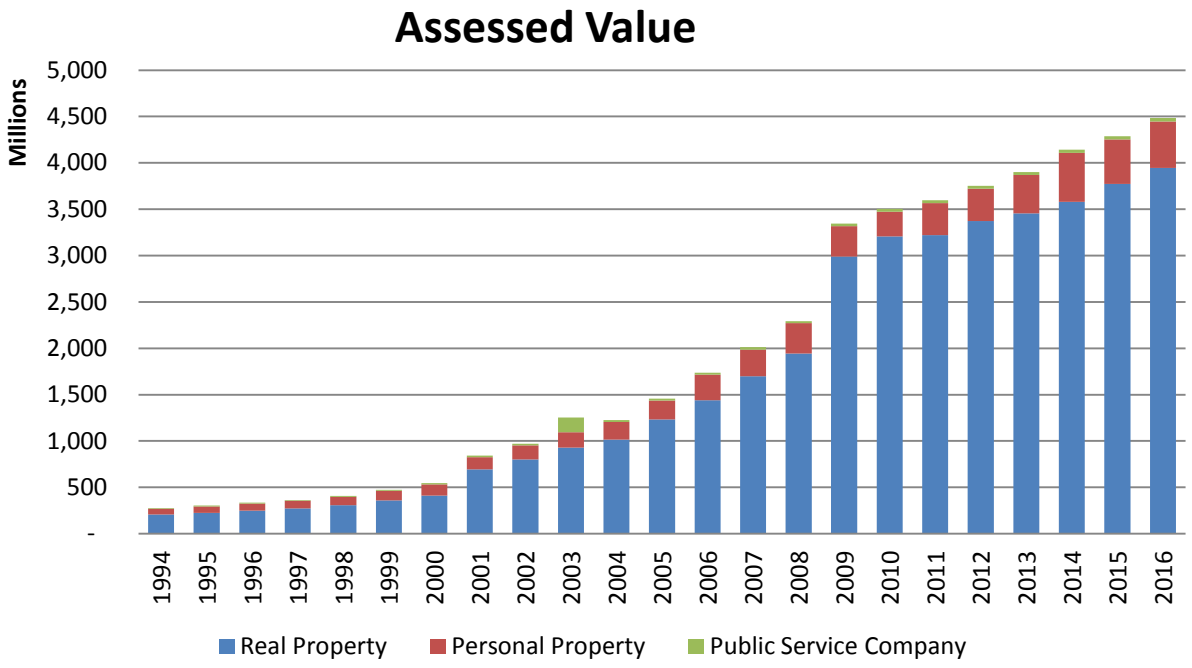
:

PERSONNEL ISSUES

- Additional full time positions – 14 recommended:
  - Executive Assistant – Administration
  - Budget Analyst – Finance
  - Applications Analyst – MIS
  - CEO (Fire Inspector) – Inspections
  - Traffic Unit (Four (4) Officers and a Sergeant) – Public Safety
  - Communications Supervisors (2) – Public Safety
  - Office Assistant – Fleet Maintenance
  - Recreation Specialist – Parks, Recreation and Cultural Resources
  - Technical Operations Specialist – Renaissance Centre
- Two (2) positions convert to full time from part time:
  - Urban Forestry – Parks, Recreation and Cultural Resources
  - Administrative Assistant – Renaissance Centre
- Two (2) permanent part-time Program Assistants – Downtown Development
- Compensation adjustment for Mayor and Board of Commissioners
- New department – Economic Development
- Continued with Pay and Classification update
- Included performance pay (merit) funds along with career ladder for eligible departments
- Insurance premiums – funded at 3.2% *increase*

MAJOR IMPACTS

- Major emphasis in budget on strategic plan items
- Capital Funding Plan: $4.6 million – includes the following (refer to CIP tab for complete list)
  - $2.6 million – General Fund
  - $2.0 million – Electric Fund
- $1,161,500 Appropriated Fund Balance
  - Funding one-time items per fiscal policy guidelines


Assessed Value
Millions
5,000
4,500
4,000
3,500
3,000
2,500
2,000
1,500
1,000
500
-
1994
1995
1996
1997
1998
1999
2000
2001
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2009
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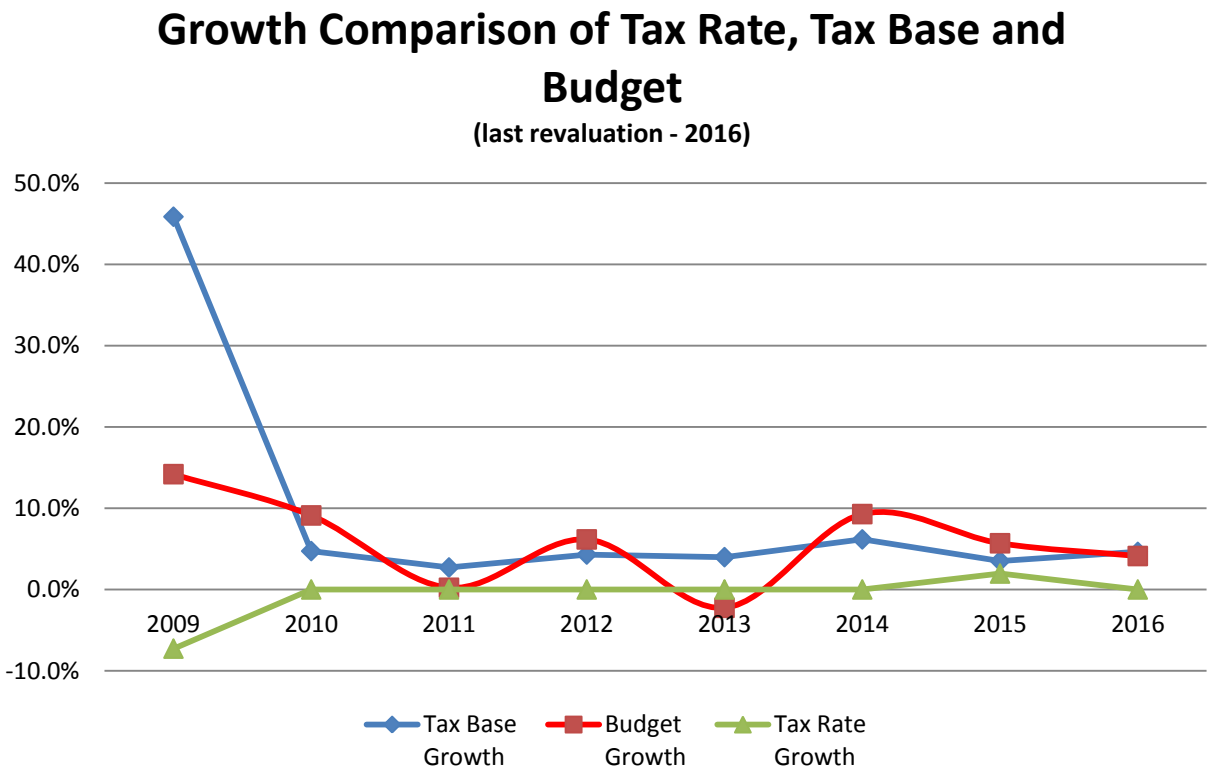
2013
2014
2015
2016
Real Property
Personal Property
Public Service Company


Growth Comparison of Tax Rate, Tax Base and Budget
(last revaluation - 2016)
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
-10.0%
2009
2010
2011
2012
2013
2014
2015
2016
Tax Base Growth
Budget Growth
Tax Rate Growth

FY 2016-2017 BUDGET - Strategic Plan Items

GOAL: Strategy/Objective	*Department*
Goal 1 - Stimulate Economic Development	
Transition economic development to a town department	Administration/Economic Development
Façade Improvements	Downtown Development
Time Warner Cable - Advertising	"
Friday Night on White events	"
New and replacement downtown banners	"
Continue and complete Renaissance Area Plan update	Planning
Goal 2 - Enhance and Promote a Safe and Connected Community	
Cost Analysis - fiber deployment to town sites	Management Information Systems
Addition of an Applications Analyst	Management Information Systems
Education and marketing initatives (411 videos, social media, publications, etc.)	Communications
Addition of CEO (Fire Inspector)	Inspections
Complete Feasibility study - Operations Center expansion	Public Facilities
Addition of Traffic Unit and Communications Supervisors	Public Safety
Design services for road connections, North Avenue retaining wall, street maintenance program and Flaherty park dam rehabilitation	Engineering
Construction of Forest Drive and North Avenue retaining wall	Engineering
Roadway lighting - N. White Street	Streets
Goal 3 - Instill an Organizational Culture that Reflects our Core Values	
Training for Supervisors	Human Resources
Performance pay and career ladder funding	Organization
Medical insurance premium increase	"
Additional staff (14 new positions/2 part time to full time/2 permanent part time)	"
Goal 4 - Enhance Fiscal Strength	
Addition of Senior Budget Analyst	Finance
Conduct a fraud risk assessment - external auditors	Finance
Financial transparency/performance dashboard software	Administration/Finance
Advertising and sponsorship revenues - offset costs	Communications
Update recreation impact fee	Parks, Recreation and Cultural Resources
Implement rate structure resulting from comprehensive cost allocation study	Electric
Appropriated fund balance - one time capital items per fiscal policy	Organization
Debt service - Series 2016 Refunding Bonds (refinancing of 2006 GO Bonds)	Organization

Town of Wake Forest

Revenue Neutral Tax Rate Calculation

FY 2016-2017

State law requires local governments to publish a revenue-neutral tax rate in the budget immediately following the completion of the revaluation of real property. The purpose of the revenue-neutral tax rate is to provide citizens with comparative information on tax rates before and after revaluation. G.S. 159-11(e) defines the revenue-neutral rate as the *rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no revaluation had occurred.* The statute also instructs that the revenue-neutral rate is calculated as follows:

- Determine a rate that would produce revenues equal those produced for the current fiscal year
- Increase the rate by a growth factor equal to the average annual percentage increase in the tax base due improvements since the last general revaluation

As of April 2016, the calculation presented in the following pages is an estimate and could change slightly once the appeals process deadline passes which is May 18. The final revenue-neutral rate must be published in the town's budget document.

The following describes the terms that are used in the calculation:

- **Real Property**: Real property includes land, buildings, structures, improvements, and permanent fixtures on the land, and all rights and privileges belonging or in any way appertaining to the property.
- **Tax Base**: The value of all real, personal, and public service property within a jurisdiction.
- **Tax Levy**: The total dollar amount of property taxes that optimally would be collected (100% collection rate) based on tax rates and the assessed value of all real, personal, and public service property within a jurisdiction.

Calculating Revenue-Neutral

The formula for calculation the Revenue-Neutral Tax Rate is:

Revenue-Neutral Tax Rate = Tax Levy adjusted for natural growth / (Property Tax Base adjusted for appeals loss/100)

The first step is to determine the growth factor, which is the average annual percentage increase in the tax base due to improvements since the last general revaluation. **The average annual percentage increase for the Town of Wake Forest since FY 2008-2009 is 4.40%.**

> **Why?** When calculation the revenue-neutral tax rate, the Town of Wake Forest estimates how much growth would have naturally occurred absent revaluation. This "natural growth" is driven by changes to the real property tax base from construction of new homes and businesses, improvements to existing structures, divisions and conveyances of land, rezoning, and other occurrences unrelated to economic conditions affecting the adjusted out. Changes in the

personal property base occur each year because personal property is valued on an annual basis. State law provides that the growth factor used in calculation the revenue-neutral rate is based upon the average increase in the tax base "due to improvements since the last general revaluation." The term "improvements" included both real and personal property improvements.

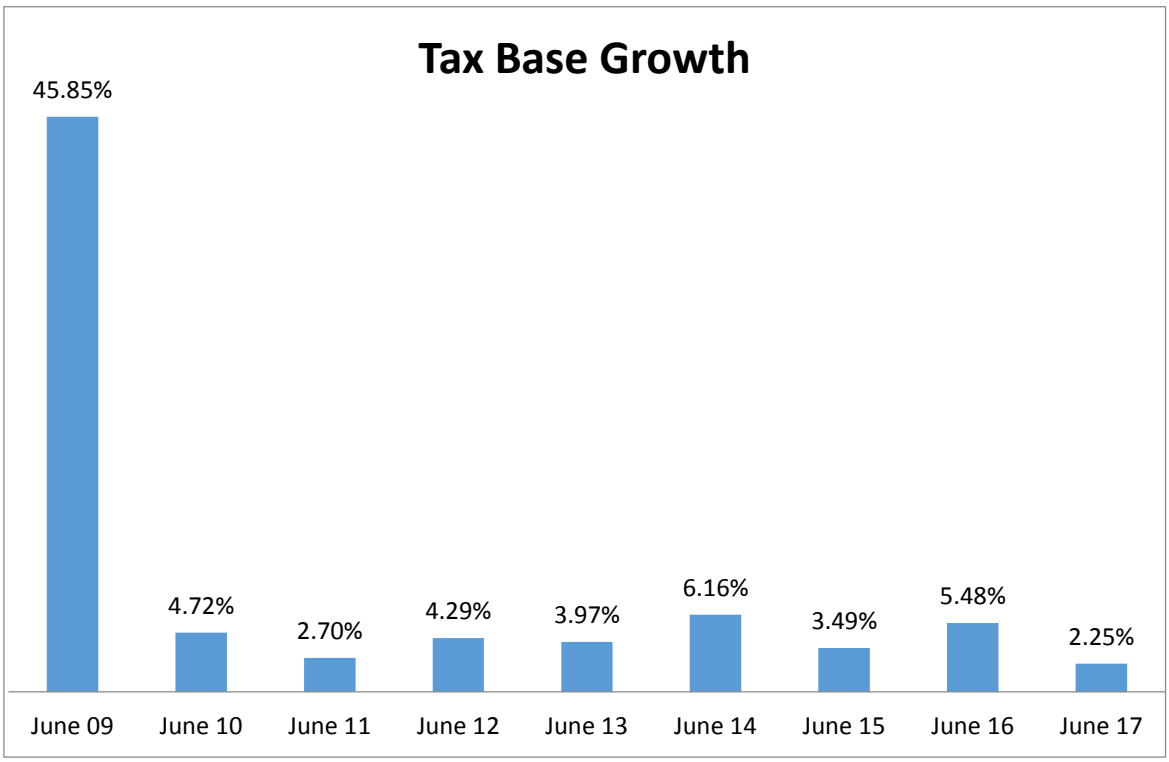
Why is Wake Forest estimated revenue-neutral tax rate higher than its current tax rate?

When calculating revenue neutral, the property tax levy is increased by the growth factor to account for improvements in real and personal property. Since the property tax levy would have theoretically increased by this growth from improvements regardless of revaluation, it is included prior to determining the revenue neutral rate. In order to generate the equivalent property tax levy, a higher tax rate (.5310 cents per $100 of tax value) is required.

The Town of Wake Forest's total tax base increased over 40% the last revaluation (as noted below) which was well above the average increase in the growth factor. As a result, the revenue neutral tax rate was lower than the rate in place prior to the revaluation.

The estimated revenue neutral tax rates for fiscal year 2016-2017 are as follows:

- **Town of Wake Forest** **$.5310**
- **Downtown Municipal Service District** **$.1467**



Town of Wake Forest
Revenue Neutral Tax Rate Calculation

Revaluations as of:
January 1, 2016 and 2008

Fiscal year		Assessed Valuation	Valuation Increase	Percentage change
2016-17		4,623,488,000		
	Revaluation			
2015-16	1/1/2016	4,521,721,114	234,954,490	5.48%
2014-15		4,286,766,624	144,694,637	3.49%
2013-14		4,142,071,987	240,250,615	6.16%
2012-13		3,901,821,372	149,149,999	3.97%
2011-12		3,752,671,373	154,509,412	4.29%
2010-11		3,598,161,961	94,733,660	2.70%
2009-10		3,503,428,301	157,990,961	4.72%
2008-09	Revaluation	3,345,437,340		
	1/1/2008		Average growth %	4.40%
			Doesn't include revaluation increase	

Last year prior to revaluation			Current tax rate	Estimated tax levy
2015-16		4,521,721,114	0.5200	23,512,950

First year of revaluation			Tax rate to produce equivalent levy	
2016-17		4,623,488,000	0.5086	23,512,950

Increase tax rate for average growth rate			Revenue neutral tax rate	
		4,623,488,000	$ 0.5310	24,548,421
			Increase in levy	1,035,471
			Average Percentage Increase	4.40%

Downtown Municipal Service District
Revenue Neutral Tax Rate Calculation

Revaluations as of:
January 1, 2016 and 2008

Fiscal year		Assessed Valuation	Valuation Increase	Percentage change
2016-17		49,255,500		
	Revaluation			
2015-16	1/1/2016	51,344,532	(5,626,402)	-9.88%
2014-15		56,970,934	795,536	1.42%
2013-14		56,175,398	2,640,516	4.93%
2012-13		53,534,882	(763,046)	-1.41%
2011-12		54,297,928	187,165	0.35%
2010-11		54,110,763	(7,244,520)	-11.81%
2009-10		61,355,283	10,241,615	20.04%
2008-09	Revaluation	51,113,668		
	1/1/2008		Average growth %	0.52%
			Doesn't include revaluation increase	

Last year prior to revaluation			Current tax rate	Estimated tax levy
2015-16		51,344,532	0.1400	71,882

First year of revaluation			Tax rate to produce equivalent levy	
2016-17		49,255,500	0.1459	71,882

Increase tax rate for average growth rate			Revenue neutral tax rate	
		49,255,500	**$0.1467**	72,256
			Increase in levy	374
			Average Percentage Increase	0.52%

Town of Wake Forest

REVENUE ASSUMPTIONS

Fiscal Year 2016-2017

The following information defines the major sources of revenue for the Town of Wake Forest for the fiscal year 2016-2017. The Town's anticipated revenues have been determined using historical financial trends, property tax values from Wake County, Franklin County and projections provided by the North Carolina League of Municipalities (NCLM).

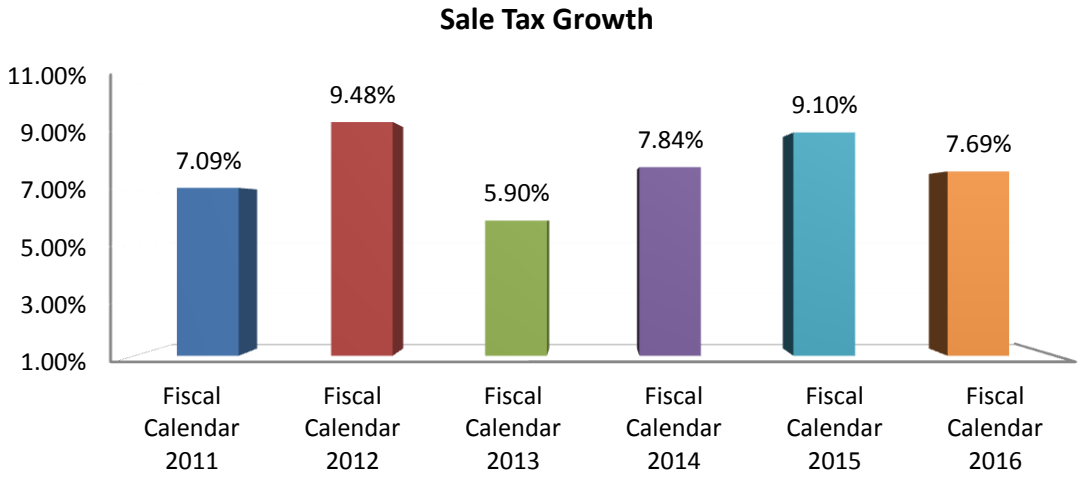
AD VALOREM TAXES

Ad Valorem taxes represent 58% of General Fund revenues and are based upon a $.52 tax rate per one hundred ($100) of assessed property valuation. The estimated assessed valuation which includes tax and tag estimates as provided by Wake County and Franklin County totals $4,623,488,000 and is budgeted at a 97.5% collection rate.

STATE SHARED REVENUES

- **LOCAL OPTION SALES TAXES**

  The State of North Carolina collects and distributes a $.01 tax on retail sales on a point of sale basis. Local governments also are eligible to receive three ½ cent taxes based on either a per capita (population) or an ad valorem (property value) basis. The Town's distributions are calculated using the per capita distribution formula. Local option sales taxes represent approximately 16.9% of General Fund revenues for FY 2016-2017. The NCLM is projecting that the statewide local sales tax revenue will grow by 4.75% from the FY 2015-2016 level. This growth is not being experienced equally across the state and Wake County trends have been higher. The Town's sales tax revenue is budgeted at approximately 2.8% higher than projections for FY 2015-2016.



- **POWELL BILL**
  Based on the most recent Office of State Budget and Management (OSBM) estimates, the total allocation for FY 2016-2017 is expected to remain unchanged. Staff has budgeted Powell Bill funds at the same level as the amount received in FY 2015-2016.

- **UTILITY FRANCHISE TAX**
  Utility Franchise Tax represents 6.6% of General Fund revenues for FY 2016-2017. Staff has budgeted total utility franchise tax 14.2% higher than FY 2014-2015 actual received and 3.75% higher than projected for FY 2015-2016.

  - 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, 3.5% growth is expected in FY 2016-2017.
  - Telecommunication Sales Tax – the distribution of this revenue is based on each municipality's past share of the old telephone franchise tax. Annual statewide telecommunications revenues for FY 2016-2017 are expected to decrease by 2%.
  - Piped Natural Gas Sales Tax – the distribution method for the tax on piped natural gas was changed as part of the recent tax reform legislation. The general sales tax rate now applies to the sale of pipe natural gas and 20% of the proceeds are returned to cities and towns. The statewide projection for the current fiscal year is expected to be 2% lower than FY 2014-2015 and there is a projected decrease of 2% for FY 2016-2017.
  - Local Video Programming Sales Tax – beginning FY 2009 the distribution is determined by multiplying the town's base amount by the percentage change in its population for the fiscal year. The result plus the base amount for the previous fiscal year is the portion that the town receives. Statewide it is projected that these funds will decrease 2% from the FY 2015-2016 amounts.

ELECTRIC FEES

The Town provides electricity to over 6,000 residents and commercial establishments combined. No rate increase is included in the proposed budget. However, the comprehensive rate study is nearing completion and the results will be presented with any rate adjustments effective in fiscal year 2016-2017.

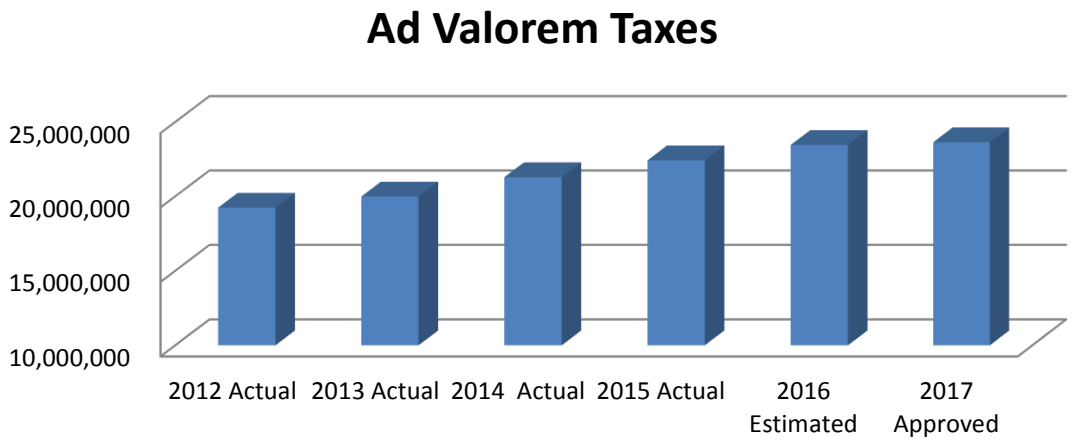
Sale of power for the proposed budget is approximately a 4.1% increase over FY 2014-2015 actual receipts and remains unchanged when compare with FY 2015-2016 estimations. Sale of power represents 90% of Electric Fund total revenues.

Town of Wake Forest
Detail Revenue Summaries

Description of major revenue sources and their related trends follow. The graphs present four years of actual data, estimated revenues for FY 2016 and proposed budget revenues for FY 2017.

Ad Valorem Taxes

The property tax is the Town's main revenue source. Property taxes are assessed and collected by Wake and Franklin County and remitted to the town throughout the year. The proposed property tax rate for FY 2017 is $.52 per $100 of assessed value. Property categories assessed include real property, personal property, vehicles and public service providers.



Unrestricted Intergovernmental

Sales Tax

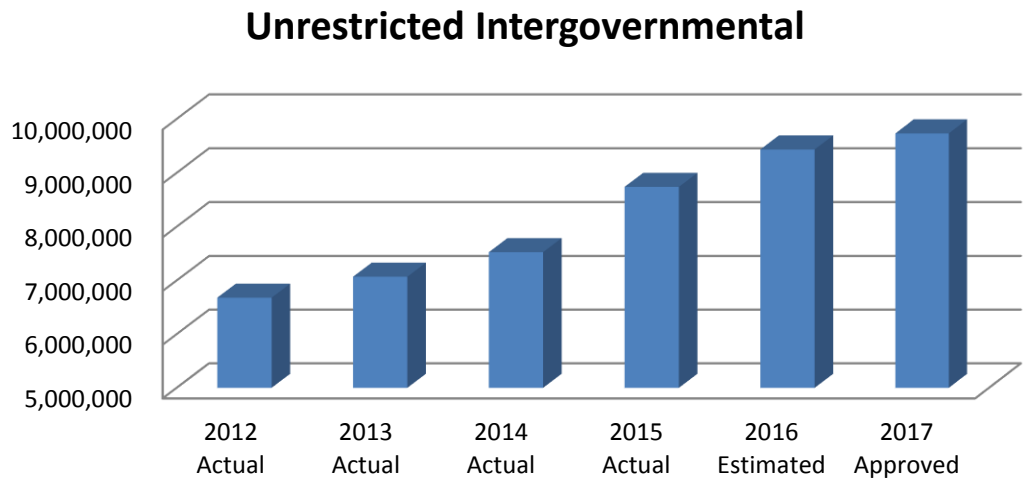
The State of North Carolina (State) counties levy two half-cent sales taxes (Article 40 and Article 42) and one full-cent sales tax (Local Option Sales Tax) on sales. These taxes are collected by the state monthly and remitted to counties on a per capita basis. Wake County then distributes these taxes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

Utility Franchise Tax

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

Beer and Wine Tax

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



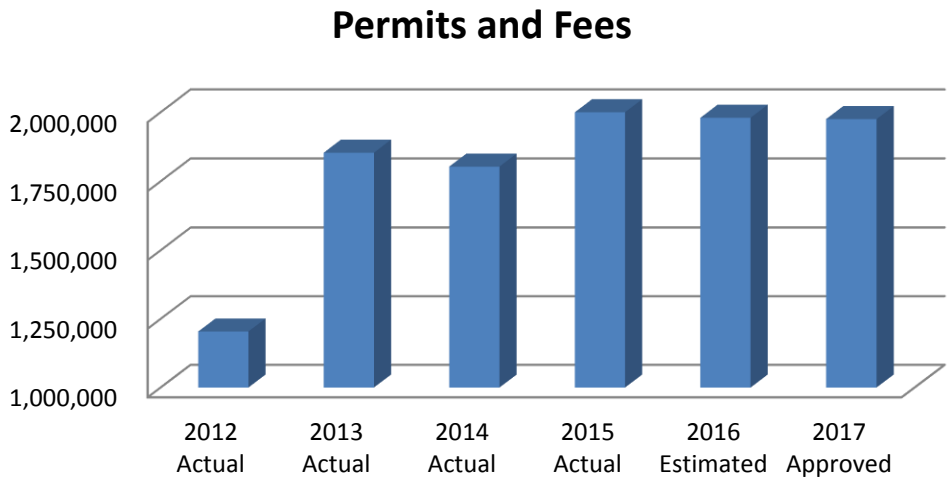
Permits and Fees

Motor Vehicles Fees

The Town collects an annual fee for each motor vehicle registered within the town limits as allowed by the North Carolina General Statutes. The current collection rate is $15 per vehicle.

Building Permits and Inspections

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



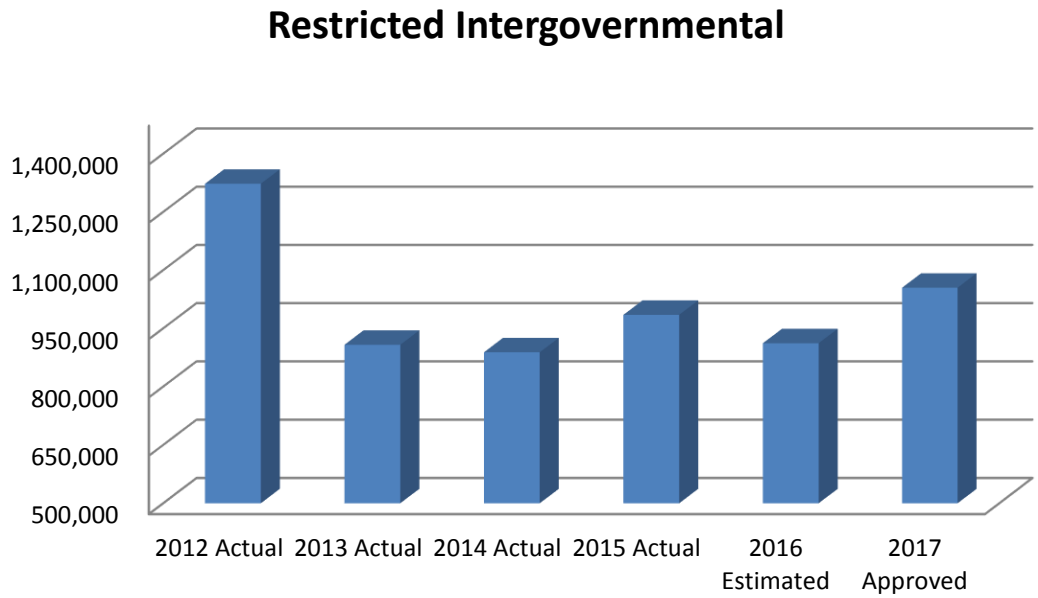
Restricted Governmental

Powell Bill

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

Grants

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



Sales and Services

Recreation Fees

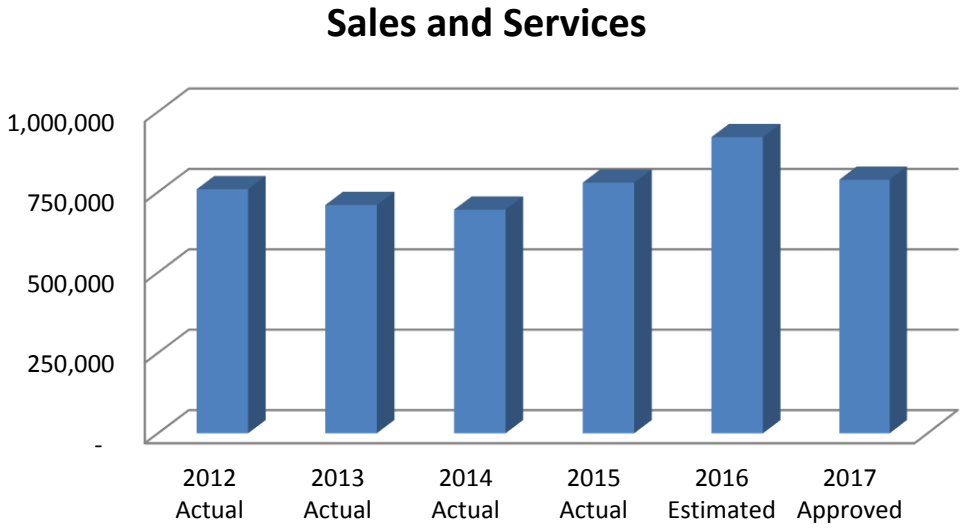
These revenues are fees collected from participants in town recreation activities such as classes, camps athletics, workshops and event programs.

Solid Waste

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

Communication Tower

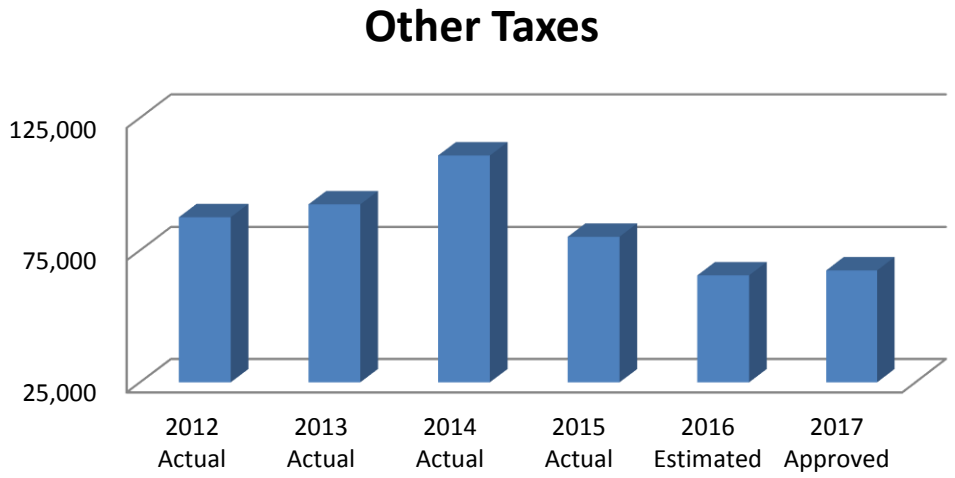
Funds are from lease payments made by cellular telephone service providers to the town for the lease of property on which cellular towers are built.



Other Taxes

Rental Vehicle Tax

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



Other Revenue

ABC Revenue

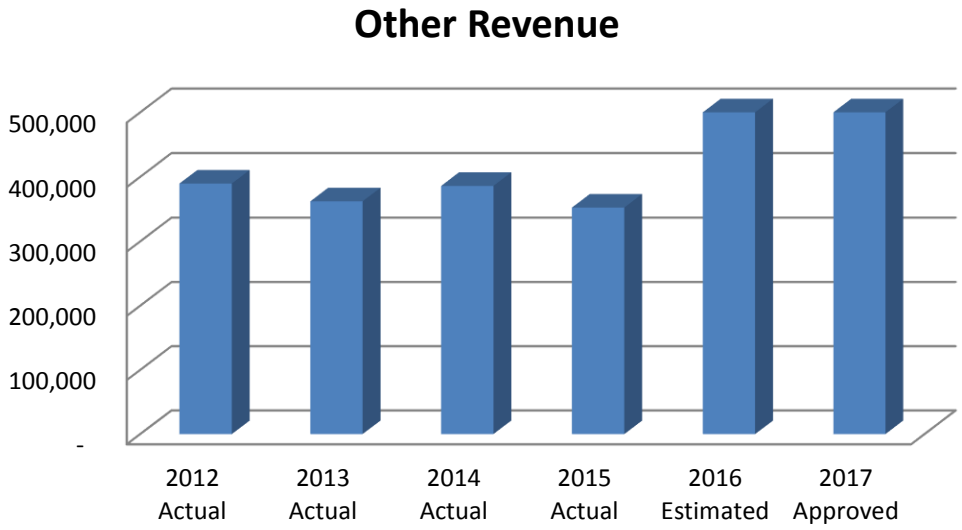
These revenues are distributed quarterly by the county Alcohol Beverage Control board based on the ad valorem levy from the previous year after expenses are deducted for law enforcement, education and rehabilitation.

Miscellaneous

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

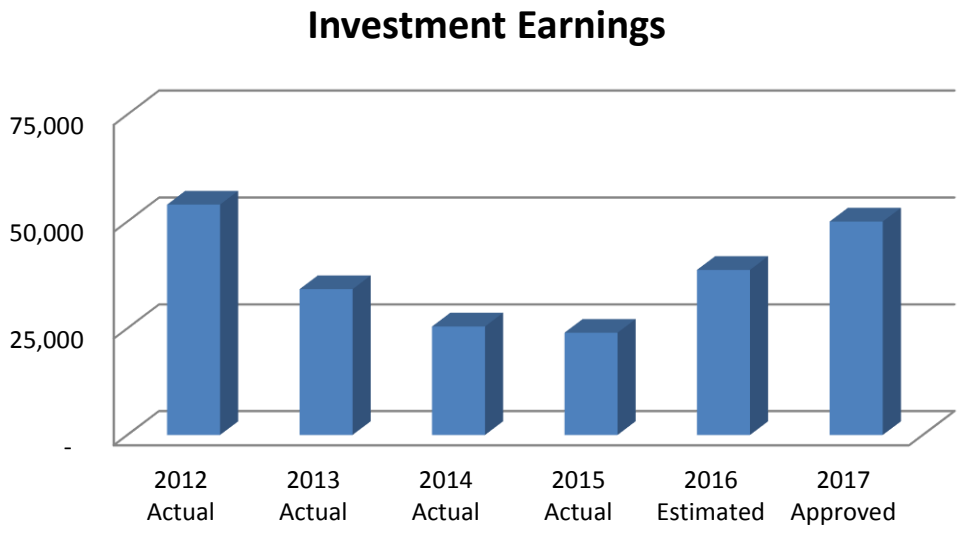
Sale of capital assets and surplus

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



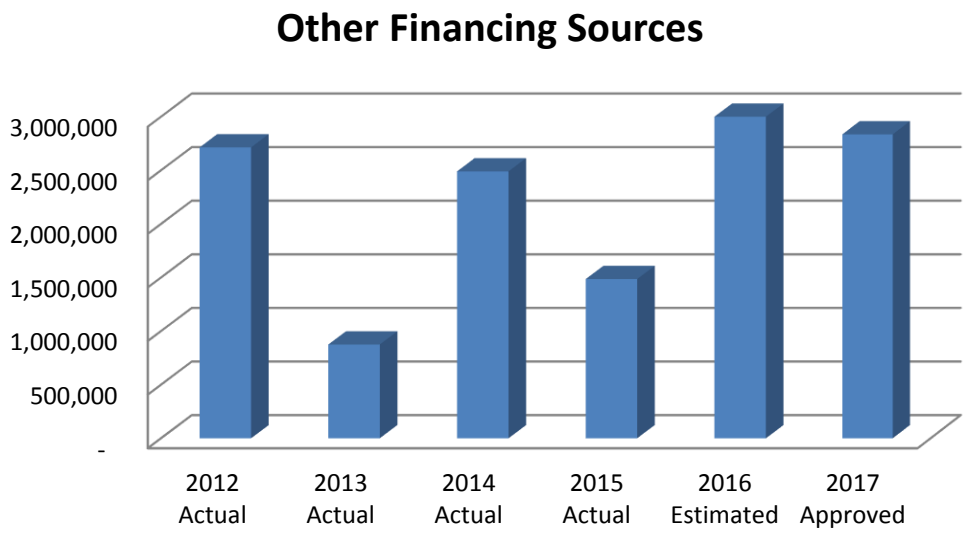
Investment Earnings

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



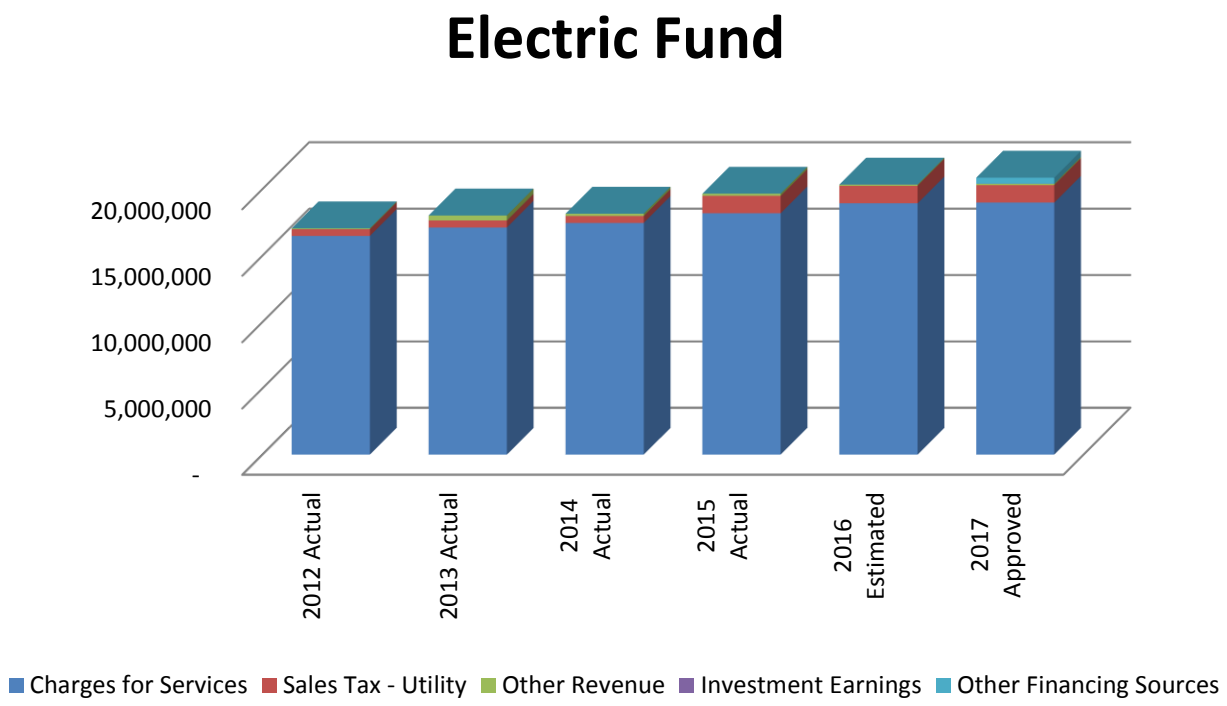
Other Financing Sources

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



Electric Fund

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



Town of Wake Forest
FUND BALANCE - PROJECTED
Fiscal year ending June 30, 2016

	General Fund
Fund balance at June 30, 2015	$13,028,596
Projected revenues and other sources	40,455,680
Projected expenditures and other uses	(39,301,070)
Projected fund balance at June 30, 2016	14,183,206
Less:	
Restricted - Stabilization By State Statute - estimated	(3,718,429)
Assigned - Subsequent years expenditures	(1,161,500)
*Unassigned fund balance - estimated	$9,303,277
FY 2016-2017 Proposed Budgeted Expenditures	**$40,724,500**
Unreserved, undesignated fund balance as a percentage of budgeted expenditures	**22.84%**
Total fund balance as a percentage of budgeted expenditures	**34.83%**

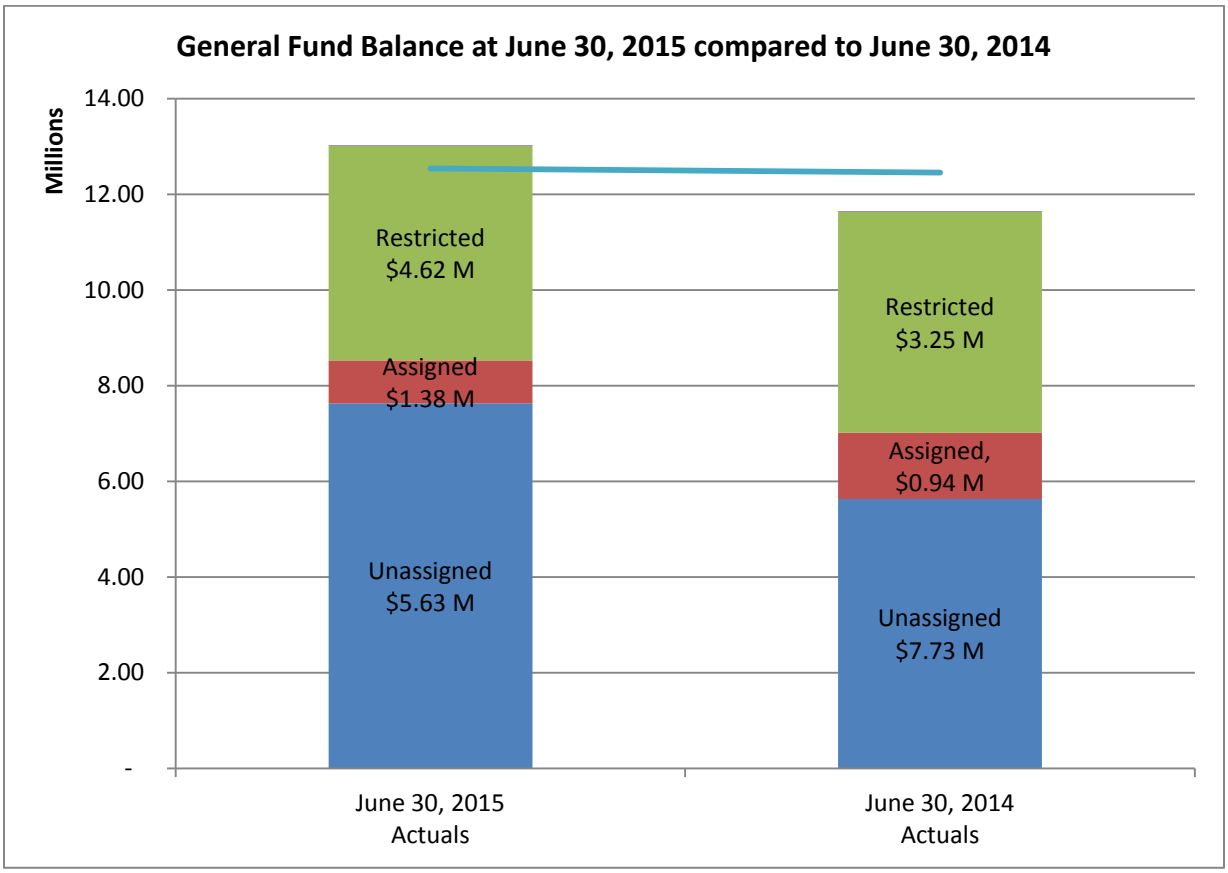
	Target %	Amount to Retain Per Policy Available Fund Balance	PROJECTED Additional Funds over/(under) Target %
Policy Approved by BOC			
Unassigned Fund Balance	**20 - 25%**	**$8,144,900**	**$1,158,377**

**calculated at lowest threshold*

General Fund - Fund Balance

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

General Fund Balance Analysis



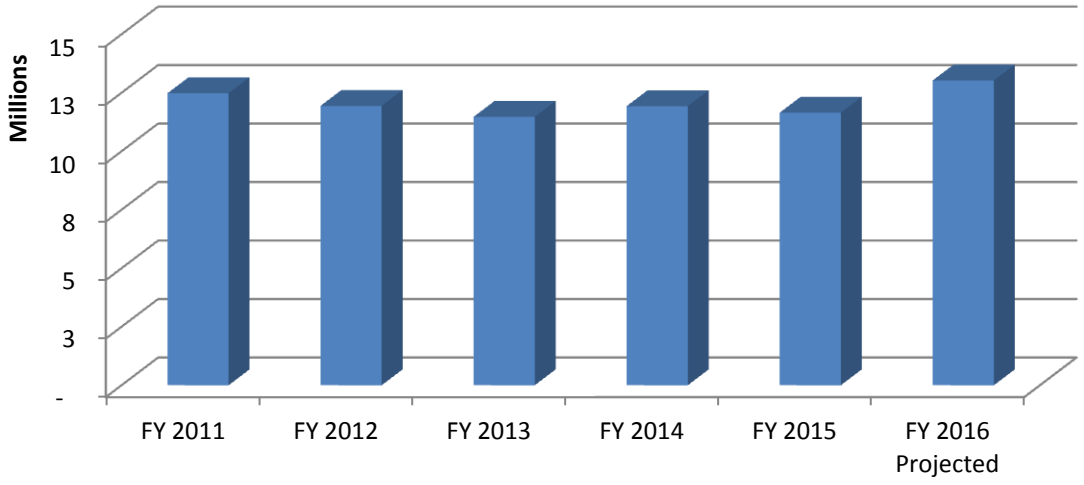
Note: The assigned portion of fund balance represents the subsequent fiscal year's appropriated fund balance. The restricted portions are made up of the stabilization by state statute, downtown municipal service district and public safety special revenue funds.

Fund Balance Reserve Policy: The North Carolina Local Government Commission (LGC) recommends that all units of government maintain a minimum fund balance in their operating funds of 8% of budgeted expenditures. The town's policy is to maintain a minimum total fund balance reserve that is equivalent to 35% of budgeted expenditures. For the FY 2017 budget year the 35% projected requirement total is $14,253,575.

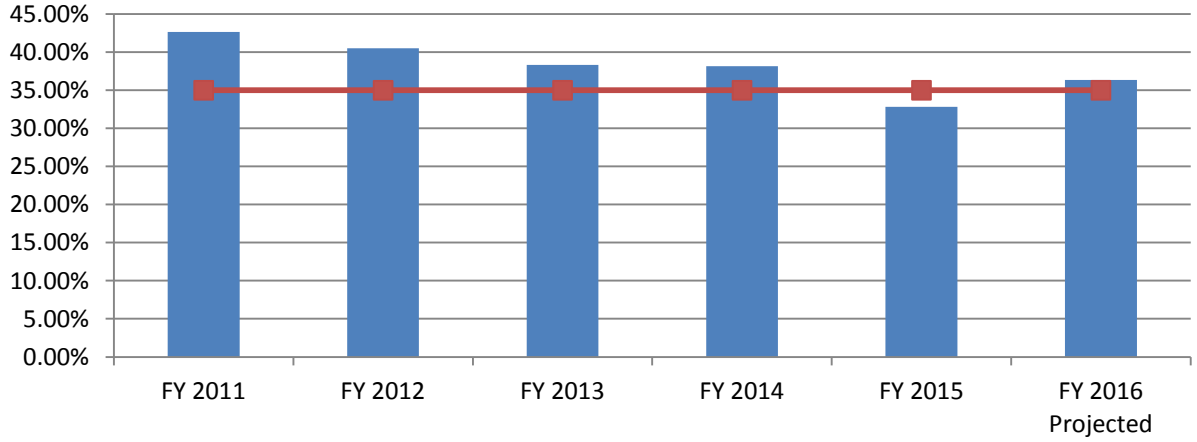
General Fund - Fund Balance

As a result of the effective leadership, prudent spending and conservative budget practices of management the town has been able to successfully maintain a healthy fund balance level. This is apparent when analyzing the town's current financial status. As the economic conditions continue to improve the town's fund balance levels have followed the town has continued to perform at or near expected levels.

Total General Fund
Fund Balance as an Dollar Value



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



BUDGET PROCESS

OVERVIEW

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

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

PROCEDURES

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

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

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

BUDGET CALENDAR

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

NOVEMBER

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

DECEMBER

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

FEBRUARY

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

MARCH

1. Complete and return budget request to Finance Department.

APRIL

1. Meet with Department Heads to review budget requests.

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

April – May

1. Finalize recommended Budget.

MAY

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

JUNE

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

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

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

BASIS OF BUDGETING

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

MEASUREMENT FOCUS AND BASIS OF ACCOUNTING

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

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

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

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

BUDGET TRANSFERS & AMENDMENTS

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

ENCUMBRANCES

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

BASIS OF BUDGETARY ACCOUNTING

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

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

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

General Fund

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

Special Revenue Fund

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

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

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

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

Fund and Town Organizational Structure Relationship

	General Fund	Electric Fund	Downtown Municipal Service District	Wake Forest Renaissance Centre
Administration	X	X		
Downtown Development	X		X	
Economic Development	X			
Renaissance Centre				X
Communications	X			
Finance	X	X		
Human Resources	X			
Management Information Systems	X			
Public Facilities	X			
Engineering	X			
Inspections	X			
Planning	X			
Public Safety	X			
Parks, Recreation and Cultural Resources	X			
Public Works Administration	X	X		
Fleet	X	X		
Sanitation	X			
Streets	X			
Wake Forest Power		X		

FISCAL POLICY GUIDELINES

ADOPTED POLICIES

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

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

BUDGETARY

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

Balanced Budget:

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

CAPITAL IMPROVEMENT PLAN

1. The Town will prioritize all capital improvements in accordance with an adopted Capital Improvement Plan (CIP).

2. The Town will develop a five-year plan for capital improvements and review capital improvements and review and update annually.

3. The Town will coordinate development of the capital improvements program with development of the operating budget.

4. The Town will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and Town priorities.

5. The Town will maintain all its assets at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.

6. The Town will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.

7. The Town will attempt to determine the least costly and most flexible method for all new projects.

CASH MANAGEMENT AND INVESTMENT

1. It is the intent of the Town that public funds will be invested to the extent possible to reduce the need for property tax revenues. Funds will be invested with the chief objectives of safety of principal, liquidity and yield, in that order. All deposits and investments of Town funds will be in accordance with N.C.G.S. 159.

2. The Town will use a central depository to maximize the availability and mobility of cash for all funds that can be legally and practically combined.

3. Cash flows will be forecasted and investments will be made to mature when funds are projected to be needed to meet cash flow requirements.

4. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time.

5. Maturity: All investments will mature in no more than thirty-six (36) months from their purchase date.

6. Custody: All investments will be purchased "payment-versus-delivery" and if certificated will be held by the Finance Director in the name of the Town. All non-certificated investment will be held in book-entry form in the name of the Town with the Town's third party custodian (safekeeping agent).

7. Authorized Investments: The Town may deposit Town funds into: Any Board approved official depository, if such funds are secured in accordance with NCGS-159 (31). The Town may invest Town funds in: the North Carolina Capital Management Trust, US Treasury Securities, US

Agency Securities specifically authorized in GS-159 and rate no lower than "AAA", and Commercial Paper meeting the requirements of NCGS-159 plus having a national bond rating.

8. Diversification: No more than 5% of the Town's investment funds may be invested in a specific company's commercial paper and no more than 20% of the Town's investment funds may be invested in commercial paper. No more than 25% of the Town's investments may be invested in any one US Agency's Securities.

9. Allocation: Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Director.

10. Reporting: The Board of Commissioners will receive copies of the Town's "Report of Deposits and Investments" (LGC Form 203) filed semi-annually with the Local Government Commission.

DEBT MANAGEMENT

1. The Town will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.

2. The Town will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances in excess of policy targets, and current year (pay-as-you-go) appropriations.

3. When the Town finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.

4. Where feasible, the Town will explore the usage of special assessment revenue or other self-supporting bonds instead of general obligation bonds.

5. Where feasible, the Town will limit the amount of debt issued within the respective calendar year to remain bank qualified per Internal Revenue Service (IRS) guidelines.

6. Net debt as a percentage of total assessed value of taxable property should not exceed 2%. Net debt is defined as any and all debt that is supported by tax revenues.

7. The ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed 15% with an aggregate ten (10) year principal payout ratio target of 60% or better.

RESERVE POLICY

Reserve funds will be established and maintained to ensure the continued delivery of Town services. The Town desires to maintain a prudent level of financial reserves to guard its citizens against service disruption in the event of temporary revenue shortfalls or unexpected one time expenditures. The reserves have been accumulated to provide stability and flexibility, to respond to unexpected adversity and/or opportunities, and to stabilize fluctuations in operations' cash flows and rates. Capital reserve funds are used to accumulate over time that will be used to complete capital projects, acquire major capital assets and support economic development projects.

1. Unassigned Fund Balances will mean funds that remain available for appropriation by the Board of Commissioners after all commitments for future expenditures, required reserves defined by state statutes and previous designations have been calculated. The Town will maintain an unassigned General Fund balance minimum between 20% and 25% of General Fund expenditures.

2. Total fund balance at the close of each fiscal year should be at least 35% of general fund expenditures.

3. In the event that funds are available over and beyond the targeted amount as defined above, those funds may be transferred to capital reserve funds or capital project funds, at the Board of Commissioners discretion.

4. The Board of Commissioners may, from time-to-time, appropriate fund balances that will reduce unassigned fund balances below the 20% – 25% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal stability and security of the Town of Wake Forest. In such circumstances, the Town will strive to replenish the unassigned fund balances to the policy level within 36 months from the date of the appropriation.

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

Policy update – Adopted by Town of Wake Forest – Board of Commissioners – February 16, 2016

Fund 100: General Fund Summary

	2015 Actual	2016 Adopted Budget	2016 Amended Budget	2016 Actuals	2016 Projected	2017 Requested	2017 Approved Budget
Revenue							
Ad Valorem Taxes	$ 22,422,548	$ 22,917,960	$ 23,067,960	$ 22,913,127	$ 23,455,244	$ 23,386,840	$ 23,641,085
Other Taxes	80,109	40,000	41,600	44,198	65,530	61,900	67,395
Unrestricted intergovernm	8,739,471	8,510,315	8,693,415	4,721,086	9,433,970	9,467,275	9,732,605
Restricted Governmental	984,848	1,148,870	886,180	921,851	911,704	911,780	1,054,715
Permits and Fees	2,260,622	1,901,750	1,901,750	20,023	1,979,999	1,819,830	1,975,385
Sales and services	779,360	926,950	957,925	1,502,820	921,036	800,100	788,410
Other Revenue	352,433	401,410	513,910	703,886	537,391	563,750	595,905
Investment Earnings	23,969	35,000	35,000	374,229	38,695	35,000	50,000
Other Financing Sources	1,485,464	2,254,995	4,296,505	2,431,220	3,112,111	2,459,000	2,819,000
Revenue Total	**$ 37,128,824**	**$ 38,137,250**	**$ 40,394,245**	**$ 33,632,440**	**$ 40,455,680**	**$ 39,505,475**	**$ 40,724,500**
Personal Service	$ 15,258,065	$ 16,160,025	$ 16,080,510	$ 11,411,801	$ 15,408,301	$ 18,056,540	$ 16,827,385
Professional Services	668,463	833,750	763,550	378,482	685,349	1,359,250	1,077,750
Operating	13,375,297	14,223,035	16,316,790	11,643,629	16,219,587	16,194,520	15,380,780
Contributions	131,000	135,240	123,740	60,250	96,490	61,240	49,240
Capital Outlay	1,709,610	2,143,950	2,230,765	878,783	1,944,074	7,151,280	2,590,700
Debt Service	4,565,909	4,641,250	4,707,175	3,505,525	4,775,554	4,507,525	4,507,525
Transfers In (Out)	92,931	-	171,715		171,715	-	291,120
Expenses Total	**$ 35,801,274**	**$ 38,137,250**	**$ 40,394,245**	**$ 27,878,470**	**$ 39,301,070**	**$ 47,330,355**	**$ 40,724,500**
Revenue Total	$ 37,128,824	$ 38,137,250	$ 40,394,245	$ 33,632,440	$ 40,455,680	$ 39,505,475	$ 40,724,500
Expenses Total	$ 35,801,274	$ 38,137,250	$ 40,394,245	$ 27,878,470	$ 39,301,070	$ 47,330,355	$ 40,724,500
Fund 100 - Net Total	**$ 1,327,550**	**$ -**	**$ -**	**$ 5,753,970**	**$ 1,154,610**	**$ (7,824,880)**	**$ -**

General Fund Budget Summary by Department

	2015 Actual	2016 Adopted Budget	2016 Amended Budget	2016 Actuals	2016 Projected	2017 Requested	2017 Approved Budget
Revenue							
000 Non-Departmental	$ 37,128,824	$ 38,137,250	$ 40,394,245	$ 33,632,440	$ 40,455,680	$ 39,505,475	$ 40,724,500
Revenue Total	$ 37,128,824	$ 38,137,250	$ 40,394,245	$ 33,632,440	$ 40,455,680	$ 39,505,475	$ 40,724,500
Expenses							
410 Board of Commissioners	752,142	699,990	688,490	562,969	757,016	691,740	665,740
415 Economic Development	-	-	-	-	-	225,135	224,615
420 Administration	419,948	473,025	465,075	310,712	428,682	418,430	656,425
425 Communications	457,668	559,400	599,900	409,321	565,704	668,415	634,540
430 Human Resources	493,155	545,595	546,875	373,607	508,710	710,630	516,675
435 Downtown Development	139,338	193,810	257,910	162,745	226,496	277,065	268,055
440 Finance	1,327,597	1,249,515	1,259,515	911,175	1,188,237	1,315,955	1,261,325
445 Management Information Systems	729,473	1,138,240	1,178,140	689,880	1,160,460	1,302,475	1,094,935
480 Building Inspections	1,297,892	1,371,900	1,372,100	939,330	1,294,920	1,542,425	1,514,525
490 Planning	829,860	1,032,115	1,038,365	630,210	920,388	1,431,085	1,153,010
500 Public Facilities	2,900,584	3,176,770	3,294,121	2,427,100	3,134,844	5,644,840	3,108,470
510 Public Safety	13,639,018	13,968,895	15,954,050	11,850,715	16,020,035	16,179,615	15,150,620
530 Public Works Administration	158,657	148,720	150,220	105,551	144,262	174,020	188,380
540 Engineering	1,135,878	1,142,990	1,142,990	747,067	1,029,743	2,311,495	1,478,030
550 Fleet Maintenance	469,626	473,785	526,595	374,876	494,404	749,950	492,705
560 Streets	3,332,940	3,655,625	3,656,625	2,362,660	3,540,887	4,926,450	3,625,835
570 Powell Bill	756,894	743,400	743,400	396,746	744,735	570,425	915,630
580 Enviromental Services	3,118,271	3,330,770	3,535,545	2,118,589	3,481,121	3,383,645	3,376,580
620 Parks & Recreation	3,842,333	4,232,705	3,984,329	2,505,217	3,660,426	4,806,560	4,398,405
Expenses Total	35,801,274	38,137,250	40,394,245	27,878,470	39,301,070	47,330,355	40,724,500
Fund Total: General Fund	$ 1,327,550	$ -	$ -	$ 5,753,970	$ 1,154,610	$ (7,824,880)	$ -

BOARD OF COMMISSIONERS DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

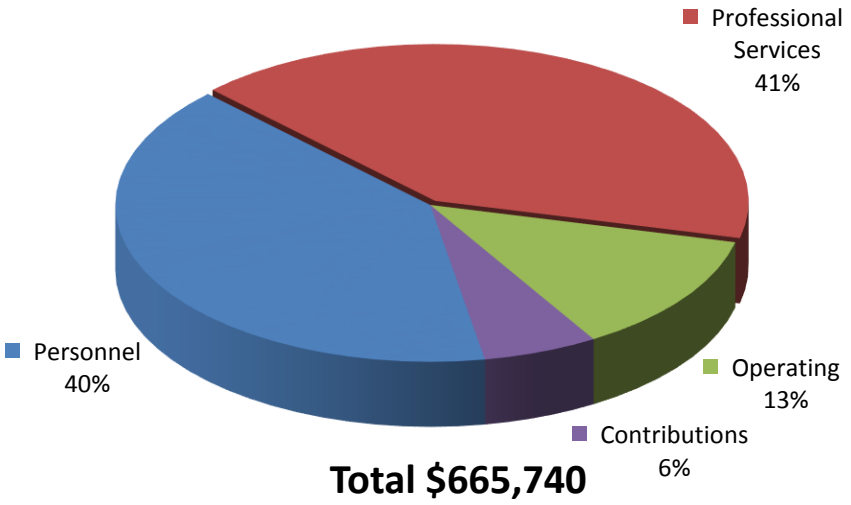
DEPARTMENT SUMMARY

Board of Commissioners	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 202,474	$ 223,575	$ 221,393	$ 268,220	$ 268,220
Professional Services	343,665	240,000	338,989	300,000	275,000
Operating	85,004	111,175	110,144	84,280	83,280
Contributions	121,000	113,740	86,490	39,240	39,240
Total	**$ 752,143**	**$ 688,490**	**$ 757,016**	**$ 691,740**	**$ 665,740**

SIGNIFICANT BUDGET CHANGES

- Personnel reflects a slight increase in Mayor and Board of Commissioners compensation. Also included is increase in retiree insurance.
- Legal assistance needed varies from year to year which attributes to the fluctuations in professional services.
- Decrease in contributions attributed to Economic Development transitioning to the town. Funds included for membership to the Wake Forest Chamber of Commerce.

FY 2016 – 2017 Budget



Programs within Board of Commissioners:

- Community Activity Support
- Legislative

COMMUNITY ACTIVITY SUPPORT

The Town supports some organizations through donations. The town also contributes to Resources for Seniors and the 4th of July Committee. Please refer to the "Outside Agency" section of this document which provides the schedule of requests. ***Effective with fiscal year 2016-2017, a service contract/agreement will be completed between respective organization receiving funding and the town outlining expectations and financial provisions.***

PROGRAM GOALS & OBJECTIVES

- Fund the Chamber of Commerce at the Community Investor Level
- Maintain current level of funding for Resources for Seniors
- Maintain funding for Fourth of July – Police and security costs
- Maintain funding for Wake Forest Boys and Girls Club
- Maintain funding for Wake Forest College Birthplace

FY 2016 ACCOMPLISHMENTS

- Continued to fund "Outside Agencies" as requested
- **Funded expansion of the Town's Economic Development Program (SP)**

LEGISLATIVE

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

PROGRAM GOALS & OBJECTIVES

- Adopt policies, resolutions, and ordinances to provide services to the public
- Provide legal services to the Board and staff to avoid litigation and liability issues
- Appoint members to all advisory boards
- Conduct Planning Retreats for Board & Staff in September 2015 and January/February 2016
- Increase compensation for Mayor and Board of Commissioners reflective of other municipalities in Wake County

FY 2016 ACCOMPLISHMENTS

- Hired new town manager, Kip Padgett – started July 2015
- **Held Annual Planning Retreat – January 2016 (SP)**
- **Approved the NCEMPA Asset Generation Sale (SP)**
- Appointed members to all advisory boards
- Adopted policies, resolutions and ordinances to provide services to the public

ADMINISTRATION DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

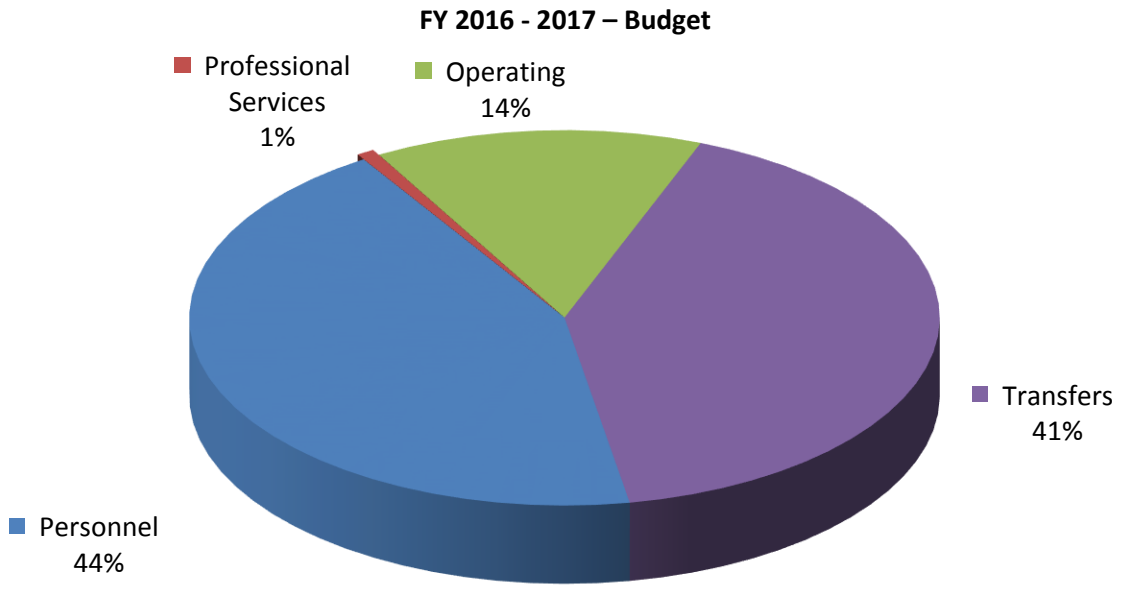
Oversee and direct the day to day operations and general management of the Town of Wake Forest.

DEPARTMENT SUMMARY

Administration	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 356,773	$ 376,030	$ 363,426	$ 337,560	$ 287,335
Professional Services	28,419	35,000	15,000	-	5,000
Operating	34,756	54,045	50,256	80,870	92,970
Transfers	-	-	-	-	271,120
Total	**$ 419,948**	**$ 465,075**	**$ 428,682**	**$ 418,430**	**$ 656,425**

SIGNIFICANT BUDGET CHANGES

- Reviewing Deputy Manager position to determine how to move forward
- Personnel reflects addition of Executive Assistant position to start August 1
- Budget reflects removal of Economic Development into a separate department effective July 1, 2016
- Transfer represents personnel costs for Renaissance Centre – funds will be transferred to special revenue fund from general fund



Total $656,425

AUTHORIZATION BY POSITION

Administration Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Town Manager	1	1	1	1	1
Deputy Town Manager	1	1	1	-	-
Assistant Town Manager	-	-	-	1	1
Executive Assistant to the Manager	-	-	-	1	1
Economic Development Director		-	1	-	-
Economic Development Coordinator - PT	-	-	1	-	-
Town Clerk	1	1	1	1	1
Total	3	3	5	4	4

Programs within Administration:

- Management
- Town Clerk

MANAGEMENT

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

PROGRAM GOALS & OBJECTIVES

- Assist the Board in the development of long range plans to guide management in recommending policies and procedures
- Provide professional leadership and interpretation of ordinances to assure unbiased legal adherence and to implement policies and programs developed by the Board
- Guide department heads in the development of annual goals based on departmental programs and objectives
- Provide staff support to the Mayor and Board to keep abreast of political activity at all levels of governments
- Update Capital Improvements Plan by February 2017 and recommend Annual Operating Budget by May 2017
- Disseminate information to the news media, civic organizations, intergovernmental groups, and other entities as required by county, state, and local jurisdictions

FY 2016 ACCOMPLISHMENTS

- **Hired an Economic Development Director to manage the Town's Economic Development Activities (SP)**
- **Worked to bring a consistent, data driven formula to determine the annual allocation of fire revenue from Wake County to the Wake Forest Fire Department (SP)**
- Updated Capital Improvement Plan in March 2016 and recommended the operating budget in May 2016
- Provided input in various capital design projects including multiple LAP projects and greenway projects
- Completed the sale of NCEMPA generation assets

TOWN CLERK

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Indexed minutes/resolutions/ordinances books
- Submitted ordinances to Municipal Code for Codification
- Maintained the administration section of the town's website
- Continued to use Granicus for minute taking and posting agenda and video of meetings to the website
- Learning to use and assisting staff in using the PEAK software for the agenda preparation and distributing the Board of Commissioners Meeting Agenda Packet
- Participated in educational opportunities through the UNC School of Government, NC Association of Municipal Clerks
- Member of Membership, Program & Education and We Share Our Service (WSOS) Committees for the NC Association of Municipal Clerks
- Submitted application to start process of becoming a Master Municipal Clerk.
- Administered Oath of Office to new Police Officers, Roe O'Donnell and Kip Padgett
- Provided notary services for citizens
- Provided information for several public records requests for the public and staff
- Coordinated tours of the building for groups
- Coordinated the facility rental for use of the Ground Floor Training Room for different organizations
- Coordinated retreats for the Board of Commissioners and Department Directors
- Managed the process for the various advisory boards/commissioners
- Worked with Board of Elections staff and Wake Co. Human Services staff re: elections
- Participated in the orientation for our new commissioner

ECONOMIC DEVELOPMENT DEPARTMENT SUMMARY

The Economic Development Department is responsible for business recruitment and expansion for the Town.

PURPOSE STATEMENT

The Department works to attract and retain new businesses to Wake Forest to increase job opportunities for citizens and increase investment in the community.

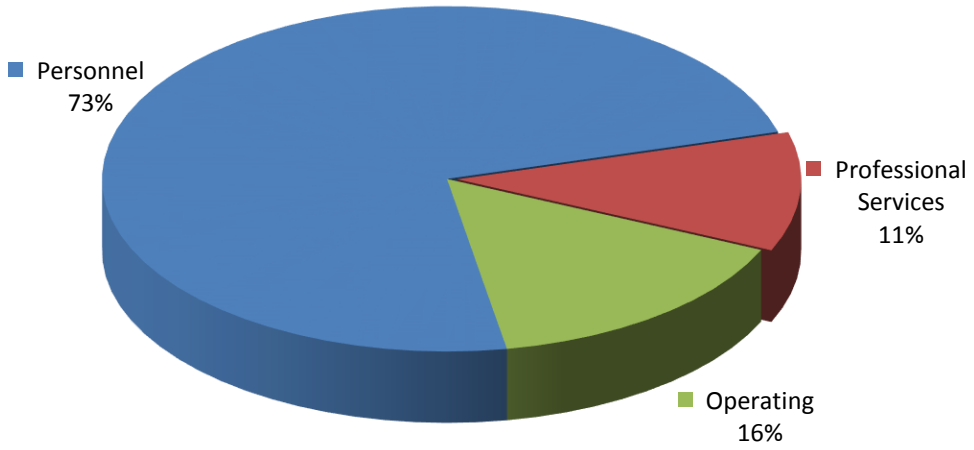
DEPARTMENT SUMMARY

Economic Development	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ -	$ -	$ -	$ 154,990	$ 164,820
Professional Services	-	-	-	20,000	25,000
Operating	-	-	-	38,145	34,795
Contributions	-	-	-	12,000	-
Total	**$ -**	**$ -**	**$ -**	**$ 225,135**	**$ 224,615**

SIGNIFICANT BUDGET CHANGES

- Economic development function transitioned to the town in fiscal year 2015 – 2016 within Administration
- New department has been established effective July 1, 2016

FY 2016 - 2017 – Budget



Total $224,615

AUTHORIZATION BY POSITION

Economic Development Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Economic Development Director	-	-	-	1	1
Economic Development Coordinator - PT	-	-	-	1	1
Total	-	-	-	2	2

Programs within Economic Development:

- Business Recruitment
- Business Retention

RECRUITMENT/EXPANSION

Staff provides leadership and management of the Economic Development initiatives to provide for the creation and retention of jobs within the Wake Forest Community. The Department also undertakes initiatives, in corporation with other departments, to improve the quality of life to make the Town an attractive place to locate businesses. The Department maintains a data regarding job creation, investments and other economic activities for the town. Staff will represent the Town throughout the region and state in economic development activities.

PROGRAM GOALS & OBJECTIVES

- Assist the Manager and Board in developing policies and procedures to attract new business.
- Maintain relationships with existing businesses within Wake Forest and assist them with needs.
- Manage and consistently evaluate the Futures Fund and other economic incentives.
- Provide support and assistance to businesses in the development process with the Town.
- **Develop an incentive policy for the Town (SP).**
- **Review and make recommendation for changes to the incentive guidelines for the futures fund (SP).**
- Establish an Economic Development Advisory Committee with operating policies and provide staff support.
- Review and recommend changes to the Economic Development Strategic Plan.

FY 2016 ACCOMPLISHMENTS

- Transitioned economic development program to the town's organizational structure
- Hired Economic Development Director – Jason Cannon – started April 2016

DOWNTOWN DEVELOPMENT DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

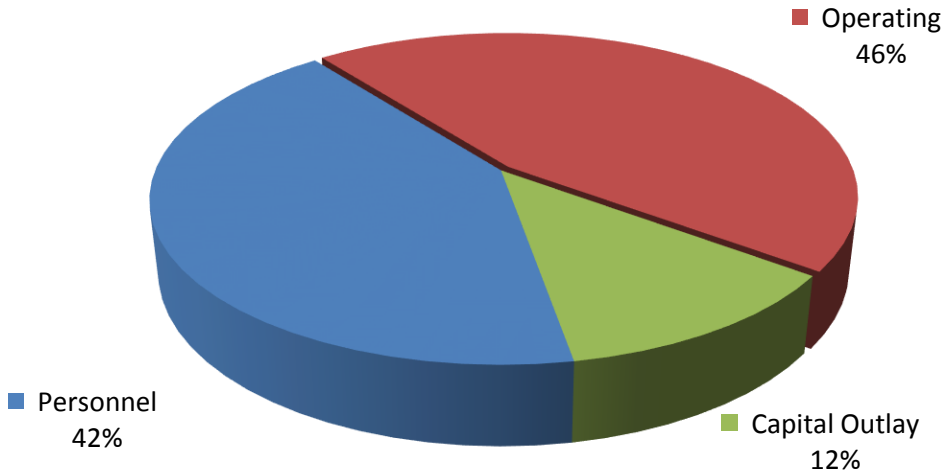
DEPARTMENT SUMMARY

Downtown Development	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 77,612	$ 89,480	$ 89,378	$ 111,620	$ 113,210
Operating	61,726	142,430	111,388	165,445	122,345
Capital Outlay	-	26,000	25,730	-	32,500
Total	**$ 139,338**	**$ 257,910**	**$ 226,496**	**$ 277,065**	**$ 268,055**

SIGNIFICANT BUDGET CHANGES

- Personnel reflects includes two permanent part-time program assistants to assist with facilitation of the downtown program.
- Capital outlay includes replacement banners along with a speaker system for S. White Street. Items requested in operating but moved to capital with proposed budget.

FY 2016 - 2017 – Budget



Total $268,055

AUTHORIZATION BY POSITION

Downtown Development Position	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Downtown Development Director	1	1	1	1	1
P/T Program Assistant	-	-	-	2	2
Total	1	1	1	3	3

Programs within Downtown Development:

- Economic Development
- Marketing/Promotions
- Organization

ECONOMIC DEVELOPMENT

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- **Held a design charrette that drew well-known architects into the Renaissance Area to share creative ideas on how to encourage in-fill development as well as improve existing properties. (SP)**
- **Continued to promote our Façade Improvement Program to spur improvements in our downtown (SP).**
- **Provided design assistance and guidance to multiple property owners who maintained historic preservation of their buildings and consequently qualified for FIG monies (SP).**
- **Served as a liaison between Downtown stakeholders and the Town of Wake Forest on individual properties for use changes/up fits (SP).**
- **Worked with Wake Forest Chamber staff and the Wake Forest Chamber Economic Development committee to further economic development in the Renaissance Area (SP).**
- **Maintained database of available properties and interested businesses and utilized this to help property owners looking for new tenants (SP).**

- **Worked with the Chamber to provide information and maps to realtors and in newcomer packages (SP).**
- **Worked with WFPD to host the National Night Out in the Renaissance Area to draw visitors downtown as well as to promote the downtown businesses (SP).**
- **Held first "Beach Night on White" event which was a huge success and drew 10,000 visitors to the Renaissance Area (SP).**
- **Held our annual Downtown Property Owner's Luncheon which had record attendance. The purpose of the luncheon is to promote relationship building between property owners as well as to spur ideas for individual owners to apply to their properties (SP).**
- **Hosted NC Main Street Basic Training that drew attendees from across the state for a three day meeting. (SP)**
- **Updated trailblazer signs in the Renaissance Area to drive business to our new Renaissance Centre (SP).**
- **Developed a day trip for NC State's lifelong learning program where students will visit and tour Downtown Wake Forest, the historic area, museum and points of interest in the town. (SP)**

MARKETING/PROMOTIONS

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- **Expanded the reach of our brand and program by increasing our print advertising, social media advertising, use of Downtown maps and videos (SP).**
- **Promoted a "Partnership Program" via WFD that will assist in promoting, evaluating and approving requests from civic organizations to partner on Downtown events and initiatives (SP).**
- **Coordinated a shop local event (Small Business Saturday) for the Downtown Merchants to help spur sales and attract new customers (SP).**
- **Worked with local military organizations to hold a monthly Flag Raising Ceremony to honor deceased Wake Forest veterans.(SP)**
- **Organized and managed the annual Wake Forest Christmas Parade, Lighting of Wake Forest, and Holiday Open House, Mardi Gras Street Festival, Dirt Day, Art After Hours, and the Wake Forest Classic Car Show (SP).**
- **Updated the current retail map and business services map to be distributed to local businesses, realtors, newcomer packets, area hotels, etc. (SP)**
- **Public promotion of Wake Forest Downtown with booths at Meet In the Street, Good Neighbor Day and Chamber Leadership days (SP)**
- **Served on many local groups and boards to enhance the partnership between the Town and the community including the Wake Forest Community Council, Wake Forest Downtown Business Alliance, Wake Forest Boys and Girls Club, and the Purple Heart Foundation of NC (SP)**

- **Worked with communications and public works to hang banners in the Renaissance Area that promote our branding, our events, and add to the pleasing aesthetics of our new streetscape project (SP)**
- **Held a September 11th event that involved many local schools and military organizations (SP).**

ORGANIZATION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- **Worked with the Wake Forest Police Department and the Downtown Business Alliance to host meetings between the respective organizations. Topics included discussing concerns from the merchants, share safety and security tips as well as a chance to get to know our WFPD leadership. Will be done on a periodic basis going forward (SP)**
- **Audited and updated the WFD database of property owners, businesses and volunteers (SP)**
- Attended Main Street Manager's Meetings and Conference
- Participated in new WFD Board Member recruitment and orientation
- Sent funding and grant opportunities to appropriate community groups
- **Attended Community Outreach Night in Heritage to promote the sense of connection for residents (SP).**
- **Engaged various community groups to volunteer at Downtown events throughout the year (SP).**

COMMUNICATIONS DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

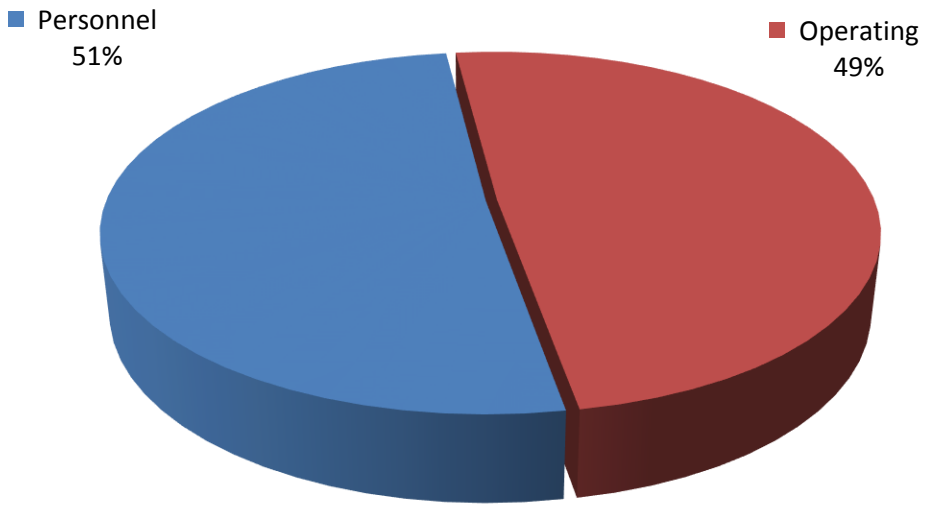
DEPARTMENT SUMMARY

Communications	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 232,660	$ 289,035	$ 275,709	$ 319,135	$ 322,410
Operating	225,008	310,865	289,995	349,280	312,130
Total	**$ 457,668**	**$ 599,900**	**$ 565,704**	**$ 668,415**	**$ 634,540**

SIGNIFICANT BUDGET CHANGES

- Personnel include additional funds for continuing with a part time graphics designer.
- **Increase in operating is attributed to additional monies for videographer and marketing efforts. Funds are offset by revenues received for advertising and sponsorships. (SP)**

FY 2016 - 2017 – Budget



Total $634,540

AUTHORIZATION BY POSITION

Communications Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Director of Communications and Public Affairs	1	1	1	1	1
Communications Specialist	1	2	2	-	-
Graphics and Design Coordinator	-	-	-	1	1
Marketing and Business Relations Specialist	-	-	-	1	1
Total	2	3	3	3	3

Programs within Communications Department:

- Communications

COMMUNICATIONS

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

PROGRAM GOALS & OBJECTIVES

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

- **Authorize all and direct most of the Town's public education and marketing campaigns (SP)**
- **Oversee or assist with the audio/video elements of the Town's capital projects (SP)**

FY 2016 ACCOMPLISHMENTS

Wake Forest App

- Maintained Town of Wake Forest app for iPhones, iPads, and Android devices that has been downloaded by over 9,300 smart phone users – over 2,000 since last year
- Introduced Wake Forest Live, Wake Forest Outdoors, Operation Bridge Exchange, and Friday Night on White functions to the app providing easy access to information about these popular community events
- Sent out over 100 push notifications (text messages) concerning time-sensitive town news and special events

Special Events

- Partnered with the Wake Forest Rotary Club to produce the 8th Annual State of the Town Address and Dinner. Approximately 200 area residents turned out for the event, which was broadcast on Wake Forest TV 10 throughout March and made available in streaming video.
- Helped coordinate and promote all downtown events, including Mardi Gras Street Festival, Friday Night on White, Beach Night on White, Dirt Day, the Lighting of Wake Forest, Wake Forest Christmas Parade, and more.
- Introduced Wake Forest Outdoors branding campaign to include springtime events such as Easter Egg Hunt, Carnival for the Kids, Arbor Day Celebration, Dirt Day, Six Sundays in Spring, and more
- Worked with Renaissance Centre to introduce and brand "Rockin' the Forest" music series
- Continued "Christmas in Wake Forest" advertising campaign to promote Christmas-related events in downtown Wake Forest, including Christmas Parade, Lighting of Wake Forest, Downtown Open House, and Pictures With Santa
- Serve on Meet in the Street planning committee and used town's website as chief resource to promote Meet in the Street
- Work with Fourth of July Planning Committee to promote the two-day event. Utilize the town's website as event's primary source of information.
- Continued working with Memorial Flag-Raising Committee to produce monthly flag-raising ceremonies.

Town of Wake Forest Website

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

Wake Forest Renaissance Centre Website

- Maintained website for the Renaissance Centre that effectively reflects the venue's brand
- Communicate regularly with Renaissance Centre staff to ensure current information is provided on the website

Social Media

- Added Instagram to our Social Media toolbox
- Manage the town's Facebook profile, which now has over 7,300 likes (up from 5,100 last year), and Twitter account which has 2,700 followers
- Utilized Facebook and Twitter to post town's press releases and videos, promote specific web pages, and highlight special events
- Utilized Facebook to share real-time photos of town-sponsored events
- Partnered with the police department to maintain and monitor Police Department Facebook profile and Twitter account

E-News/E-Alerts

- Managed town's email subscriber database which now includes over 8,900 subscribers (up from 7,800 last year).
- Continued to utilize Constant Contact to ensure brand consistency while delivering E-News, E-Notifier, and The Week Ahead.
- Sent out over 100 E-Alerts notifying subscribers of time-sensitive information, including road construction updates, traffic alerts and road closures, special meetings, town events, etc.

Wake Forest TV 10

- Collaborated with Wake Forest Police to produce "Do You Have What It Takes" recruitment video
- **Produced nearly 10 Wake Forest 411 videos (SP)**
- **Coordinated and produced approximately 10 episodes of *Wake Forest In Focus* spotlighting several Town of Wake Forest programs, services and special events (SP)**
- Produced special videos on Mardi Gras Street Festival, Good Neighbor Day, Christmas in Downtown Wake Forest, Meet in the Street, Six Sundays in Spring, Carolina Puppet Theatre, and Friday Night on White
- Broadcast the Wake Forest Christmas Parade throughout December 2015
- Broadcast 2016 State of the Town Address & Dinner throughout March 2016
- Continued to record and schedule the rebroadcast of town board of commissioners' meetings and planning board meetings

Press Releases

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

Printed Publications

- **Continued to design, print, and distribute *Our Town* newsletter six times/year and mail it to all residents in 27587 zip code and Wakefield (SP)**
- **Continued design and production of *RecConnect* three times/year (SP)**
- **Designed and produced posters, flyers, banners, rack cards, and other marketing materials for 33 town events in 2015 and 37 projected events in 2016 (SP)**
- **Coordinated the design and production of posters, flyers, banners, rack cards, and other marketing materials for 19 events and performances at the Renaissance Centre in 2015 and 23 projected events in**

2016 (SP)

- **Designed and produced 306 pages of Our Town, RecConnect, Guide to Wake Forest, 2015-16 Wall Calendar, etc. in 2015 and projected 212 pages in 2016 (SP)**

Public Relations

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

Town-to-Citizen Notification System

- Utilized Blackboard Connect to coordinate the town's town-to-resident notification program and served as primary contact
- Recorded and delivered approximately 10 automated phone calls informing area residents about town programs, services, and special events

Police

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

Other

- **Continued contract with Time Warner Cable to air videos promoting downtown Wake Forest, Renaissance Centre and Town of Wake Forest (SP)**
- **Continued contract with Marquee Cinemas - Wakefield 12 to run promo videos prior to movie showings (SP)**
- **Utilized Nextdoor to share targeted messages in various Wake Forest neighborhoods (SP)**
- Created and administered Communications Department customer service survey
- Created and administered website survey prior to launching new website
- Created and administered Engineering Department customer service survey
- Created and administered Pay As You Go customer survey
- Updated Youth Basketball survey for Parks, Recreation, & Cultural Resources Department

Awards

- The Town of Wake Forest was among several North Carolina state and local governments to earn recognition at the 2015 North Carolina Government Information Officers Association Conference. The Town of Wake Forest received second place awards for the "Operation Bridge Exchange" branding campaign and the Town of Wake Forest Historical Timeline.

HUMAN RESOURCES DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

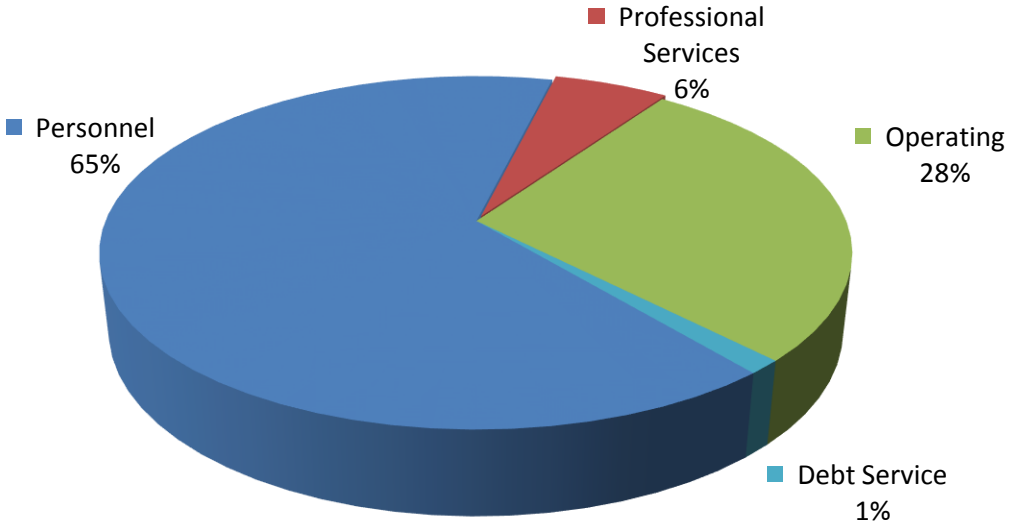
DEPARTMENT SUMMARY

Human Resources	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 367,841	$ 384,790	$ 375,002	$ 449,025	$ 335,720
Professional Services	1,526	21,750	10,758	39,400	30,400
Operating	117,176	132,440	116,339	215,585	143,935
Capital Outlay	-	-	-	-	-
Debt Service	6,611	6,615	6,611	6,620	6,620
Total	**$ 493,154**	**$ 545,595**	**$ 508,710**	**$ 710,630**	**$ 516,675**

SIGNIFICANT BUDGET CHANGES

- Decrease in personnel cost attributed to allocating a percentage of human resources function to Electric.
- **Professional services cost associated with additional training for supervisors. (SP)**

FY 2016 - 2017 – Budget



Total $516,675

AUTHORIZATION BY POSITION

Human Resources Position	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Human Resources Director	1	1	1	1	1
Human Resources Analyst	1	1	1	1	1
Safety Coordinator	-	-	-		-
Safety and Risk Manager	1	1	1	1	1
Sr. Human Resources Analyst	1	1	1	1	1
Human Resources Technician	-	-	-	1	-
Total	4	4	4	5	4

Programs within Human Resources

- Personnel
- Risk Management

PERSONNEL

The Human Resources Director manages the personnel system for the Town and guides the Manager, Department Directors, and Supervisors in adherence with all legislation including local, state, and federal regulations. Major areas of responsibility include: overseeing equal opportunity recruitment and selection, workforce planning, promotion of employees; employee relations; benefits and compensation administration; organizational development and training; retirement; the 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 act as a business partner to assist departments in their effort to meet the strategic goals of the Town of Wake Forest by assisting with attracting, recruiting, developing, and retaining quality employees.

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- **Managed all employee benefits including: medical, dental, life, short term disability, long term disability, disability retirement, general retirement, Colonial voluntary benefits, 401 (k) and retirement benefits (SP).**
- **Partnered with the Finance Department to transition from weekly paychecks to bi-weekly in keeping with Strategic Plan Goal # 4, Objective B – Convert payroll from weekly to bi-weekly. Scheduled and held budgeting sessions for employees in anticipation of the transition (SP).**
- **Audited Town of Wake Forest exempt positions in anticipation of upcoming changes to the Department of Labor Fair Labor Standards Act regulatory changes that are soon to come (SP).**
- **Complied with Affordable Care Act requirements to provide 1095-C forms to employees for the 2015 benefits coverage year. (SP)**
- **Facilitated recruitment and selection processes (assessment centers and interview panels) to assist several departments with recruiting and promotional efforts. Including recruitment for the new Town Manager and the new Economic Development Director. Used various forms of social media to help with these recruitment and selection processes (SP)**
- **Administered the BCBS Healthy Outcomes program which in conjunction with our wellness initiatives helped positively impact our health insurance premium (SP)**
- **Coordinated Open Enrollment meetings to educate employees on new benefit offerings (SP).**
- **Maintained a successful Employee Assistance Program and offered training as well as guidance (SP)**
- **Conducted the Pay and Classification Study with our consultant, Randy Billings. Audited job descriptions in the Pay & Classification Study (SP).**
- **Coordinated continuing educational opportunities for supervisors and employees on Sexual Harassment Awareness, Family Medical leave Act, Emergency Action Plan, and Conflict of Interests and Whistleblower Policies (SP).**
- **Implemented the Town's Internal Threat Assessment Committee to assess and evaluate: (1) What needs to be protected? (2) Who/What are the threats and vulnerabilities? (3) What are the implications if they were damaged or lost? and (4) What is the value to the organization? (SP)**
- **Continued to review and update the Personnel Policy as needed with training (SP)**
- **Completed several salary and benefit surveys (SP)**
- **Participated in several job fairs.**
- **Organized successful employee events including: United Way Campaign, Health and Wellness Fair, Flu Shot clinic, Blood Drives; and the annual Christmas luncheon (SP).**
- **Wellness Committee – Provided healthy eating initiatives, bi-annual wellness challenges; and offered monthly wellness tips to all employees and provided stress relief initiatives (SP).**
- **Safety & Risk Management – Continued to provide safety training; oversees the Town's property and liability insurance, workers' compensation program, and administers the substance testing program.**

RISK MANAGEMENT

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

PROGRAM GOALS & OBJECTIVES

- **Manage the Town's Safety Program by continually learning and understanding changes in regulatory requirements (SP).**
- **Develop, maintain, and update the Town's safety and risk management policies as required (SP).**
- **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 (SP).**
- **Manage the Town's Liability and Workers' Compensation Programs (SP).**
- **Review critical elements of leases, contracts, and agreements to reduce the Town's liability (SP).**
- **Review supervisory incident reports and conduct incident investigations, when necessary, to determine causal factors and corrective action (SP).**
- **Administer the Substance Abuse Program to comply with Town policies and DOT regulations regarding appropriate drug and/or alcohol testing for employees (SP).**
- **Coordinate and conduct training as required to comply with OSHA regulations, as well as other safety topics (SP).**

FY 2016 ACCOMPLISHMENTS

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

FINANCE DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

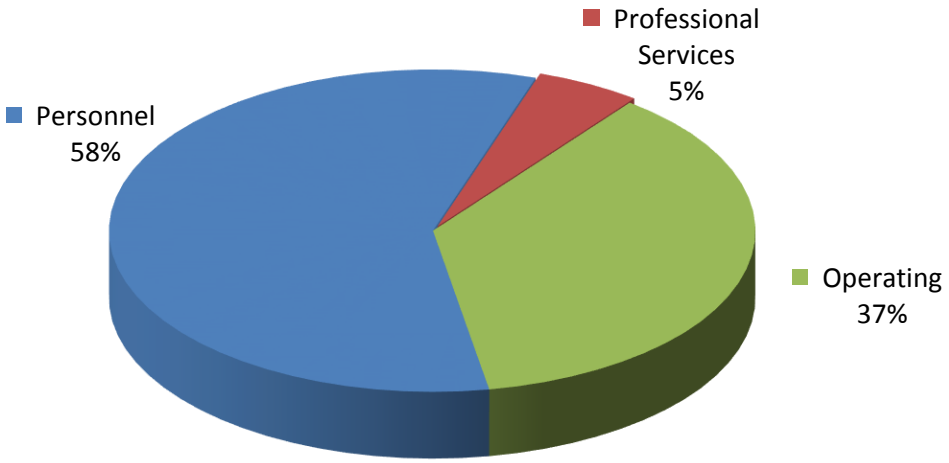
DEPARTMENT SUMMARY

Finance	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 903,584	$ 770,390	$ 737,091	$ 759,930	$ 730,545
Professional Services	47,471	39,900	39,749	66,350	66,350
Operating	339,756	391,760	387,938	489,675	464,430
Capital Outlay	27,327	48,000	14,000	-	-
Debt Service	9,459	9,465	9,459	-	-
Total	**$ 1,327,597**	**$ 1,259,515**	**$ 1,188,237**	**$ 1,315,955**	**$ 1,261,325**

SIGNIFICANT BUDGET CHANGES

- **Personnel reflects addition of Senior Budget Analyst position to start January 1 (SP)**
- Allocated personnel costs to Electric were increased attributing to the decrease in personnel costs
- **Funds included in professional services to conduct a fraud risk assessment (SP)**
- Operating increases attributed to new position and additional tax collection costs

FY 2016 -2017 Budget



Total $1,261,325

AUTHORIZATION BY POSITION

Finance Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Finance Director	1	1	1	1	1
Financial Project Analyst	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accountant	1	1	1	1	1
Accounting Technician	2	2	2	2	2
Office Assistant	1	1	1	1	1
Budget Analyst	-	-	-	1	1
Purchasing Manager	1	1	1	1	1
Buyer	-	1	1	1	1
Sr. Inventory Specialist	2	1	1	1	1
Inventory Specialist	1	1	1	1	1
Customer Service Supervisor	1	1	-	-	-
Customer Service Manager	-	-	1	1	1
Customer Service and Collectons Supervisor	-	-	1	1	1
Utility Billing Specialist	1	2	1	1	1
Utility Billing Assistant	1	-	-	-	-
Customer Service Representative	2	2	2	2	2
Customer Service Field Tech	1	1	1	1	1
Customer Service Technician	-	-	-	-	-
Energy Auditor*	1	1	-	-	-
Total	18	18	17	18	18

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

Programs within Finance:

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

FINANCIAL MANAGEMENT AND FISCAL OPERATIONS

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

PROGRAM GOALS & OBJECTIVES

- Provide monthly financial reports for Department Heads and the Board of Commissioners
- Provide quarterly financial and programmatic reports of bond projects for the Board of Commissioners
- Prepare all work papers and schedules for the annual audit
- **Prepare Comprehensive Annual Financial Report (CAFR) and submit to GFOA for consideration (SP)**
- Present annual CAFR to the Board of Commissioners by December 2016
- Maintain regular monthly or quarterly reconciliations of all balance sheet accounts
- **Apply for GFOA Distinguished Budget Award (FY 2016-2017 Budget) by September 2016 (SP)**
- **Work with Communications department to improve financial transparency on Town's website (SP)**
    - **Provide citizens with financial information that is easily understood**
- Provide accurate and meaningful financial analysis and forecasting
- Continue updating internal desktop standard operating procedures for all accounting positions
- Update Capital Improvements Plan by February 2017
- Assist Town Manager in preparing recommended Annual Operating Budget by May 2017
- **Maintain the highest bond rating possible for the town (SP)**
- Coordinate and facilitate software data flow and functionality enhancements for all departments utilizing New World systems
- Continue to streamline and update current processes and procedures replacing paper with electronic processes (i.e. check requests, travel expense reports and timesheets)
- Implement the use of a company-wide intranet service to more effectively report and distribute information
- **Continue to update debt issuance plan and assess the timing of the next bond referendum (SP)**
- **Develop cash flow plan for town by September 2016 (SP)**
- **Develop long-range financial plan – five year forecast of revenues and expenditures by January 2017 (SP)**
- **Establish fund reserve for asset repair and replacement by June 2017 (SP)**
- Work with town attorney and NC Wireless Research center to complete modifications to loan agreement by July 2016.
- Develop Popular Annual Financial Report (PAFR) for submission to GFOA for consideration
- Retain Cherry Bekaert to conduct a town wide fraud risk assessment
- Hire Senior Budget Analyst by January 1, 2017

FY 2016 ACCOMPLISHMENTS

- Completed the FY 2015 annual audit conducted by Cherry Bekaert resulting in an unqualified "clean" opinion with no audit findings.
- Prepared and wrote our own financial statements for the FY 2015 annual audit
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Governmental Finance Officers Association (GFOA) for the twenty-fifth (25th) consecutive year
- **Received the GFOA Distinguished Budget Award for the second (2nd) consecutive year (SP)**
- Updated and enhanced the Capital Improvements Plan for FY 2016-2021
- Facilitated annual budget process and assisted the Town Manager with the FY 2016-2017 proposed budget
- Coordinated installment purchase financing for equipment and vehicles included in FY 15–16 budget
- **Converted payroll from weekly to bi-weekly in July 2015 (SP)**
- **Updated town's internal control policy in February 2016 (SP)**
- **Update town's fund balance policy in February 2016 (SP)**
- Continued work with staff to effectively utilize the town's financial management software
    - Bank Reconciliation – electronically reconcile bank accounts
    - Project Accounting – expanded the use of this module to track various projects which are non-grant related

    - Established a new Grants and Special Revenue Fund to enhance reporting and tracking of grants
    - Decision Support Services (DSS) – built multiple custom reports to assist with management processes
    - Vendor Service – performed a major cleanup of the vendor files to be more inclusive
    - Government Reporting – used the software to build and create statements needed CAFR
    - Established a listserv for the NC Local Users of the software
- Continued work with town's primary financial institution to expand the ePayables system by engaging in a second enrollment campaign
- Provided finance staff with one-on-one training for using the New World System
- Submitted quarterly status reports to the Board of Commissioners for $4.3 million in GO Bonds issued in 2015
- Provide Department Directors with quarterly reports on open purchase orders
- Increased efficiency through the use of electronic processes
    - No longer paper making copies of the accounts payable checks, accounts payable reports, payroll reports and customer services revenue daily collection reports
- Updated and enhanced information on the department's external website
- Enhanced use of Enterprise Spend Platform with staff entering purchasing card information directly into system improving data collection and analysis
- Added eSuite HR/Employee Portal module
    - Allows employees to access direct deposit notices – another initiative to eliminate paper processes
    - Employees will be able to view accrual, benefits, deductions, pay rate and position. They will be able to request changes to contacts, bank information, personal and tax information.
- **Initiated relationship with broker to invest town funds in agencies to increase return on investment (SP)**
- Worked with Wake County tax assessor to provide information about the 2016 revaluation of property
- **Facilitated and coordinated issuance of $5.1 million in refunding bonds to refinance the outstanding 2006 Public Improvement bonds resulting in approximately $400,000 savings over the remaining life of the bonds. (SP)**
- **Retained and worked with consultant to update fire impact fee (SP)**
- **Retained and worked with consultant to conduct comprehensive cost allocation and electric rate design study (SP)**

BILLING AND COLLECTIONS

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

CUSTOMER SERVICE

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

PURCHASING

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

PROGRAM GOALS & OBJECTIVES

- Achieve a minimum (2-3 days) turn- around time for requisition/purchase order processing.
- Update Purchasing Manual to reflect changes in NC General Statutes and Town policies.
- Provide employee training on the Town’s purchasing procedures.
- Oversee surplus disposal.
- Improve purchasing through training and conference education.
- Monitor departmental budgets when requisitions are submitted to assure funds are available.

- Assure that contractors are properly insured and that the Town has a copy of their certificate of insurance on file.
- Develop a computer shared certificate of insurance file to aid in finding certificates more quickly.
- Cross train Purchasing/ Warehouse employees to ensure tasks are completed in a timely manner.
- Ensure that the new E-Verify and Iran Divestment Act procedures are followed.

FY 2016 ACCOMPLISHMENTS

- Continued to dispose of surplus items on GovDeals
    - To date, over $676,734 has been received from sell of surplus items
- Continued to train employees on requisition software
- Developed a Memo of Understanding shared folder to make finding MOU's more efficient.
- Updated pickup and payment procedures for surplus metal.
- Successfully complied with the HUBSCO reporting procedures for building construction and repairs.
- Facilitated the sale of electric meters that were part of town-wide meter change-out.
- Developed list of purchasing procedures that was presented to town staff and are also given to all new employees trained on requisition entry software.

INVENTORY AND WAREHOUSE MANAGEMENT

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Initiated a contract with a new company to handle the disposal of hazardous lighting waste material.
- Retagged and updated our outside inventory stock.
- Reorganized the automotive filter room.
- Coordinated the change-out of electrical department uniforms.
- Reviewed and updated our Material Safety Data Sheets that we are required by OSHA to keep.
- Implemented weed spraying schedule to control the weed growth on the warehouse yard.

MANAGEMENT INFORMATION SYSTEMS DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

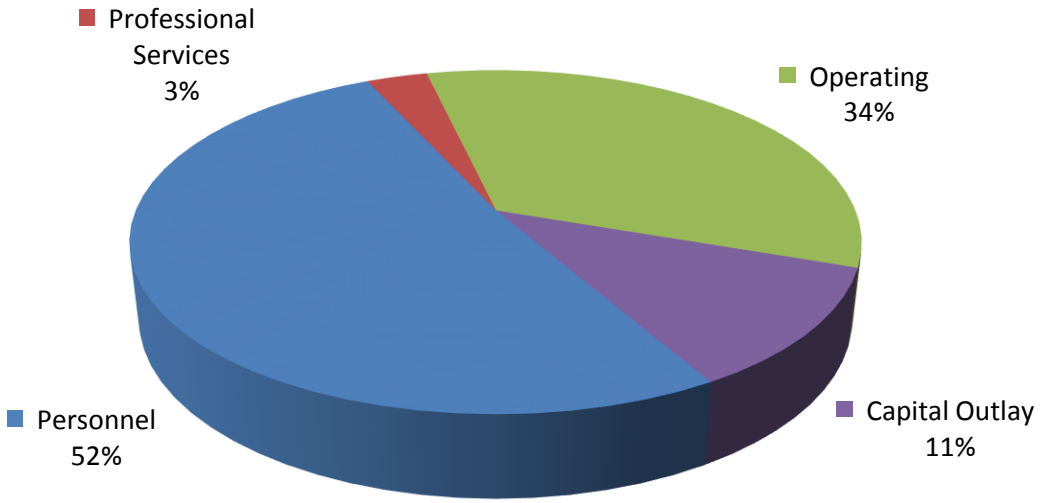
DEPARTMENT SUMMARY

MIS	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 469,090	$ 490,290	$ 489,916	$ 605,145	$ 563,605
Professional Services	-	35,000	39,000	40,000	35,000
Operating	237,292	331,850	360,044	371,330	371,330
Capital Outlay	23,091	321,000	271,500	286,000	125,000
Total	**$ 729,473**	**$ 1,178,140**	**$ 1,160,460**	**$ 1,302,475**	**$ 1,094,935**

SIGNIFICANT BUDGET CHANGES

- **Personnel reflects the addition of an Applications Analyst position to start January 1, 2017 (SP)**
- **Significant amount of operating is for maintaining the Town's existing IT infrastructure and for Strategic Plan initiatives (SP)**

FY 2016 - 2017 – Budget



Total $1,094,935

AUTHORIZATION BY POSITION

MIS Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
IT Director	1	1	1	1	1
GIS Analyst	1	1	1	1	1
IT Analyst	2	2	2	2	2
Systems Administrator	1	1	1	1	1
Network Administrator	-	-	-	1	-
Application Analyst	-	-	-	1	1
Total	5	5	5	7	6

Programs within Management Information Systems:

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

INFORMATION TECHNOLOGY

The IT team maintains a network infrastructure consisting of 14 interconnected physical locations. Infrastructure includes a combination of 52 physical\virtual servers, redundant iScsi storage area network (SAN) appliances, 50+ network appliances and 200+ laptop\workstations. Supported applications include: financial accounting systems, automated meter reading system, SCADA, GIS, BOC online meeting streaming and agenda management, Town web site, work order, inventory, utility online billing, inspections, report writing system, in car video capture and public safety applications including police to citizen online reports. Additional responsibilities include corporate voice\phone, email, anti-virus, security, data retention, mobility access, web services, and print services.

PROGRAM GOALS & OBJECTIVES

- **Work with technology advisory board to stimulate economic development (on going) (SP)**
- VoIP phone system refresh
- **ESRI - GIS hardware and software refresh (SP)**
- **Intranet for employee internal communications (SP)**
- **Explore public WI-FI for the Renaissance Area (SP)**
- Performance Management software for employee tracking
- **Enhance public WI-FI for park locations (SP)**
- Replace server\workstation\laptop per life cycle
- **Upgrades and enhancements to the existing financial enterprise applications (SP)**
- **Upgrades and enhancements to the existing public safety enterprise applications (SP)**
- The addition of a Network Administrator and Application Analyst to the MIS department
- Update IT policies
- Assist with public records requests
- **Assist with the Threat Assessment Work Group (SP)**

FY 2016 ACCOMPLISHMENTS

- **Work with technology advisory board to stimulate economic development (On Going) (SP)**
- Town Hall network infrastructure refresh
- GIS plotter and multi-functional printers refresh
- MS Exchange refresh
- **Feasibility for Downtown digital signage and public WI-FI (SP)**
- Disk\Tape data storage upgrade
- **Enhance public WI-FI for park locations (SP)**
- Replace server\workstation\laptop per life cycle
- **Cost analysis for fiber network from Town Hall to Town owned remote sites (SP)**
- **Granicus Boards and Commission automation (SP)**
- **Develop disaster recovery and business continuity plan (On Going) (SP)**
- **Relocate and expand disaster recovery (DR) systems at Public Works (On Going) (SP)**
- Server room uninterruptable power supply (UPS) upgrade
- MS Office Suite refresh
- **New World Systems hardware refresh (SP)**
- Offer in-house MS Office training
- Deploy fiber network backbone to Facilities site
- **Assist with point of sale (POS) deployment to Ren Centre (SP)**
- Deploy wireless access for specific Town sites
- Enhance network connectivity to park sites (Old Mill Stream)
- Update IT policies
- Assist with public records requests
- Completed 1764+ service tickets between March 23, 2015 and March 23, 2016

GEOGRAPHIC INFORMATION SYSTEMS

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

PROGRAM GOALS & OBJECTIVES

- Replace internal ArcGIS Viewer for Flex application used by Public Works and the Police Department with a newer technology such as Web AppBuilder for ArcGIS
- **Offer additional GIS related features and services to support Town functions (SP)**
- Create maps and data sets to support major Town projects
- Create the annual Powell Bill map which is submitted to NCDOT
- Create maps to support monthly development report
- **Create and maintain data for SeeClickFix application (SP)**
- Maintain internal web mapping applications using FlexViewer
- **Maintain interactive maps and tours using ArcGIS Online (SP)**
- **Create data to support monthly updates of the CAD maps (SP)**
- Create maps for display on various Town webpages
- Create annexation, zoning, recreation and other Town facility data for submission to Wake County GIS to keep iMaps up to date
- **Create maps for rezoning, subdivision and other development cases that are presented to the Planning Board, Board of Commissioners and public (SP)**
- Create maps and data to coordinate with transportation project consultants hired by the Town for various projects
- **Create maps to communicate specific project needs meeting the goals of long range planning efforts**

with NCDOT, CAMPO and neighboring municipalities (SP)

- Coordinate electric and cemetery data updates with consultants
- **Create map and charts for inclusion Town publications (SP)**

FY 2016 ACCOMPLISHMENTS

- Completed Historic Places in Wake Forest poster update
- **Created Police Zone maps with neighboring jurisdictions (SP)**
- Teach iMaps class to Town employees
- Updated City Limits GIS layer
- Updated 2016 Mardi Gras event map
- **Updated mapping layers for PD OSSI CAD system (SP)**
- Performed monthly Geodatabase Maintenance
- Completed yearly development report maps
- Created Road Closure maps
- **Created new maps for the official Guide to Wake Forest (SP)**
- Created a Sidewalk Replacement & Streetlight Installation project maps
- Mapped Wake Forest National Register Historic District UTM Coordinates
- Created map showing all the streets in the Wake Forest Power Service area
- Created and sent a Rezoning case packet to Wake County
- Completed work on Maps for National Trails Days Event
- Completed map showing CIP transportation projects
- Completed work on an Interactive Map for the Bridge Replacement Projects
- Updated new address points on new parcels created with the Town's City Limits that occurred in December 2015
- Created several large maps for Town employees working on various projects
- Working on an Erosion and Sediment Control permit project map and interactive map
- Updated Pedestrian Signal layer
- **Created a Primary Fire District Map (SP)**
- Created Planning Case Maps for new Development
- Prepared map showing new Wake Forest Fire Dept. Response areas
- **Created a new Fire Hydrant Districts overview (SP)**
- **Story Map of Smith Creek Greenway (SP)**
- Completed 2015 Powell Bill Map
- **Story Map (map tour of the Historic Places in WF) (SP)**
- Completed ArcGIS online interactive web map for the 2014 Bond Referendum
- **Created a internal address look up app for Parks & Recreation (SP)**
- Created grant project maps
- 2015 Town of Wake Forest Annexation Data that Wake County will be submitting to the US Census Bureau for their 2016 BAS program

PLANNING DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

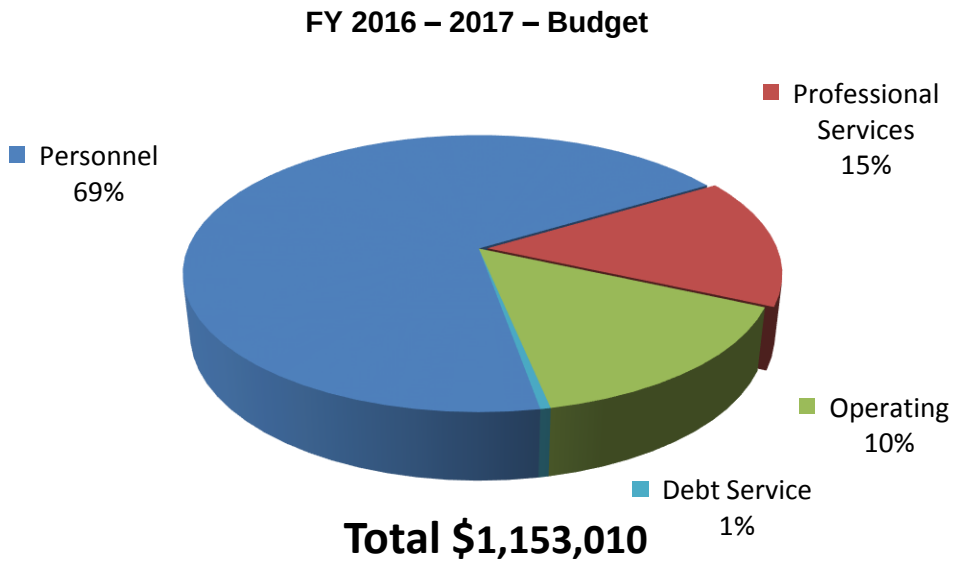
Assist in the improvement of the quality of life and the built environment, and to facilitate the accessibility of services and opportunities within the Town of Wake Forest through comprehensive planning and action.

DEPARTMENT SUMMARY

Planning	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 699,625	$ 812,595	$ 686,732	$ 862,240	$ 797,665
Professional Services	26,745	120,000	136,350	276,000	176,000
Operating	97,983	100,260	91,800	287,320	173,820
Debt Service	5,506	5,510	5,506	5,525	5,525
Total	**$ 829,860**	**$ 1,038,365**	**$ 920,388**	**$ 1,431,085**	**$ 1,153,010**

SIGNIFICANT BUDGET CHANGES

- **Funds included for update of Renaissance Plan for downtown which attributes the increase in professional services (SP)**
- Operating includes historic preservation expenditures including biennial Christmas tour



AUTHORIZATION BY POSITION

Planning Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Planning Director	1	1	1	1	1
Assistant Planning Director	1	1	1	1	1
Office Assistant	1	1	1	1	1
Transportation Planning Manager	-	1	1	1	1
Planner	1	1	2	3	2
Senior Planner	3	3	2	2	2
Total	7	8	8	9	8

Programs within Planning:

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

ADMINISTRATION

The Administration staff consists of the Planning Director, Assistant Planning Director, Transportation Planning Manager, Senior Planner (2), Planner (2) and Office Assistant. The Planning Director supervises, coordinates and directs the personnel and work operations of the Department. The Planners perform responsible professional level work in the areas of current and comprehensive planning, land use controls, and program administration.

PROGRAM GOALS & OBJECTIVES

- Administer departmental programs: Planning, Historic Preservation, Housing and Community Revitalization.
- Prepare and monitor annual budget and capital improvement plan for the Department.
- Update and implement Department work plan.
- Continue implementation of Strategic Plan established by the Board of Commissioners.
- Add new positions: Planner (subdivision administration/design review); Planning Technician.

FY 2015 ACCOMPLISHMENTS

- Filled planner position due to resignation.
- Filled transportation planner position.

PLANNING

Staff strives to further the welfare of the citizens of Wake Forest by creating a better, more healthful, convenient, efficient, and attractive community environment through the application of intelligent foresight and planned administrative and legal coordination. The Development Services section of the Planning Department ensures that changes to the community's physical environment comply with the applicable land development plans, policies, and ordinances. The Development Services staff focuses on development proposals, zoning requests, flood damage prevention, code enforcement, annexations, street closings, variances, and addressing. This group also oversees the Technical Review Committee activities and provides staff support to the Planning Board, Design

Review Board and Board of Adjustment. The Planning Services section of the Planning Department provides for the development of plans and policies to guide the physical development of the community and the necessary regulatory controls for implementation. This group provides staff support to the Planning Board, Comprehensive Planning Committee, Historic Preservation Commission, and Design Review Board. The Transportation Planning section of the Planning Department performs transportation planning functions in coordination with the Engineering, Parks and Recreation, and Public Works Departments. This group provides staff support to the Planning Board and the Greenways Advisory Board. The aforementioned advisory boards and commissions perform key functions for the administration of the program. Planning staff provides administrative and technical support.

PROGRAM GOALS & OBJECTIVES – DEVELOPMENT SERVICES

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

FY 2016 ACCOMPLISHMENTS

- Coordinated training sessions on-UDO processes and responsibilities with Planning Staff and members of the Planning Board and Design Review Board.
- Continued to improve communications through the use of website.
- Maintained interactive active developments map for website.
- Updated all land use maps monthly.
- Issued 4 floodplain determination letters, reviewed 4 Letters of Map Revisions, reviewed one no-rise certificate, and received 3 appeals to the proposed NFIP map updates.
- Staff coordinated with Wake County and North Carolina Emergency Management to host a regional public meeting to provide information to citizens regarding proposed NFIP map updates.
- Staff attended State Certified Floodplain Managers Conference and maintained Certified Floodplain

Manager status.

- Completed Boundary & Annexation Study and provided support data to U.S. Census Bureau.
- Held Technical Review Committee meetings monthly.
- Maintained and updated the Annual Wake Forest Development Report.
- Maintained the monthly development activities report that include information regarding building and development permitting, development projects and new businesses.
- Issued 750 development permits.
- Performed 80 master plan reviews.
- Performed 150 construction plan reviews.
- Performed 150 final plat reviews.
- Performed 50 architectural design reviews.
- Issued 125 sign permits.
- Reviewed and processed 13 petitions (rezoning, special-use permits, ordinance amendments and variances) and 15 major plan review applications (site and subdivision).
- Cited and abated 125 ordinance/code violations.
- Issued 35 zoning verification letters.
- Processed 6 annexation petitions.
- Staff attended various conferences for continuing credit hours towards AICP, CFPM and CZO certifications.
- Responded to 10,500 citizen and customer inquiries.
- Completed the Wake Co. Public School System long range planning unit growth projection forecast & associated map.
- Participated in the Wake Forest Chamber of Commerce Youth Leadership, Leadership Wake Forest, and Youth CONNECT programs providing outreach from the Town and the planning profession.
- Implemented the New World System Community Development Project Planning Module to provide for a comprehensive tracking program for new development applications.
- Assisted the City of Raleigh on a project to incorporate addresses from the merger communities into the City of Raleigh's Master Address Repository.
- Worked with the MIS Department and Wake County to implement the roll-out of the Master Address Repository and county-wide addressing software.
- Coordinated activities towards economic development and the development process with the Wake Forest Chamber of Commerce.

PROGRAM GOALS & OBJECTIVES – PLANNING SERVICES

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

FY 2016 ACCOMPLISHMENTS

- **Held the Planning Board Academy, from February to May 2016, with 26 participants. [SP]**
- Staff served as a liaison to the WF Downtown, Inc. Board of Directors.
- **Began the update of the "Renaissance Plan for the Heart of Wake Forest." [SP]**
- **Updated several department web pages related to Planning Services. [SP]**

PROGRAM GOALS & OBJECTIVES – TRANSPORTATION PLANNING

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

FY 2016 ACCOMPLISHMENTS

- **Maintained the Active Transportation Map and individual transportation project web pages. [SP]**
- Planned and conducted the 7th Annual Bicycle Safety Fair. The 2016 event was held in conjunction with the Meet-in-the-Street Festival. Distributed "Rules of the Road" wallet cards, "Share the Road" pamphlets for bicycle safety education for motorists and cyclists and bicycle helmets.
- **Updated the Bicycle and Pedestrian brochure/map "BikeWalkRun Wake Forest" to highlighting pedestrian and bicycle facilities, routes and popular destinations (parks, trailheads, shopping areas, schools, churches, etc.) and locations of bicycle parking racks. [SP]**
- Continued project administration for the Town's LAPP funded projects: Ligon Mill Road Operational Improvements (right-of-way/construction); Stadium Drive Complete Streets & N. Avenue Resurfacing (right-of-way); Wait Avenue (design/right-of-way/construction); W. Oak Avenue (right-of-way/construction); Smith & Sanford Creek Greenway (construction); and Dunn Creek Greenway – Downtown Connector (construction).
- Submitted two bicycle/pedestrian and two roadway project proposals in response to the FFY2017 call for LAPP projects. Roadway: Durham Road Operational Improvements – requested right-of-way & construction funding to support road and sidewalk improvements from Retail Drive to Tyler Run Drive; Harris Road Operational Improvements – requested right-of-way & construction funding to support to add a roundabout at Harris Road/Wall Rd/W. Oak Avenue intersection and sidewalk or multi-use path on Wall Rd from Harris Rd to Walridge Rd.
  Bike/Ped: Dunn Creek Greenway – requested right-of-way & construction funding to support a greenway connection from Dunn Creek-Downtown Connector to Ailey Young Park (approx. 1.53 miles); Richland Creek Greenway – requested right-of-way & construction funding to support a greenway connection from Barnford Mill Rd to Richland Hills Avenue (approx. 1 mile).
- Awarded $941,000 dollars in Wake County Open Space funding (2015 funding cycle). This funding will support the extension of Smith Creek Greenway, specifically the section beginning at Burlington Mills Road extending north to Ligon Mill Road and connecting to the Smith & Sanford Creek Greenway junction.
- Awarded $2.5 million dollars in FFY2017 Locally Administered Projects Program (LAPP) funding for Durham Road Operational Improvements project. The purpose of this project is to implement a Complete Streets vision along Durham Road (NC 98 Bus) from Retail Drive to Tyler Run Drive. The lanes within the existing project area vary from 6-lanes from Retail Drive to NB US1 Ramp to 2-lanes from NB US1 Ramp to Tyler Run Drive. Improvements from Retail Drive to Cloverleaf Drive include adding sidewalk to both sides of Durham Road behind existing curb & gutter. From Cloverleaf Drive to the US NB Ramp, improvements involve adding a dedicated sidewalk section through the interchange along the south side of Durham Road, inclusive of the addition of curb & gutter and the adjustment of existing concrete barrier rail and guardrail through the overpass. East of US 1 NB Ramps, the improvements include a three-lane curb & gutter section from St. John's Episcopal Church driveway to Richland Drive, sidewalk on both sides, sharrows, and greenway. This project would extend the center turn lane for the full length of the corridor.

Raised/landscaped medians will be added in certain sections of the project area. Curb and gutter and paved wider shoulders will be added on both sides of the roadway. Shared-lane bicycle markings (called "sharrows") will be added to the travel lanes in designated areas along the corridor.

- Submitted two SPOT 4.0 bicycle/pedestrian project proposals; US-1A Bicycle Lanes: Rogers Road to Forbes Road and Wake Forest Bypass Greenway (NC98 Bypass): Durham Road to Heritage Lake Road.
- Submitted a 2016 Clean Water Management Trust Fund (CWMTF) acquisition grant application.
- Continued project coordination with NCDOT Design-Build representatives for the town's four bridge replacement projects: Purnell Road; W. Oak Avenue; Forestville Road; and Rogers Road. The Forestville Road and Rogers Road projects will incorporate road widening.
- Continued serving as project manager for the Comprehensive Wayfinding Signage Plan for Parks & Greenways during the implementation of Phase 1 of the signage plan.
- Continued to implement a successful Adopt-a-Trail Program. Volunteers logged several hours completing clean-up and trail enhancement projects.
- **Town staff and Greenways Advisory Board coordinated a special Day of Service on National Public Lands Day offering four volunteer service options for the community; Heritage High School Soft Trail-trail cleanup, invasive plant removal and soft trail construction; Wake Forest Reservoir-trail cleanup and wildflower education; Sanford Creek Greenway at Heritage South - trail and stream cleanup; and Richland Creek Greenway at Olde Mill Stream - trail cleanup and tree planting. [SP]**
- **Held a National Trails Day event during the first Saturday in June, offering environmental exhibits along the E. Carroll Joyner Park trails for the community to enjoy. Participants received a 'passport' in which they would need to collect stamps as they complete the environmental stations. [SP]**
- Continued working with the Greenways Advisory Board and Communications Department to refine Adopt-a-Trail program materials and website information.
- **Town staff and Greenways Advisory Board (GAB) members spoke to various school groups, Home Owner Associations and civic groups about Wake Forest greenways and the Adopt-a-Trail Program. [SP]**
- The GAB participated in Good Neighbor Day, Dirt Days, Citizen Informational Workshops for greenway projects, and responded to greenway inquiries.
- Attended Capital Area Metropolitan Planning Organization (CAMPO) Technical Coordinating Committee (TCC), Bicycle & Pedestrian Stakeholders Group (BPSG), Metropolitan Transportation Improvement Program (MTIP), Locally Administered Projects Program (LAPP), Long Range Transportation Plan (LRTP), and US 1 Council of Planning meetings.
- Hosted the 2016 Triangle Bicycle & Pedestrian Workshop. The workshop focused on an array of bicycle and pedestrian topics, including local and statewide initiatives, N.C. Department of Transportation and legislative updates, the Wake County Greenway Plan, Safe Routes to Schools and more. Many workshop attendees participated in walking tours based on the following topics; Revitalization of South White Street & Historic Preservation, Franklin St. Streetscape Improvements, and Town Hall LEED Platinum Certification.
- Staff served as a workshop presenter at the NC Bike Summit and NCAPA Annual Conference.
- Staff served as Town liaison to the US-1 Council of Planning.
- Staff served on the NCAPA Fellowship Committee.
- Staff served on CAMPO Northeast Area Study Committee.
- Staff served on Wake Active Transportation Subcommittee.
- Staff served on the Technical Coordinating Team for the Wake Transit Investment Strategy.

HISTORIC PRESERVATION

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

PROGRAM GOALS & OBJECTIVES

- **Complete the Walking Tour brochure and app for the Historic Districts. [SP]**
- **Host the biennial Christmas Historic Homes Tour in December 2016. [SP]**
- Apply for a Certified Local Government Grant for training workshops.
- Complete the update of the Design Guidelines for the Local Historic District.
- Attend the Preservation North Carolina annual conference and/or the NC Main Street annual conference.
- **Provide additional training opportunities for staff, HPC members, and the public. [SP]**
- Continue to 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.
- **Update the Historic Preservation Portion of the Town Website. [SP]**
- Respond to citizen inquiries.

FY 2016 ACCOMPLISHMENTS

- Attended the Preservation North Carolina annual conference in Salisbury in September 2015.
- Attended the NC Main Street Conference in Goldsboro in March 2016.
- Applied for two CLG Grants for two workshops.
- Received the Stedman Incentive Grant from Preservation NC for the rehabilitation of the Ailey Young House ($10,000).
- **Received a Certified Local Government Grant from the NC Historic Preservation Office for the narration component of the online walking tour ($7,000). [SP]**
- Oversaw the first phase of stabilization at the Ailey Young House completed in August 2015.
- Held a regional Certified Local Government Training for historic preservation commission members and staff (attended by over 40 participants from Charlotte to New Bern), in partnership with the Wake County Historic Preservation Commission.
- Began updating the Historic District and Local Landmark Design Guidelines.
- **With cooperation from the Communications Department, completed a brochure entitled, "A Citizen's Guide to the Certificate of Appropriateness Process" and distributed the brochure to all local landmark owners and property owners in the local historic district. [SP]**
- Designed and purchased 6 plaques for Local Historic Landmark Properties.
- Adopted a Historic Preservation Commission logo.
- Sponsored the Smithsonian Exhibit at the Wake Forest Historical Museum.
- Sponsored the Wake Forest Christmas Parade.
- Made a donation to the Forestville Baptist Church to assist with the roof replacement to preserve the National Register Listed historic property.
- Approved 12 applications for Certificates of Appropriateness, including 5 minor COAs.
- Completed Annual report for SHPO and maintained Certified Local Government (CLG) status.
- Responded to numerous inquires and requests for information from realtors, potential home buyers, historic district homeowners, and the general public.
- Served on the Design Review Committee for Wake Forest Downtown, Inc.
- Served on the Organization Committee for Wake Forest Downtown, Inc.

HOUSING AND COMMUNITY REVITALIZATION PROGRAM

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- **Completed construction of Caddell Street. [SP]**
- Completed plans for spray ground at Taylor Street Park.
- Continued Town participation in the Wake County HCR program through FY2018.
- Cooperated with Wake County HCR in the adoption of the FY2015-16 Action Plan.

INSPECTIONS DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

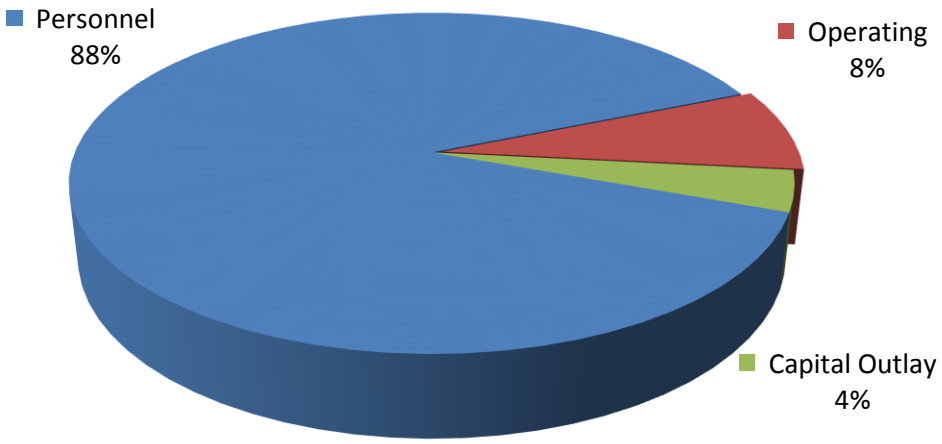
DEPARTMENT SUMMARY

Inspections	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 1,198,954	$ 1,255,950	$ 1,209,907	$ 1,309,055	$ 1,336,855
Operating	77,617	116,150	85,013	120,870	118,670
Capital Outlay	21,321	-	-	112,500	59,000
Total	**$ 1,297,892**	**$ 1,372,100**	**$ 1,294,920**	**$ 1,542,425**	**$ 1,514,525**

SIGNIFICANT BUDGET CHANGES

- Personnel reflects CEO (Fire Inspector) position to start October 1, 2016
- Capital reflects vehicles for new position along with scheduled replacement

FY 2016 - 2017 – Budget



Total $1,514,525

AUTHORIZATION BY POSITION

Inspections Position	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Inspections Director	1	1	1	1	1
Assistant Inspections Director	1	1	1	1	1
Senior Inspections Technician	1	1	1	1	1
Inspections Technician	1	1	1	1	1
Sr. Code Enforcement Officer	6	6	6	5	5
Code Enforcement Officer	4	4	4	6	6
Total	14	14	14	15	15

Programs within Inspections:

- Building Inspections
- Fire Prevention

INSPECTIONS

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

PROGRAM GOALS & OBJECTIVES

- **Maintain a record of the number of new residential and commercial building permits and types as a measure for the strategic plan.(SP)**
- **Ensure safe structures according to the NC State Building Code.(RBPM)**
- **Provide excellent customer service.(RBPM)**
- **Communicate the strategic plan. (SP)**
- Improve the level of service currently provided by the division, including but not limited to timely plan review and inspections.
- Obtain approximately 96 hours of continuing education and training per inspector.
- Continue to update divisions Standard Operating Guidelines manual.
- Provide approximately 12,000 inspections and review approximately 1200 sets of plans.
- Continue to educate inspections staff on the International Building Code through seminars and workshops.
- Increase employee computer proficiency through education.
- Continue to provide a personalized service to the citizens of Wake Forest.
- Continue to provide up-to-date code information to area contractors.
- Enforce Housing, Unsafe Buildings, and Non- residential Building ordinances.
- Continue the condemnation and demolition program for dilapidated structures in conjunction with planning division.

FY 2016 ACCOMPLISHMENTS

- Inspectors attained approximately 800 hours of continuing education and training.
- Staff served on the DOI Exam Review Committee.
- Performed 16,338 inspections and reviewed 1377 sets of plans.
- Issued 1761 permits.
- Office staff received 10,944 telephone calls.
- Staff serves on Frontline Force Committee, Improving Internal Communications Committee, and Building & Facilities Committee, Technical Review Committee, New World Community Development Advisory Group.
- Attended various lunch and learn classes held each month by local architects and engineers.
- We continue to upgrade and adjust our day to day functions in order to better make use of our software as well as make our process more efficient.
- Continue to implement changes to the 2012 North Carolina Building Codes as they occur.
- Participated in Wake Forest High School Vocational Career Day.
- Staff attends the Architectural Design Review Board meetings.
- Hosted the Wake County Building Inspectors monthly meetings.
- Staff member serves on the NC Minimum Housing Association board.
- Staff member serves on NC Plumbing Inspectors Association board.
- Continue educate contractors online inspection scheduling and payments.
- Promote International Code Councils Building Safety Month of May.

FIRE PREVENTION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Performed 1300 periodic fire inspections, 301 new construction fire inspections and reviewed 264 sets of plans.

- Attended monthly meetings of Greater Wake County Building, N.C. Firefighters Burned Children Fund and Fire Officials Association-(Fire Inspector now active secretary).
- Attended quarterly N.C. State Fire Marshal Association meetings.
- Fire Inspector has been appointed to the N.C. State Fire Marshal Association Board of Directors.
- Conducted audit and routine updates data base for fire inspections.
- Continued use of the code violation correction mailing card system. Program continued to show a reduction of 9% in the number of minor code violation re-inspection visits.
- Conducted 40 on-site consultations with contractors and business owners.
- Upgrading and adding custom features in Fire House Software System to better suit fire inspections program.

PUBLIC FACILITIES MANAGEMENT DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

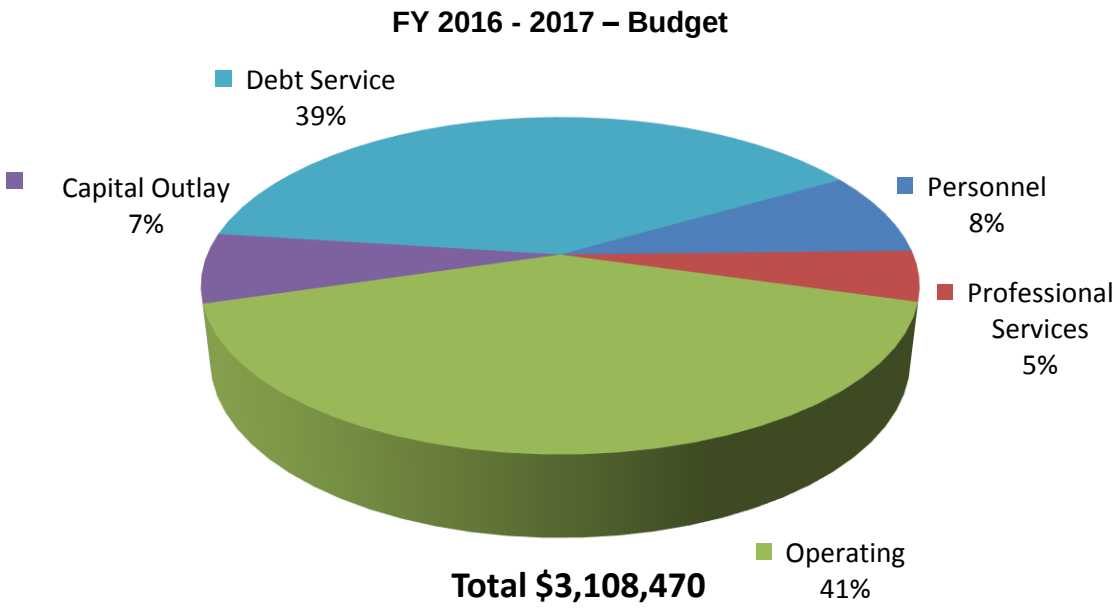
Honoring our commitment to being C.I.V.I.C. leaders while providing efficient, safe, and aesthetically pleasing facilities for citizens and employees of Wake Forest

DEPARTMENT SUMMARY

Public Facilities	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 172,085	$ 221,045	$ 220,073	$ 435,300	$ 247,310
Professional Services	22,248	151,400	60,503	200,000	150,000
Operating	1,177,328	1,280,081	1,275,861	1,286,820	1,272,440
Capital Outlay	259,653	396,055	323,734	2,491,500	207,500
Debt Service	1,269,271	1,245,540	1,254,673	1,231,220	1,231,220
Total	**$ 2,900,584**	**$ 3,294,121**	**$ 3,134,844**	**$ 5,644,840**	**$ 3,108,470**

SIGNIFICANT BUDGET CHANGES

- **Professional services is continuation of feasibility study for Operations Center – contract signed in late FY 15-16. (SP)**
- Requested capital outlay includes CIP items that are accounted for in capital projects fund (i.e. Senior Center expansion)



AUTHORIZATION BY POSITION

Public Facilities Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Public Facilities Director	1	1	1	1	1
Public Facilities Maintenance Specialist	1	2	2	2	2
Custodial Staff	-	-	-	4	-
Total	2	3	3	7	3

Programs within Public Facilities:

- Building Maintenance

BUILDING MAINTENANCE

The Town maintains (17) public buildings, (3) equipment shelters and (5) park restrooms. The services provided are custodial, utilities, interior and exterior repairs and maintenance, and general inspections of premises. This department maintains safe and appealing facilities for both town employees and citizens. Staff also oversees the grounds maintenance for the buildings and the contracts for the gateways and right of ways and pay for the cost of property and casualty insurance. Oversight of contracted services (35 contracts) is also provided.

AMERICAN WITH DISABILITIES COMPLIANCE

The Public Facilities Director serves as the town's ADA Coordinator as mandated by the Department of Justice. All sidewalks, playgrounds, buildings, parks and recreation programs, town meetings both on site and off (i.e. HOA meetings with town staff), town sponsored events (i.e.: Meet in the Street and Friday Night on White), soft trails, greenways, parks, athletic fields, tennis courts, and basketball courts are monitored for compliance. Staff receives requests for accommodations with assisted listening devices, large print, or Braille. Staff works with citizens and employees to resolve complaints of discrimination, access, and accommodation as well as update policies as required.

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Initiated self-evaluation of Town properties for ADA 2010 Compliance
- Constructed advertisement frames for banners to be placed around town
- **Completed renovations of 317 Brooks Street and relocated departmental operations into the facility December 2015 (SP)**
- Completed RFQ for Senior Center
- Completed RFQ for Joyner Park
- **Completed RFQ for Operations Center feasibility study (SP)**
- Replaced deck at Holding Community House
- Completed Accessible Ramp for Holding Park and Pool
- Daniel Lewis completed application and will take state exam to be a licensed in HVAC

PUBLIC SAFETY DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

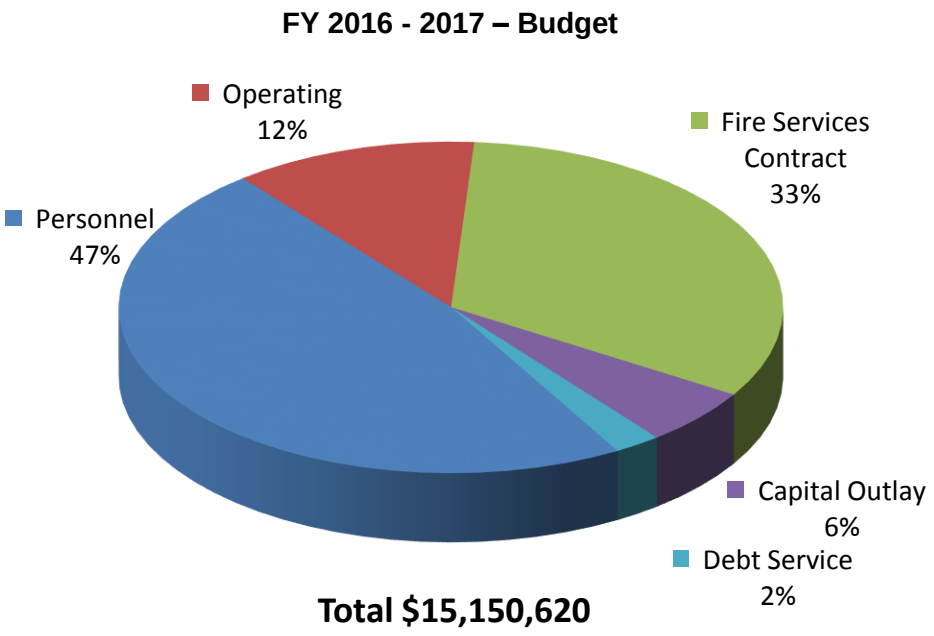
To affirmatively promote, preserve and protect the safety and security of all citizens of the community.

DEPARTMENT SUMMARY

Public Safety	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 6,541,176	$ 6,886,050	$ 6,800,994	$ 7,716,685	$ 7,201,870
Operating	1,370,991	1,531,865	1,366,960	2,002,245	1,804,215
Fire Services Contract	4,674,218	6,676,655	6,926,642	4,909,140	4,958,690
Capital Outlay	699,765	506,600	543,000	1,206,700	841,000
Debt Service	352,868	352,880	382,439	344,845	344,845
Total	**$ 13,639,018**	**$ 15,954,050**	**$ 16,020,035**	**$ 16,179,615**	**$ 15,150,620**

SIGNIFICANT BUDGET CHANGES

- Personnel costs include seven (7) positions: Four (4) Police Officers and one (1) Sergeant for traffic unit along with two (2) – Communications Supervisors – start date January 1, 2017
- Wake Forest Fire Department– increase in FY 2016 is due to amount of fire impact fees utilized for construction of Station 4.



AUTHORIZATION BY POSITION

Public Safety Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
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	9	9	9	10	10
Corporal	4	4	4	5	4
Police Officer	45	45	45	49	49
Police Records Assistant	1	1	1	1	1
Office Assistant	2	2	2	2	2
Admin Asst to Chief	-	1	1	1	1
Telecommunications Supervisor	1	1	1	3	3
Telecommunicator	8	8	8	8	8
Crime Analyst	1	1	1	1	1
Grants and Financial Specialist				1	-
Parking Enforcement Officer	1	1	1	1	1
Total	83	84	84	93	91

Programs within Public Safety Department:

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

ADMINISTRATION

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

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

Community Services Division, Impact Division, Tactical Service Unit, Canine Unit, and Crisis Negotiation Team.

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

PROGRAM GOALS & OBJECTIVES

- Fill all available personnel positions
- Attend annual, state, and national conferences
- Enhance the sense of safety in the town **(SP-Goal 2, Objective F)**

FY 2016 ACCOMPLISHMENTS

- Chief Leonard received the 2016 Glen Mowery Executive of the Year Award from the North Carolina D.A.R.E. Officers' Association
- Chief Leonard was named a Patriotic Employer by the Office of the Secretary of Defense for employing members of the National Guard and Reserve
- Chief Leonard was the keynote speaker at Wake Tech Community College's BLET Graduation
- Town of Wake Forest was rated 18th safest city out of 50 North Carolina cities **(SP-Goal 2, Objective F)**[1]
- Reinstituted bicycle patrols and sent several officers to the Law Enforcement Bicycle Certification **(SP-Goal 2, Objective F)**
- Lieutenant Larry Danforth graduated from the 261st Session of the FBI National Academy
- Reorganized Special Operations and Field Operations to include transfers of personnel
- Attended several annual state and national conferences
- Law enforcement trauma presentation given by Captain Matt May at the Montgomery County (MD) Police Department, the North Carolina D.A.R.E. Officers' Association Conference in Atlantic Beach, NC, the Mid Atlantic Association of Women in Law Enforcement Conference in Fairfax County, Virginia (scheduled for April), and the Town of Wake Forest Department Directors
- Joined the Regional Emergency Response and Security Planning Committee of the Triangle J Council of Governments and began attending meetings
- Worked with the Town Communications & Public Affairs Director to pass on information to the citizenry **(SP-Goal 2, Objective C)**

PATROL DIVISION

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

PROGRAM GOALS & OBJECTIVES

- Receive more in-service training of various topics **(SP-Goal 3, Objective C)**

[1] Source: http://www.creditdonkey.com/safest-north-carolina.html (accessed 02/18/2016)

- Rotate out all high mileage vehicles **(SP-Goal 4, Objective B)**
- Continue to conduct public presentations regarding crime prevention strategies **(SP-Goal 2, Objectives D, E and F)**
- Increase visibility throughout the town **(SP-Goal 2, Objective F)**
- Implement aggressive patrol strategies in order to reduce criminal activity **(SP-Goal 2, Objective F)**
- Continue an early car program to assist with calls for service at shift change
- Assess the current working schedule and amend it as needed

FY 2016 ACCOMPLISHMENTS

- Certified additional officers in the Crisis Intervention Training (CIT) program **(SP-Goal 2, Objective F)**
- Officer Kim Warren received the Wake Forest Optimist Club's inaugural Community Service Award
- Officer Kim Warren certified as a Traffic Accident Reconstructionist
- Sergeant Chris Minor certified as a North Carolina General Law Enforcement Instructor
- Officer Adam Carlson certified as a North Carolina General Law Enforcement Instructor and Standardized Field Sobriety Testing Instructor
- Corporal Aaron Bitting promoted to Sergeant
- Detective Patrick Misko promoted to Corporal
- Assigned new officers to balance personnel experience and training

COMMUNICATION CENTER

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

PROGRAM GOALS & OBJECTIVES

- Provide training opportunities for dispatchers to attend training classes
- Provide training to all new police officers
- Provide two hours of refresher training to all officers on the proper way to dispatch
- Continue training on OSSI CAD/RMS **(SP-Goal 2, Objective A)**
- Continue updating/upgrading the Communication Center and equipment **(SP-Goal 2, Objective A)**

FY 2016 ACCOMPLISHMENTS

- Held promotional process for Communications Supervisor and promoted an employee from within (Dawn Hartwick)
- Communications Supervisor Dawn Hartwick attended supervisory training
- Acquired new equipment (updated maps, batteries for headsets, key box)
- Implemented Communications Training Officer Program for new communicators to include written training packets **(SP-Goal 2, Objective A)**
- Began using the edit functions of the phone recording system to redact information for public records requests
- Hired and trained a new communicator **(SP-Goal 3, Objective C)**

- Realigned the staff of Communications to balance experience and training
- Trained new officers in Communications Center
- Began staggering times communicators report for duty to enhance efficiency
- Joined APCO International (Association of Public Safety Communications Officials) with the goal of certifying all communicators

PROFESSIONAL STANDARDS

Consists of one (1) lieutenant. This employee is responsible for researching rules, regulations, and standards of CALEA and applying them to our agency; working with CALEA personnel to make recommendations for policy and operation changes as needed; creating policy and procedures consistent with the direction of the Chief of Police; investigating policy violations and misconduct by employees; and enforcing policy violations.

PROGRAM GOALS & OBJECTIVES

- Pursue CALEA accreditation **(SP-Goal 3, Objective C)**
- Creation of policy and policy revision **(SP-Goal 2, Objective A)**
- Policy enforcement
- Officer policy violation and misconduct investigations

FY 2016 ACCOMPLISHMENTS

- Attended additional training and had meetings with other agencies for CALEA accreditation
- Lieutenant Brian Mote named President of the North Carolina Internal Affairs Investigators' Association
- Built personnel groups for use in Power DMS **(SP-Goal 2, Objective G)**
- Attended training for Power DMS **(SP-Goal 2, Objective G)**
- Assisted with internal affairs investigations
- Conducted internal affairs investigations on two officer involved shootings
- Conducted investigations on citizen complaints; filed and maintained all citizen complaints
- Filed and maintained all use of force, pursuit, and department motor vehicle incident reviews

CRIMINAL INVESTIGATION DIVISION (CID)

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

PROGRAM GOALS & OBJECTIVES

- Attend state conferences and in-service schools **(SP-Goal 3, Objective C)**
- Increase clearance rate on property crimes and continue to solve most all personal injury crimes **(SP-Goal 2, Objective F)**
- Increase the number of internet crimes against children investigations **(SP-Goal 2, Objective F)**
- Conduct more covert operations ("stings") targeting larcenies and pawn shop cases **(SP-Goal 2, Objective F)**

FY 2016 ACCOMPLISHMENTS

- Increased use of Computer Voice Stress Analyzer (CVSA)—18 total this fiscal year, 12 pre-employment and 6 criminal examinations
- Revamped procedure for conducting CVSA examinations and background investigations on applicants **(SP-Goal 2, Objective A)**
- Successfully investigated two officer involved shootings
- Established training checklist for new detectives **(SP-Goal 2, Objective A)**
- Investigated all major crimes to include two homicides that were both cleared by arrest
- Lieutenant Brian Mote and Detective David Zick certified as CVSA examiners
- Detective Patrick Misko recertified as a CVSA examiner

SUPPORT SERVICES AND TECHNOLOGY DIVISION

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

PROGRAM GOALS & OBJECTIVES

- Reorganize the metal storage building and additional storage locations in the main station
- Revamp the department application process **(SP- Goal 2, Objective A)**
- Increase proactive recruiting measures
- Assist IT with computer and program related issues **(SP-Goal 2, Objective G)**

FY 2016 ACCOMPLISHMENTS

- Began replacement schedule and tracking of uniforms and equipment issued to officers
- Conducted promotional processes for Communications Supervisor, Sergeant, and Corporal
- Continued recruiting efforts to target BLET courses and college campuses
- Implemented new screening/tracking processes for applicants and developed HR retention requirements for applications **(SP-Goal 2, Objective A)**
- Assisted with the ordering of (15) new vehicles and equipment, (12) new patrol vehicles, (2) CID vehicles (1) Admin vehicle
- Developed new standards for vehicle seizure processes and surplusing of unused equipment **(SP-Goal 2, Objective A)**
- Screened approximately 120 applications and completed hiring (6) employees
- Implemented new residential security watch protocols for CAD/RMS **(SP-Goal 2, Objective G)**
- Crime analysis now sending monthly reports to shifts regarding crime trending and patterns **(SP-Goal 2, Objective G)**
- Implemented new firearms maintenance/upgrade standards

TRAINING AND COMMUNITY SERVICES DIVISION

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

PROGRAM GOALS & OBJECTIVES

- Ensure that all mandated departmental training is conducted in a timely manner
- Provide additional oversight and supervision of the officers within the division
- Host and attend Community Watch and Crime Prevention meetings **(SP-Goal 2, Objectives D, E and F)**
- Increase the number of departmental instructors and firearms instructors
- Revamp the FTO Program including all manuals used in training

FY 2016 ACCOMPLISHMENTS

- Started three new Community Watch Programs **(SP-Goal 2, Objectives D, E and F)**
- Oversaw the training of new employees **(SP-Goal 3, Objectives A and C)**
- Held additional in-service training **(SP-Goal 3, Objectives A and C)**
- Several officers were awarded their Advanced and Intermediate Law Enforcement Certificate
- Sent Officer Rob Woyicki through School Resource Officer Basic School
- Sent Officer Jeffrey McArthur through D.A.R.E. Instructor School (scheduled to attend June 20 – July 1)
- Officer Scott Graham named President of the North Carolina D.A.R.E. Officers' Association

IMPACT DIVISION

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

PROGRAM GOALS & OBJECTIVES

- Conduct aggressive traffic enforcement **(SP-Goal 2, Objective F)**
- Actively pursue individuals with outstanding warrants for arrest **(SP-Goal 2, Objective F)**
- Work closely with local, state, and federal agencies to conduct narcotics investigations **(SP-Goal 2, Objective F)**
- Work closely with Housing Authority of Wake County personnel and residents of Housing Authority properties to increase the safety of all housing authority properties **(SP-Goal 2, Objectives D, E and F)**
- Conduct surveillance operations **(SP-Goal 2, Objective F)**
- Work closely with the CID to provide support for on-going criminal investigations **(SP-Goal 2, Objective F)**
- Continue to work with outside agencies with narcotics investigations **(SP-Goal 2, Objective F)**
- Increase the number of DWI arrests **(SP-Goal 2, Objective F)**
- Increase departmental presence in parks, greenways, and commercial/residential areas of the Town **(SP-Goal 2 Objective F)**

- Use recently acquired surveillance equipment to combat illegal activities in town **(SP-Goal 2, Objective F)**

FY 2016 ACCOMPLISHMENTS

- Hosted a DWI Checkpoint with several outside agencies assisting **(SP-Goal 2, Objective F)**
- Participated in GHSP activities and events throughout the year and received equipment from GHSP with their earned point system (Lidars and Tint Meters) **(SP-Goal 2, Objective F)**
- Worked with the SBI and DEA on prescription fraud cases **(SP-Goal 2, Objective F)**
- Assisted in mutual aid capacity with several DWI Checkpoints throughout the county **(SP-Goal 2, Objective F)**
- Used new ATVs to patrol parks and greenways **(SP-Goal 2, Objective F)**
- Started a water giveaway on our Greenways and in our Parks which resulted in thousands of bottles of water donated to the department for this initiative **(SP-Goal 2, Objective D and F)**
- Utilized motorcycles for community outreach and traffic enforcement **(SP-Goal 2, Objective F)**
- Hosted Bike Safe classes for motorcycle riders and assisted outside agencies with their classes **(SP-Goal 2, Objectives D and F)**
- Displayed our patrol vehicles and motorcycle at the Safe City event at the NC State Fair
- Attended the state Bike Safe coordinators conference in Hendersonville, NC
- Attended the 2015 GHSP Symposium in Concord, NC (our motorcycle won 3rd place overall in the state in the vehicle design contest)
- Participated in meetings with the NECC (Northeast Community Coalition) in conjunction with Habitat for Humanity – helped increase the working relationship with the community leaders in that area **(SP-Goal 2, Objective**
- Utilized police substation at New Hope Village for ACE Unit briefings and other activities to increase police presence in that area **(SP-Goal 2, Objectives D and F)**
- Detective Brian Loveless received his Intermediate Law Enforcement Certificate
- Detective Brian Loveless advanced to Master Officer in the career ladder

ENGINEERING DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

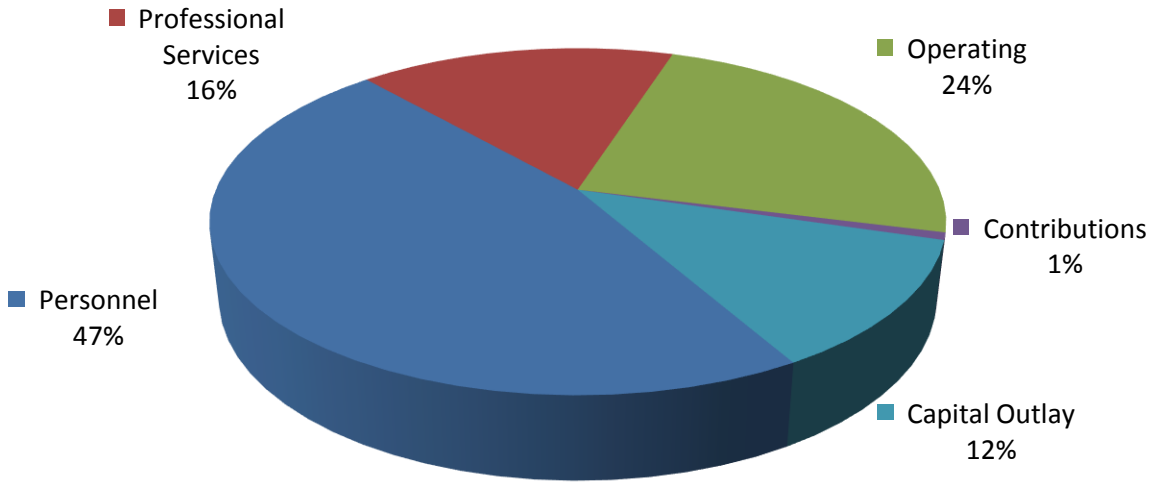
DEPARTMENT SUMMARY

Engineering	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 681,326	$ 670,670	$ 660,989	$ 697,595	$ 691,110
Professional Services	117,999	110,000	42,500	340,000	245,000
Operating	317,343	343,110	316,254	355,400	353,420
Contributions	10,000	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	908,500	178,500
Debt Service	9,209	9,210	-	-	-
Total	**$ 1,135,878**	**$ 1,142,990**	**$ 1,029,743**	**$ 2,311,495**	**$ 1,478,030**

SIGNIFICANT BUDGET CHANGES

- **Professional services include design services for road connection projects, North Avenue retaining wall, annual street maintenance program and Flaherty Park rehabilitation (SP)**
- **Capital outlay includes construction of Forest Drive and North Avenue retaining wall (SP)**

FY 2016 - 2017 – Budget



Total $1,478,030

AUTHORIZATION BY POSITION

Engineering Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Director of Engineering	1	1	1	1	1
Assistant Town Engineer	2	2	2	2	2
Construction Inspector	4	4	4	4	4
Total	7	7	7	7	7

Programs within Engineering:

- Design and Plan Review
- Construction Inspection

DESIGN AND PLAN REVIEW

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

PROGRAM GOALS & OBJECTIVES

- Review and approve subdivision construction plans commercial site plans.
- Make construction-site visits a month to assess an engineering concern and provide a prompt solution.
- Manage the Town's Erosion and Sedimentation Control Program
- Administer the Bus System, both Circulator Loop and Express
- Manage the Town's Phase II storm water program.
- Develop and maintain reporting system for Stormwater BMP's.
- Respond to citizen complaints on the day received and provide solutions within three working days.
- Attend monthly meetings representing the Town at the NC Air Quality Coalition, Technical Coordination Committee (TCC) of the Capital Area Metropolitan Planning Organization (MPO), the Clean Water Educational Partnership, TJCOG Water Advisory Board and the associated committee meetings and the Institute of Government Stormwater Implementation Group meetings.
- Provide in-house design services and contract services for small civil engineering projects as they arise.
- **Complete design and facilitate street maintenance program with bids in hand by March 2017 (SP)**

FY 2016 ACCOMPLISHMENTS

- Administered Grandmark Avenue construction project (expected completion May 2016)
- Assisted Planning Department with administration/inspection of Caddell Street Construction

- Monitored the service ridership of the Bus System added three bus benches
- Reviewed and approved 65 residential and/or commercial plan reviews
- Reviewed and approved Erosion Control Plans on over 500 total acres
- Reviewed and approved 6 traffic studies from private development
- Performed neighborhood traffic calming studies for 5 different neighborhoods
- Managed neighborhood traffic calming signage programs in 4 developments
- Completed and reported on the ninth year of the NPDES Phase II program
- Continued to manage the Adopt-a-Stream Program
- Worked with planning department on administering design and review of the Smith-Sanford Creek, Dunn Creek Downtown Connector and Wait Ave/Oak Ave Greenway projects
- Worked with planning Department on coordination of NCDOT Bridge replacement project
- Worked with planning department on future greenway and LAPP grant projects
- Completed the administration and monitoring EPA 319(h) Grant to study Smith Creek
- Received for one CWMTF Grants to acquire stream buffer protection lands
- Applied for Duke Energy Grant for remainder of acquisition of Traditions Park
- Worked with structural engineers to evaluate all greenway/park structures – bridges, boardwalks and dams
- Developed cost estimates for FY 16-20 CIP
- Coordinated with City of Raleigh on Smith Creek and Richland Creek Sewer Interceptor Projects
- completed restoration of Richland Creek stream and greenway
- Began design work of Wake Forest Reservoir Improvements
- Began preliminary design phase of Smith Creek Greenway and Ligon Mill Road Parking area
- Made over 1500 field visits to address engineering concerns such as drainage, parking or traffic control
- Attended (6) Statewide local Erosion Control Program workshops, eight (8) Clean Water Educational Partnership meetings and four associated subcommittee meetings, five (5) NC WRA meetings, four (4) Water Advisory Board meetings, attended two (2) ITRE LTAP Advisory Board Meetings and attended four (4) Upper Neuse Basin Association Meetings

CONSTRUCTION INSPECTION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Conducted 470 erosion inspections (initial, monthly, final), issuing 6 NOV's, 1 Civil Penalty, 1 stop work order
- Conducted 637 erosion footing inspections
- Conducted 302 driveway inspections, 278 sidewalk inspections, 18 site finals, 11 proof rolls, and 4793 yard finals

PUBLIC WORKS ADMINISTRATION SUMMARY

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

PURPOSE STATEMENT

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

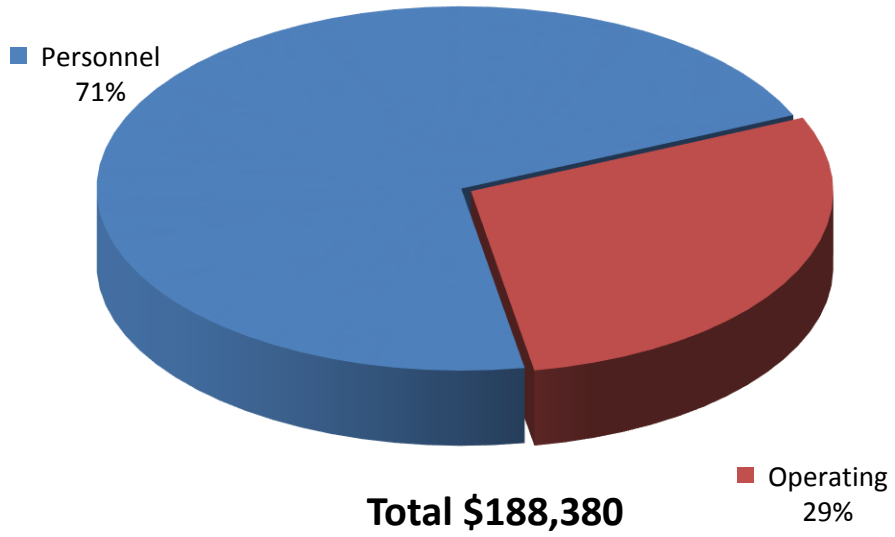
DEPARTMENT SUMMARY

Public Works Administration	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 129,698	$ 119,010	$ 114,167	$ 117,370	$ 134,080
Operating	28,960	31,210	30,095	56,650	54,300
Total	**$ 158,658**	**$ 150,220**	**$ 144,262**	**$ 174,020**	**$ 188,380**

SIGNIFICANT BUDGET CHANGES

- Increase in personnel cost attributed to adjusting percentage allocated to Electric
- Funds included to add Mobile 311 service which attributes the increase in operating from previous years

FY 2016 - 2017 – Budget



AUTHORIZATION BY POSITION

Public Works Administration Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Public Works Director	1	1	1	1	1
Assistant Public Works Director*	1	1	-	-	-
Office Assistant	1	-	-	-	-
Public Works Admin Specialist	-	1	1	1	1
Total	3	3	2	2	2

**Position authorized but not funded.*

Programs within Public Works Administration:

- Administration

ADMINISTRATION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

FLEET MAINTENANCE DIVISION SUMMARY

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

PURPOSE STATEMENT

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

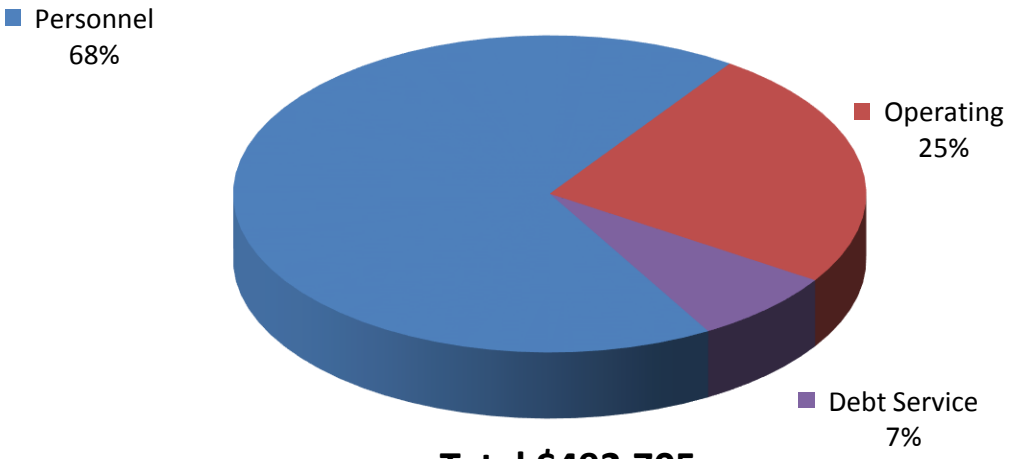
DEPARTMENT SUMMARY

Fleet Maintenance	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 288,447	$ 320,620	$ 307,931	$ 367,155	$ 334,910
Operating	88,471	107,300	96,823	123,970	120,970
Capital Outlay	69,488	52,810	52,810	222,000	-
Debt Service	23,220	45,865	36,840	36,825	36,825
Total	**$ 469,626**	**$ 526,595**	**$ 494,404**	**$ 749,950**	**$ 492,705**

SIGNIFICANT BUDGET CHANGES

- Personnel reflects the addition of Office Assistant position to start January 1
- No capital outlay recommended for funding for FY 2016 - 2017

FY 2016 - 2017 – Budget



Total $492,705

AUTHORIZATION BY POSITION

Fleet Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Equipment Services Supervisor	1	1	1	1	1
Equipment Mechanic II	2	2	2	2	2
Equipment Mechanic I	2	2	2	2	2
Office Assistant I	-	-	-	1	1
Total	5	5	5	6	6

Programs within Fleet Maintenance:

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

FLEET MAINTENANCE & REPAIR

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Performed 2,007 preventive maintenance service orders.
- Performed 103 major repair service orders to vehicles and equipment.

PUBLIC SAFTEY VEHICLE UPFIT

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Completion on schedule

STREETS DIVISION SUMMARY

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

PURPOSE STATEMENT

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

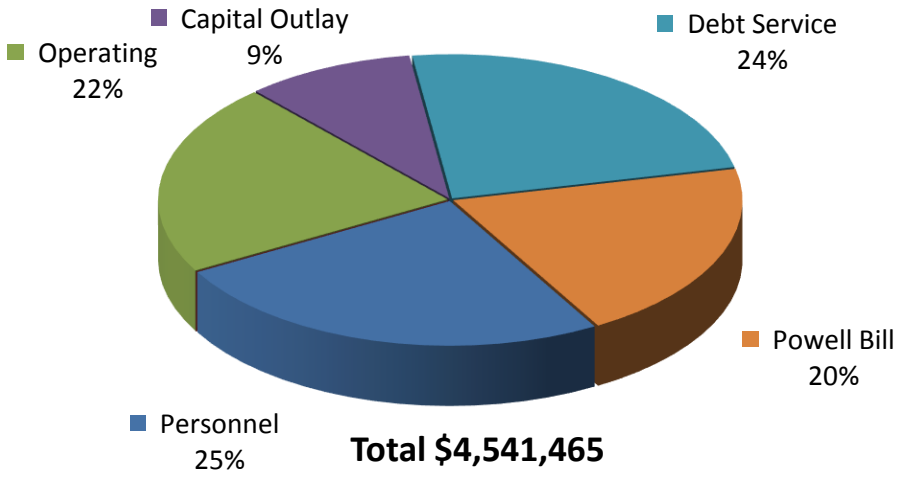
DEPARTMENT SUMMARY

Streets	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 968,216	$ 1,105,425	$ 967,909	$ 1,262,415	$ 1,142,345
Professional Services	391	7,500	-	-	-
Operating	990,056	877,460	932,298	1,068,810	977,350
Capital Outlay	268,636	364,500	291,000	1,173,080	429,200
Debt Service	1,105,641	1,301,740	1,349,680	1,422,145	1,076,940
Streets Sub-total	$ 3,332,940	$ 3,656,625	$ 3,540,887	$ 4,926,450	$ 3,625,835
Powell Bill	756,894	743,400	744,735	570,425	915,630
Total	**$ 4,089,834**	**$ 4,400,025**	**$ 4,285,622**	**$ 5,496,875**	**$ 4,541,465**

SIGNIFICANT BUDGET CHANGES

- Adjustments made in debt service and Powell Bill to comply with statutory requirements

FY 2016 - 2017 – Budget



AUTHORIZATION BY POSITION

Streets Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Street Superintendent	1	1	1	1	1
Street Crew Supervisor	3	3	3	3	3
Construction Worker III	5	5	5	5	5
Construction Worker II	7	7	7	10	7
Right of Way Supervisor	1	1	1	1	1
Construction Worker I	3	3	3	3	3
Total	20	20	20	23	20

Programs within Streets:

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

PERSONNEL ASSISTANCE TO OTHER DEPARTMENTS

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Assisted other divisions.

CURB & SIDEWALK REPAIR

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Repaired 97 feet of curbs/sidewalks thru out Town.

GRASS MOWING AND MAINTENANCE

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

STREET LIGHTING

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

PAVED ROAD MAINTENANCE

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- 135 potholes repaired.
- 1,095 linear feet of pavement markings painted or re-painted.
- Downtown area streets and parking areas cleaned monthly and prior to events.

STREET RIGHT-OF-WAY MAINTENANCE

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Work orders completed within 24 hours of being called in.
- Right of way weeds sprayed with herbicide.
- Site distances cleared as reported and by schedule.
- Cleaned 930 linear street miles with Street Sweeper on a weekly schedule.

STREET SIGNS

The Town is responsible for installing and replacing signs on its dedicated paved and unpaved streets within the corporate limits and the ETJ. Included in this program are: the installation of new street signs where appropriate; maintenance and cleaning of existing signs; replacement of signs which have been vandalized or damaged through

traffic accidents or vandalism; and replacement of those signs which have reached the end of their useful life due to weathering etc. Due to current standards for development, the number of new sign installations will decrease, however, due to new MUTCD standards, existing street sign will need updating to meet standards.

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Replaced 687 existing missing, damaged or which failed to meet minimum standards.
- Installed 3 new signs.

SNOW REMOVAL

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

STORM DRAINAGE MAINTENANCE AND REPAIR

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

PROGRAM GOALS & OBJECTIVES

- Clean or ensure cleanliness of all major storm sewer and drainage systems at least once per year.
- Prevent water from flooding streets or property by repairing damaged systems, and opening blocked or partially blocked drainage systems.

- Ensure the safety of children and the public at large by reducing or eliminating public access to storm sewer systems.
- Camera 10% of system annually.

FY 2016 ACCOMPLISHMENTS

- Cleaned 993 problem storm drains.
- Cleaned 6,995' of drainage.
- Camera 2,2233.5 linear feet of storm drain.

UNPAVED ROAD MAINTENANCE

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Graded roads on a monthly basis. Total of 1,981 linear feet were graded.
- Added approximately 113.5 tons of aggregate to unpaved roads.

ENVIRONMENTAL SERVICES DIVISION SUMMARY

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

PURPOSE STATEMENT

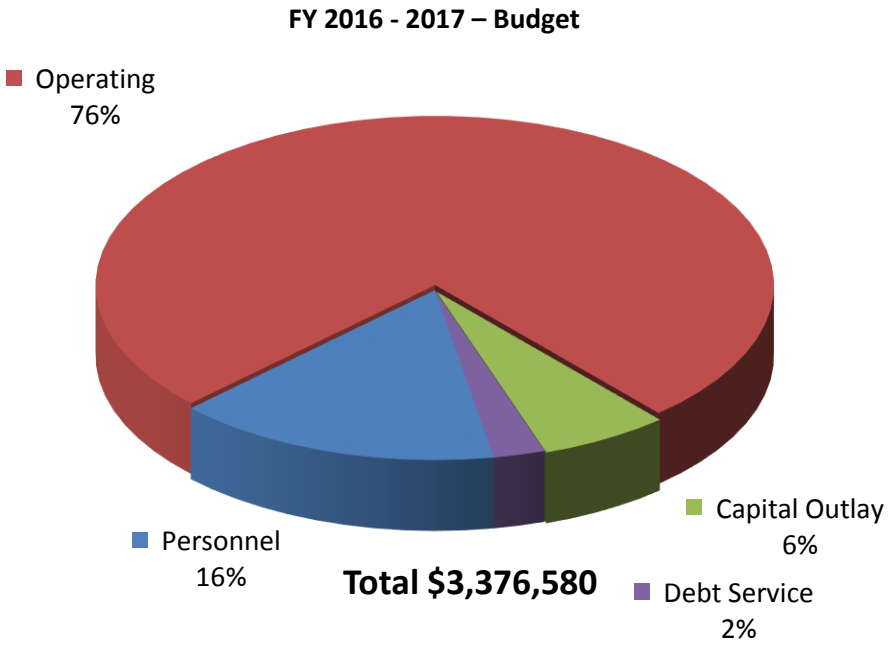
Ensure the provision of industry leading waste collection, recycling and disposal services.

DEPARTMENT SUMMARY

Environmental Services	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 421,911	$ 490,675	$ 449,970	$ 516,660	$ 523,970
Operating	2,441,725	2,498,180	2,482,461	2,575,665	2,561,290
Capital Outlay	113,457	420,300	422,300	208,500	208,500
Debt Service	141,178	126,390	126,390	82,820	82,820
Total	**$ 3,118,271**	**$ 3,535,545**	**$ 3,481,121**	**$ 3,383,645**	**$ 3,376,580**

SIGNIFICANT BUDGET CHANGES

- Funds included in personnel for temporary assistance
- Personnel increase is attributed to fully staffed division – vacancies occurred during FY 2016 resulting in decreased projected personnel costs



AUTHORIZATION BY POSITION

Environmental Services Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Yard Waste Collection Supervisor	1	1	1	1	1
Yard Waste Equipment Operator	3	5	5	5	5
Yard Waste Collector	5	3	3	3	3
Total	9	9	9	9	9

Programs within Environmental Services Division:

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

ASSISTANCE TO OTHER DIVISIONS

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

Divisions assisted:

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

COMMERCIAL SOLID WASTE COLLECTION

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

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Provided once or twice per week solid waste collection to 108 commercial and institutional customers
- Service has been provided with little or no customer complaints

WELL MONITORING AT OLD LANDFILL SITE

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Well monitoring completed as required by NCDENR regulations

RECYCLING

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

PROGRAM GOALS & OBJECTIVES

- Provide weekly collection of recyclable material at the curbside for our residential customers
- Reclaim in excess of 2,700 tons of recyclable material

FY 2016 ACCOMPLISHMENTS

- Weekly collection of recyclable material at curbside for our residential customers has been provided to a total of 11,356 customers
- 2,702 tons of recyclable material reclaimed

RESIDENTIAL SOLID WASTE COLLECTION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- 8,879 tons collected
- Once per week curbside solid waste and bulk items has been provided. 3,578 bulk pickup stops were made

RESIDENTIAL YARD WASTE COLLECTION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Yard waste service provided once per week. Crews disposed 12,675 cubic yards of yard waste

LEAF COLLECTION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Collection started and completed, for the most part, on schedule
- Picked up approximately 7,225 cubic yards of leaves

PARKS, RECREATION AND CULTURAL RESOURCES DEPARTMENT SUMMARY

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

PURPOSE STATEMENT

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

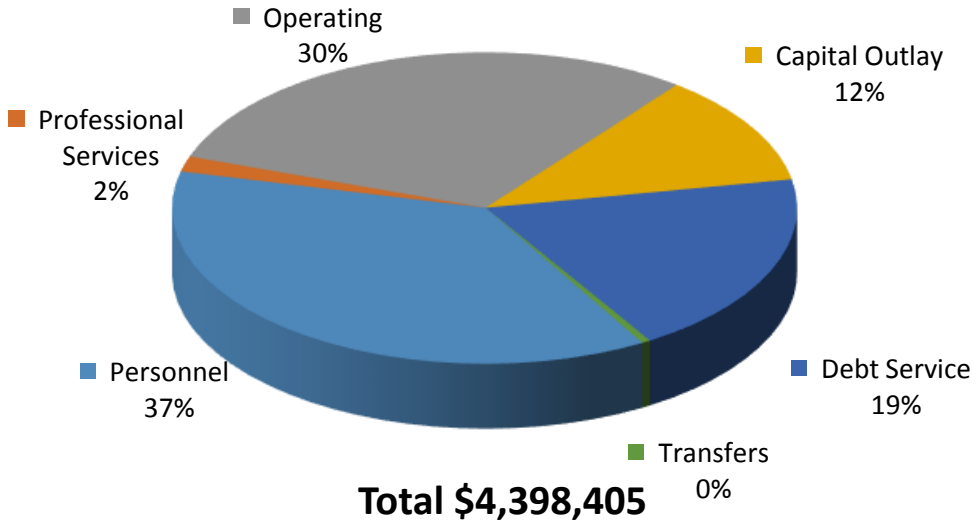
DEPARTMENT SUMMARY

Parks and Recreation	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 1,546,592	$ 1,574,680	$ 1,437,714	$ 1,766,440	$ 1,631,405
Professional Services	79,999	2,500	2,500	77,500	70,000
Operating	981,644	1,194,874	1,154,276	1,578,020	1,325,400
Capital Outlay	226,873	145,000	-	542,500	509,500
Debt Service	914,295	895,560	894,221	842,100	842,100
Transfers	92,931	171,715	171,715	-	20,000
Total	**$ 3,842,333**	**$ 3,984,329**	**$ 3,660,426**	**$ 4,806,560**	**$ 4,398,405**

SIGNIFICANT BUDGET CHANGES

- **Personnel reflects the addition of two (2) positions: Arborist Technician to start July 1 and Recreation Specialist to start October 1 (SP)**
- Several initiatives identified in the Recreation Master Plan update requested for FY 2016-2017
- Transfer reflects additional monies for spray ground at Taylor street park

FY 2016 - 2017 – Budget



Total $4,398,405

AUTHORIZATION BY POSITION

Parks and Recreation Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Parks & Recreation Director	1	1	1	1	1
Recreation Program Superintendent	2	2	2	2	2
Athletics Program Specialist	1	1	1	2	1
Recreation Specialist - Special	-	-	-	1	1
Arborist Technician	-	-	-	-	1
Program Coordinator (Urban Forestry)	1	1	1	1	1
Tree Trimmer	-	-	-	2	-
Center Manager	1	1	-	-	-
Center Specialist	1	1	-	-	-
Office Assistant	1	1	1	1	1
Parks Maintenance Superintendent	1	1	1	1	1
Parks Maintenance Crew Supervisor	1	1	1	1	1
Parks Maintenance Specialist	7	9	9	9	9
Total	17	19	17	21	19

Programs within Parks and Recreation:

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

ADMINISTRATION

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

PROGRAM GOALS & OBJECTIVES

- Continue National Accreditation process **PRCR MP/SP**
- Continue Implementation of the departments Master/Strategic Plan
- Install Sprayground at Taylor Street Park
- Start design process for Joyner Park Phase II **PRCR MP/SP**
- Host Partnership and Citizens Master Plan Update Meetings **PRCR MP/SP**

- **Continue to Expand Specialized Program Offerings PRCR MP/SP**
- **Conduct system wide fee analysis/study PRCR MP/SP**
- **Update recreation impact fee SP**
- Oversee land acquisition
- Continue to research grant opportunities, and prepare applications when possible **PRCR MP/SP**

2016 ACCOMPLISHMENTS

- Started implementation of the departments Master Plan **PRCR MP/SP**
- Created Strategic Plan – Master Plan Recommendation **PRCR MP/SP**
- Started National Accreditation Process **PRCR MP/SP**
- Expanded Specialized Program Offerings **PRCR MP/SP**
- Expanded Special Events **PRCR MP/SP**
- Conducted site visits for Joyner Park Phase II
- Monitored renovations and recommend new facilities as needed
- Utilized training opportunities to enhance program and professional development

CULTURAL ARTS & EVENTS

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

PROGRAM GOALS & OBJECTIVES

- Continue to work closely with Wake Forest Arts to host Six Sunday's Concerts
- Host additional talent shows
- Expand Lunch Time Concerts at Miller to include Fall Concerts
- Continue to expand weekend & evenings cultural arts offerings
- Continue to research opportunities to offer new/additional programs in the arts
- Continue to expand offerings at E. Carroll Joyner park amphitheater and performance garden
- Offered lunch time concerts in the Pecan Grove at Joyner Park

FY 2016 ACCOMPLISHMENTS

- Hosted Lunch Time Concerts at Miller starting in May 2016
- Hosted Special Needs Talent Show
- Continued to work closely with Wake Forest Arts to host Six Sunday's Concerts
- Continued relationships with United Arts of Raleigh and Wake County to offer cultural arts programs Town wide
- Expanded weekend & evenings cultural arts offerings at Community Centers
- Continued to research opportunities to offer new/additional programs in the arts
- Expanded offerings at E. Carroll Joyner park amphitheater with Movies in the Park

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

PROGRAMS GOALS & OBJECTIVES

- Provide swim/water safety lessons ***PRCR MP/SP***
- Open Memorial Day weekend, operate daily through mid-August.
- Provide open swim, lap swim, parent-toddler swim time.
- Recruit/maintain quality staff to provide appropriate supervision of patrons and facility. ***PRCR MP/SP***
- Continue minor facility improvements (landscaping, equipment upgrades) ***PRCR MP/SP***
- Implement "doggy pool day" at the conclusion of the pool season ***PRCR MP/SP***
- Pass all inspections by Wake County Environmental Services staff
- Offer water rescue training site for Fire Department ***PRCR MP/SP***
- Continue partnership with YMCA (Swim For Life Program) ***PRCR MP/SP***
- Begin operation/maintenance of Sprayground at Alston-Massenburg Center (2017) ***PRCR MP/SP***

FY2016 ACCOMPLISHMENTS

- Swim lessons taught to 422 (116 classes). ***PRCR MP/SP***
- Increased total attendance from 17,207 - 20,590 ***PRCR MP/SP***
- Continued in-service staff training. ***PRCR MP/SP***
- Continued partnership with YMCA (Swim For Life program) ***PRCR MP/SP***
- Offered water rescue training site for Fire Department ***PRCR MP/SP***
- Passed all inspections by Wake County Environmental Services staff

ATHLETICS: The department provides youth baseball, softball, volleyball and track & field for boys & girls ages 6 - 17, along with softball leagues and pickleball for adults. Programs run year round including athletic camps and clinics during the summer months.

Baseball/Softball: The department provides youth baseball and softball programs for boys and girls ages 6 -17, with Spring and Fall leagues (March-October).

PROGRAMS GOALS & OBJECTIVES

- Recover 50% of direct costs for youth athletics. ***PRCR MP/SP***
- Administer contractual maintenance agreements between WFPRCR and WCPSS. ***PRCR MP/SP***
- Recommend purchases of equipment, materials and uniforms.
- Maintain relationship with WCPSS for facility usage. ***PRCR MP/SP***
- Continue background checks and training for volunteer coaches. ***PRCR MP/SP***
- Expand camps and clinic offerings ***PRCR MP/SP***

FY2016 ACCOMPLISHMENTS

- Continued Dream League baseball program for special needs participants. ***PRCR MP/SP***
- Maintained consistent participation levels: 1,724 (1,148 Spring/Summer, 576 Fall). ***PRCR MP/SP***
- Procured donation of equipment from Dick's Sporting Goods (retail value over $10,000).
- Coordinated fence replacement at Flaherty Park ***PRCR MP/SP***
- Coordinated installation of scoreboards at Heritage High Park and WF Middle School. ***PRCR MP/SP***
- Replaced batting cage frames at Flaherty Park, installation of new batting cage at WFMS.

Basketball (Youth): The youth league consists of teams in seven (7) different age groupings for boys and girls, ages seven (7) to seventeen (17).

PROGRAMS GOALS & OBJECTIVES

- Recover 50% of direct cost of youth athletics. ***PRCR MP/SP***
- Enter teams in NCRPA Statewide Athletics Committee State Championship Tournaments.
- Submit RFP for officials ***PRCR MP/SP***
- Maintain relationship with WCPSS and Franklin Academy High for facility usage.
- Recommend purchases of equipment, materials, and uniforms.
- Continue background checks and training for volunteer coaches. ***PRCR MP/SP***

FY2016 ACCOMPLISHMENTS

- Successfully coordinated league schedules with surrounding communities to offer expanded leagues.
- Continued relationship with Franklin Academy High School and WCPSS facility use.
- Submitted RFP for officials ***PRCR MP/SP***
- Entered 9 teams in NCRPA Statewide Athletics Committee State Championship Tournaments.
- Increased participation from 812 to an all time high of 877 (91 teams) ***PRCR MP/SP***

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

PROGRAMS GOALS & OBJECTIVES

- Recover 50% of direct cost of youth athletics. ***PRCR MP/SP***
- Continue partnership with Triangle Volleyball Club for league administration ***PRCR MP/SP***
- Recommend purchases of equipment, materials, and uniforms.
- Maintain relationship with Franklin Academy High for facility usage. ***PRCR MP/SP***
- Continue background checks and training for volunteer coaches. ***PRCR MP/SP***

FY2016 ACCOMPLISHMENTS

- Successfully partnered with the Triangle Volleyball Club for coach training, team management and officiating. ***PRCR MP/SP***
- Continued relationship with Franklin Academy High School for use of facility. ***PRCR MP/SP***
- Total participation from 218 - 302 – 39% increase in the number of participants from last season, an overall increase of 130% from inaugural season 2013 (133) ***PRCR MP/SP***

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

PROGRAMS GOALS & OBJECTIVES

- Recommend purchases of equipment, materials, and uniforms.
- Recover 100% of direct costs. ***PRCR MP/SP***
- Maintain relationship with SEBTS for facility usage. ***PRCR MP/SP***
- Continue to expand Adult Athletic Programs program ***PRCR MP/SP***

FY2016 ACCOMPLISHMENTS

- Expanded Adult Kickball program ***PRCR MP/SP***
- Expanded Adult Softball program ***PRCR MP/SP***
- Expanded Adult Pickleball League; partnered with SEBTS for facility use ***PRCR MP/SP***
- Began fully administering Adult Flag Football League (formerly a partnership) ***PRCR MP/SP***

PROGRAMS GOALS & OBJECTIVES

- Expanded youth baseball, softball and soccer camps. ***PRCR MP/SP***
- Expanded youth track and field program/partnership ***PRCR MP/SP***

URBAN FORESTRY: Administered by the Urban Forestry Coordinator and the Wake Forest Urban Forestry Board, the program oversees the planting, removal and maintenance of trees and other vegetation located on public property and rights-of-way. The urban forestry program provides opportunities for public education and participation through classes, tours, events, and volunteering opportunities.

PROGRAM GOALS & OBJECTIVES

- Remove dead trees and prune priority trees identified in inventory.
- Develop planting plan for trees identified missing in inventory.
- Hire and train 2 full-time tree trimming crew members. **PRCR MP/SP**
- Purchase 40' bucket truck. **PRCR MP/SP**
- Obtain Tree City USA status for 38th year. **PRCR MP/SP**
- Continue to expand Tree Line USA program.
- Work with Wake Forest Power to develop and implement tree-based energy conservation program for residents.
- Continue to expand Tree Stewards program. **PRCR MP/SP**
- Develop proactive plan to preserve, maintain and replace pecan trees at Joyner Park.
- Budget for preservation/maintenance of existing pecan trees.
- Develop memorial tree program to purchase larger nursery stock pecan trees. **PRCR MP/SP**
- Create tree memorial program

FY 2016 ACCOMPLISHMENTS

- Purchased tree management software and work order system. **PRCR MP/SP**
- Purchased tablet to use with tree inventory software. **PRCR MP/SP**
- Appointed volunteer coordinator to serve as liaison to Urban Forestry Coordinator and Urban Forestry Board to coordinate volunteer projects, activities and participation. **PRCR /SP**
- Hired new part-time Urban Forestry Program Specialist - Program Specialist obtained ISA Certified Arborist status in December 2015. **PRCR SP**
- Expanded and enhanced the Arbor Day Celebration. **PRCR MP/SP**
- Increased training and utilization of volunteers through the Tree Stewards and volunteer tree nursery programs. **PRCR MP/SP**
- Identified and remove hazardous trees from town property.
- Obtained Tree City USA status for the 37th year and Growth Award for 16th year. **PRCR MP/SP**
- Assisted the Electric Department in becoming a Tree Line USA for the second year.
- Continued to provide opportunities for public education and participation through classes, tours, events, and volunteering opportunities. **PRCR MP/SP**
- Coordinated with Public Facilities Department to replace trees on Town Hall Plaza.
- Recertified as ISA Certified Arborist. **PRCR MP/SP**
- Planted 72 trees in various locations around Town.
- Pruned trees in six neighborhoods.

- Trained 17 new Tree Stewards. Program has now trained 77 volunteers. **PRCR MP/SP**
- Increased use of the Urban Forestry Board's Twitter and Instagram accounts to disseminate urban forestry information. **PRCR MP/SP**

PARK MAINTENANCE

The Park Maintenance division provides maintenance for twelve (12) parks, greenways/trails, one (1) swimming pool and various school facilities. Duties include ball field maintenance, landscaping, litter control, playground inspections, equipment repairs, mowing and building maintenance. Work is performed by (11) full-time employees and part time seasonal employees.

PROGRAM GOALS & OBJECTIVES

- Maintain and improve aesthetics in landscaping areas in the parks, including mulching all parks and adding plant beds – **PRCR MP/SP**
- Add walking loop around Flaherty ballfields – **PRCR MP/SP SP**
- Add expression swing at Holding Park playground - **PRCR MP/SP**
- Install sod and irrigation at Flaherty Park ballfields – **PRCR MP/SP**
- Further develop greenway maintenance program to incorporate other realms of maintenance - **PRCR MP/SP**
- Hire additional part-time/seasonal employees to improve parks aesthetics
- Add equipment needed to perform maintenance tasks more efficiently cost effective and less labor intensive.
- Improve athletic field playing surfaces
- Add and improve park amenities to provide citizens with new and better facilities
- Support the growing number of special events
- Add more training and educational opportunities for employees to allow for further growth of individuals and the department as a whole
- Increase the ability to do projects as the arise throughout the year

FY 2016 ACCOMPLISHMENTS

- Re-organized the park maintenance division and assigned staff to specific parks
- Implemented Standard Operating Procedures as a guideline to follow as maintenance in the parks – **PRCR MP/SP**
- Thinned trees at Flaherty Pond to allow better view and access for fishing. Also, built a natural path to access picnic tables by the pond – **PRCR MP/SP**
- Upgraded appearance of bridges at Miller Park by cleaning and staining – **PRCR MP/SP**
- Resurfaced Tennis courts 5-8 at Flaherty Park – **PRCR MP/SP**
- Worked with other departments to develop Wayfinding Sign Package - **PRCR MP/SP**
- Improved employees knowledge of all aspects of park maintenance
- Laser level field at Tyler Run
- Installed concrete floor or pavers in all dugouts
- Pressure washed portions of greenway boardwalks, bridges, structures, and sidewalks.
- Implemented new method to remove leaves with purchase of a turbine blower
- Installed picnic table areas to improve aesthetics and workability
- Added larger grills and replaced older trash cans
- Added permanent fence for rain garden at Holding Park
- Installed new sod in the infield of the baseball field Heritage High School
- Topdressed athletic fields

RECREATION PROGRAMS

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

PROGRAM GOALS & OBJECTIVES

- Continue Calls from Santa program for children ages 3 – 9
- Continue to sponsor the Community Easter Egg Hunts for area children ages 12 and younger
- Continue to sponsor Halloween Spooktacular event for Wake Forest residents
- Hire full-time Specialized Recreation and Inclusion Specialist staff
- Increase hours of operation at Flaherty Park Community Center to 8 am – 10 pm **PRCR MP/SP**
- Hire additional instructors to offer additional program opportunities
- Continue to expand Special Needs programming **PRCR MP/SP**
- Offer online program evaluations
- Continue to solicit and obtain sponsorships from local business to promote special events
- Create additional drop-in programs **PRCR MP/SP**
- Monitor new special events

FY 2016 ACCOMPLISHMENTS

- Hosted Spooktacular Event – over 800 participants
- Hosted Santa Calls Events – over 140 participants
- Hosted Egg-Ceptional Egg Hunt (for participants with special needs) **PRCR MP/SP**
- Hosted Special Olympics athletic clinics
- Coordinated Special Needs Resource Fair
- Offered a variety of programs and classes for toddler, youth, adults, and senior citizens.
- Maintained level of program offerings
- Hired part-time Special Events Coordinator
- Hired part-time Special Needs Coordinator **PRCR MP/SP**
- Continued to offer departmental Special Events and One-Day Workshops
- Continued to increase program participation
- Increased program revenues
- Conducted annual instructors meeting for program review and evaluations
- Enhanced after-school offerings at the Alston Massenburg Center **PRCR MP/SP**
- Continued to design and implement 2 departmental brochures to increase program development

Town of Wake Forest
DOWNTOWN MUNICIPAL SERVICE DISTRICT

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

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

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

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

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

The proposed tax rate for FY 2016-2017 is ***$ .14 per $100 of assessed value.*** The revenue neutral rate due to the revaluation equates to $ .1467, however it is staff's recommendation to maintain the current rate for the district. Funds are allocated as follows: $15,000 towards continued façade improvements downtown, $60,000 to offset a portion of the debt service for the White Street Streetscape, $10,000 for downtown speaker system, and $22,500 for banner replacements.

Fund 400: Downtown Municipal Service District (DSMD)

	2015 Actual June 30, 2015	2016 Amended Budget	2016 Actuals March 31, 2016	2016 Projected June 30, 2016	2017 Requested Budget	2017 Approved Budget
Revenue						
Ad Valorem Taxes	$ 73,706	$ 75,900	$ 70,558	$ 71,558	$ 72,500	$ 71,500
Investment Earnings	159	100	391	410	500	500
Other Financing Sources	-	36,725	-	-	2,000	35,500
Revenue Total	$ 73,864	$ 112,725	$ 70,949	$ 71,968	$ 75,000	$ 107,500
Expenses						
Transfers In (Out)	66,595	112,725	-	62,500	75,000	107,500
Expenses Total	$ 66,595	$ 112,725	$ -	$ 62,500	$ 75,000	$ 107,500
Fund Total: Downtown Municipal Service District	**$ 7,270**	**$ -**	**$ 70,949**	**$ 9,468**	**$ -**	**$ -**

Town of Wake Forest
WAKE FOREST RENAISSANCE CENTRE

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

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

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

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

During fiscal year 2015-2016 the oversight of the Renaissance Centre transitioned to the Administration department. All personnel costs and relative expenditures are accounted for in the special revenue fund. Any improvements or building related costs are accounted for in the Public Facilities department.

The proposed budget for fiscal year 2016-2017 is $532,175. Revenues consist of facility rentals for the Centre, sponsorships, donations, concessions and program revenues from the variety of events planned. A transfer in the amount of $271,120 from the General Fund is included to cover all personnel costs. This will be the first year that all costs are captured in the special revenue fund.

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

Fund 425: Wake Forest Renaissance Centre Special Revenue Fund

	2015 Actual June 30, 2015	2016 Amended Budget	2016 Actuals March 31, 2016	2016 Projected June 30, 2016	2017 Requested Budget	2017 Approved Budget
Revenue						
Sales and services	$ 68,224	$ 114,500	$ 70,847	$ 95,861	$ 109,500	$ 120,500
Other Revenue	72,206	95,500	50,865	63,870	75,500	140,555
Other Financing Sources	-	171,715	-	171,715	220,000	271,120
Revenue Total	$ 140,430	$ 381,715	$ 121,712	$ 331,446	$ 405,000	$ 532,175
Expenses						
Personal Service	$ -	$ 157,115	$ 77,199	$ 150,195	$ 295,450	$ 271,120
Operating	124,818	215,500	112,358	153,330	319,405	261,055
Capital Outlay	-	9,100	9,080	9,080	5,000	-
Expenses Total	$ 124,818	$ 381,715	$ 198,637	$ 312,605	$ 619,855	$ 532,175
Fund Total: Wake Forest Renaissance Centre						
	$ 15,612	**$ -**	**$ (76,925)**	**$ 18,841**	**$ (214,855)**	**$ -**

RENAISSANCE CENTRE DEPARTMENT SUMMARY

Staff oversees and directs the activities of the Renaissance Centre for the Arts.

PURPOSE STATEMENT

The Renaissance Centre for the Arts is dedicated to inspiring, engaging and educating the community through a variety of cultural arts programs. Through theatre, concerts, film screenings, classes, workshops and related events, the Centre offers enriching art experiences that bridge cultures, generations and disciplines.

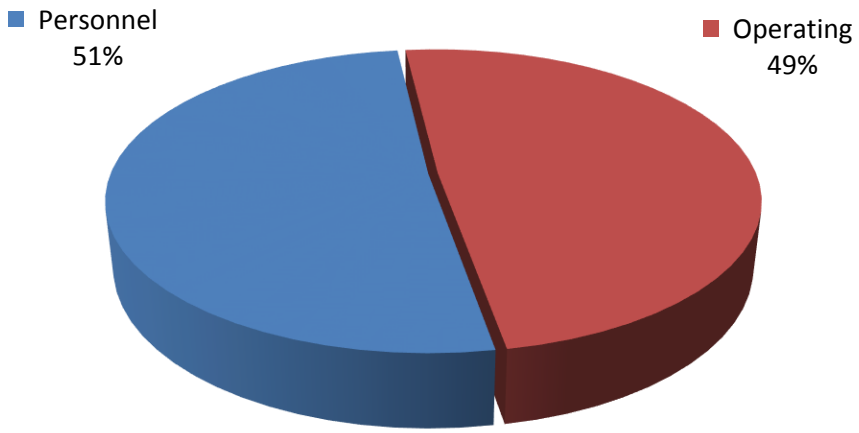
DEPARTMENT SUMMARY

Renaissance Centre	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ -	$ 157,115	$ 150,195	$ 295,450	$ 271,120
Operating	124,818	215,500	153,330	319,405	261,055
Capital Outlay	-	9,100	9,080	5,000	-
Total	**$ 124,818**	**$ 381,715**	**$ 312,605**	**$ 619,855**	**$ 532,175**

SIGNIFICANT BUDGET CHANGES

- During FY 15-16 all personnel costs along with operating transitioned from Parks, Recreation and Cultural Resources department.
- Funds for personnel costs are being transferred from the General Fund.
- Two positions added – transition from part time to full time. Office Assistant – July 1, 2016 and Technical Operations Specialist – January 1, 2017.

FY 2016 - 2017 – Budget



Total $532,175

AUTHORIZATION BY POSITION

Renaissance Centre Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Renaissance Center Manager	-	-	1	1	1
Renaissance Center Specialist	-	-	1	1	1
Technical Operations Specialist	-	-	-	1	1
Office Assistant	-	-	-	1	1
Total	-	-	2	4	4

Programs within Renaissance Centre Department:

- Organization
- Events
- Cultural Education
- Rentals

ORGANIZATION

The Centre Manager oversees the day to day operation of the Renaissance Centre which includes coordinating and directing the personnel, providing operational management, supervising various revenue streams, budget preparation and monitoring, purchasing, oversight of facility needs and safety, and helping the Communications Department with the marketing, promotional and fundraising efforts of the Centre. The Centre staff consists of one full-time Centre Specialist and eleven part-time positions which include Administrative Assistants, A/V Technicians, and Event Staff. The Centre Manager and Centre Specialist provide leadership to the Cultural Resource Advisory Board and the Public Art Commission and also serve in a support role to - Wake Forest ARTS, Forest Moon Theater, North Carolina Symphony Education Committee, Wake Forest Community Council, the Northeast Regional Business Alliance, EdNC (NC State Education Leaders Network), and the Senior Information Networking Group (SING)

PROGRAM GOALS & OBJECTIVES

- **Continue working with the Communications Department to brand, market, and promote Renaissance Centre events and educational programming (SP)**
- **Partner with other organizations and merchants to promote and provide activities in the Downtown Renaissance Area (SP)**
- **Offer excellent customer service in the most efficient, effective and professional manner to both external and internal customers (SP)**
- **Continue to build and maintain a positive workplace culture for Renaissance Centre staff (SP)**
- **Provide leadership and support to the various aforementioned community boards, committees and councils (SP)**
- **Develop a Renaissance Centre volunteer program (SP)**
- **Form a partnership and agreement with Wake Forest ARTS in order for the organization to serve as the Renaissance Centre's 501(c)(3) Foundation. Fundraising efforts through the Foundation will help to support cultural events and programming (SP)**
- Further develop the *Partners Circle* donor program

FY 2016 ACCOMPLISHMENTS

- Installed the Square POS system which allows the acceptance of credit cards for concessions
- Developed and implemented the *Partners Circle* Donor program
- **Hosted the first annual *Broadway Ball* fundraising event with the help of the Cultural Resource Advisory Board (SP)**
- Worked with the Communications Department and Sign Craft to develop and mount a donor wall art piece
- Purchased a Yamaha upright piano to use for concerts. Another piano was donated from a community member for use in the Arts Annex for choir and voice lessons
- **Serve as the stationary meeting place for the Downtown Business Alliance (SP)**

EVENTS

Inspire and engage the community through a variety of all-inclusive arts programs. Contribute to the economic development of the Downtown Renaissance Area

PROGRAM GOALS & OBJECTIVES

- **Plan, direct and participate in providing a diverse range of cultural arts events that are inclusive to all segments of the community (SP)**
- **Plan and offer events for those with special needs in response to community requests (SP)**
- **Raise the level of talent of artists performing at the Renaissance Centre (SP)**
- **Continue working with the Communications Department to brand, market, and promote Renaissance Centre events (SP)**
- **Increase audience attendance at events (SP)**

FY 2016 ACCOMPLISHMENTS

- **Partnered with Forest Moon Theater (Wake Forest's Community Theatre) to offer four (4) main-stage theatre productions for the 2015/16 season (SP)**
- **Worked with Mike Allen (Community Member), Mike Young (WF Community Information FB page) and the Communications Department to develop the Rockin' The Forest Live Music Series (SP)**

CULTURAL EDUCATION

The Renaissance Centre is committed to the promotion of cultural knowledge, creativity and intercultural understanding through arts education.

PROGRAM GOALS & OBJECTIVES

- **Expand cultural educational programming in response to community requests (SP)**
- **Expand on educational programming for those with special needs in response to community requests (SP)**
- **Increase class and workshop registrations (SP)**
- **Continue working with the Communications Department to brand, market, and promote Renaissance Centre educational programming (SP)**

FY 2016 ACCOMPLISHMENTS

- **Partnered with Raleigh Little Theatre to offer theater education classes at the Renaissance Centre (SP)**
- **Partnered with Kasie Ryan (Franklin Academy Middle School) and Terri Smith (WF Elementary) to start the Wake Forest Children's Community Choir (Grades 4-9) (SP)**
- **Developed and implemented the Arts in Education (AIE) program which provides field trip opportunities for students of all grade levels. This program helps educators meet their teaching goals and meets the NC Standard Course of Study requirements.(SP)**
- **Planned and implemented the Community Arts Reach (CAR) program through the United Arts Council of Raleigh and Wake County to provide cultural programming in various Wake Forest elementary, middle and high schools (SP)**
- **Applied for an *Arts for Municipalities* grant from the United Arts Council of Raleigh and Wake County (SP)**

RENTALS

Offer a variety of options for large and small private gatherings, corporate events, conferences, expos, and meetings.

PROGRAM GOALS & OBJECTIVES

- **Promote the Renaissance Centre as an ideal and affordable event and gathering space for private individuals, arts organizations, civic clubs, businesses, non-profit groups and other organizations (SP)**
- Participate in the Forever Bridal Expo to promote the Renaissance Centre as a wedding and reception venue

FY 2016 ACCOMPLISHMENTS

- **Reduced and simplified Centre rental rates in response to community feedback (SP)**
- Increased the number of rentals that occurred at the Centre

Fund 360: Wake Forest Power

	2015 Actual June 30, 2015	2016 Amended Budget	2016 Actuals March 31, 2016	2016 Projected June 30, 2016	2017 Requested Budget	2017 Approved Budget
360 Wake Forest Power						
Revenue						
Charges for Services	$ 18,195,978	$ 19,241,355	$ 14,213,246	$ 18,940,762	$ 18,956,695	$ 18,985,170
Sales Tax - Utility	1,305,577	1,320,855	995,035	1,317,209	1,317,765	1,317,765
Other Revenue	162,564	138,500	79,325	90,569	100,000	100,000
Investment Earnings	2,298	2,500	4,318	4,360	5,000	5,000
Other Financing Sources	-	258,000	-	-	265,000	540,000
Revenue Total	**$ 19,666,417**	**$ 20,961,210**	**$ 15,291,923**	**$ 20,352,900**	**$ 20,644,460**	**$ 20,947,935**
Expenses						
Personal Service	$ 2,581,379	$ 2,836,510	$ 1,937,083	$ 2,613,103	$ 2,841,685	$ 3,041,255
Professional Services	83,575	72,500	33,257	70,500	58,000	58,000
Operating	15,867,439	16,129,235	9,959,584	14,783,187	15,296,905	15,290,680
Contributions	5,000	5,000	3,750	5,000	5,000	5,000
Capital Outlay	1,804	1,383,900	886,014	1,243,647	2,172,900	2,023,900
Debt Service	90,708	534,065	517,988	531,489	529,100	529,100
Transfers In (Out)	1,507,327	-	-	-	-	-
Expenses Total	**$ 20,137,231**	**$ 20,961,210**	**$ 13,337,676**	**$ 19,246,926**	**$ 20,903,590**	**$ 20,947,935**
Revenue Total	$ 19,666,417	$ 20,961,210	$ 15,291,923	$ 20,352,900	$ 20,644,460	$ 20,947,935
Expense Total	$ 20,137,231	$ 20,961,210	$ 13,337,676	$ 19,246,926	$ 20,903,590	$ 20,947,935
Fund 360 - Net Total	**$ (470,814)**	**$ -**	**$ 1,954,247**	**$ 1,105,974**	**$ (259,130)**	**$ -**

Wake Forest Power Budget Summary by Department

	2015 Actual June 30, 2015	2016 Amended Budget	2016 Actuals March 31, 2016	2016 Projected June 30, 2016	2017 Requested Budget	2017 Approved Budget
360 Wake Forest Power						
Revenue						
000 Non-Departmental	$ 19,666,417	$ 20,961,210	$ 15,291,923	$ 20,352,900	$ 20,644,460	$ 20,947,935
Revenue Total	19,666,417	20,961,210	15,291,923	20,352,900	20,644,460	20,947,935
Expenses						
850 Electric - Operations	19,924,853	20,705,895	13,176,774	19,018,631	20,594,810	20,634,390
860 Electric - Tree Trimming	212,378	255,315	160,902	228,295	308,780	313,545
Expenses Total	20,137,231	20,961,210	13,337,676	19,246,926	20,903,590	20,947,935
Fund Total: Wake Forest Power	**$ (470,814)**	**$ -**	**$ 1,954,247**	**$ 1,105,974**	**$ (259,130)**	**$ -**

ELECTRIC - OPERATIONS SUMMARY

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

PURPOSE STATEMENT

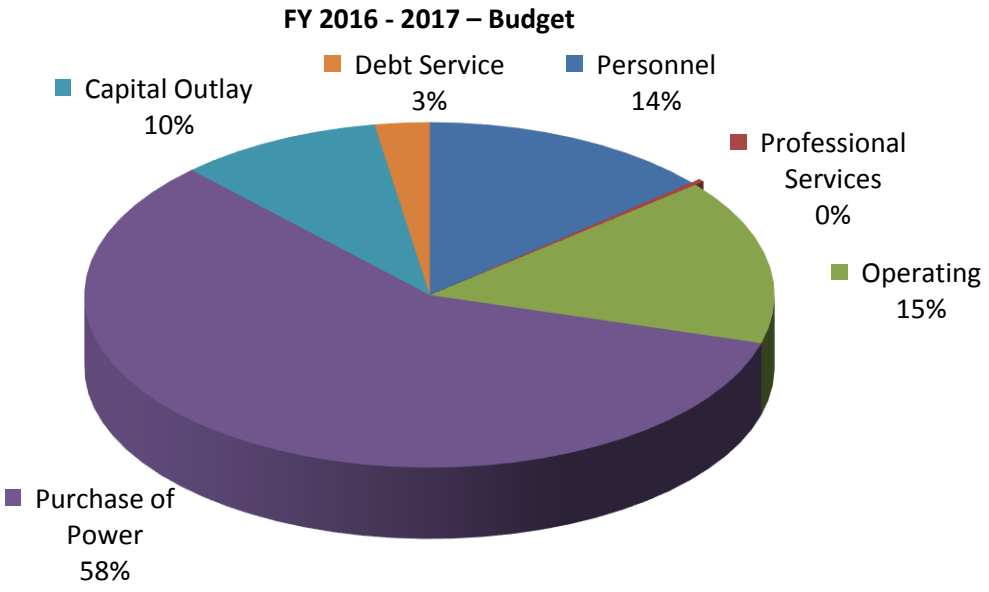
Deliver consistent and reliable electric service in a timely and cost effective manner.

DEPARTMENT SUMMARY

Electric	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 2,408,726	$ 2,630,315	$ 2,422,920	$ 2,634,435	$ 2,827,240
Professional Services	83,575	72,500	70,500	58,000	58,000
Operating	2,644,536	2,688,985	2,938,213	3,202,875	3,198,650
Purchase of Power	13,188,179	13,396,130	11,811,862	12,047,500	12,047,500
Capital Outlay	-	1,383,900	1,243,647	2,122,900	1,973,900
Debt Service	90,708	534,065	531,489	529,100	529,100
Transfers	1,507,327	-	-	-	-
Total	**$ 19,923,050**	**$ 20,705,895**	**$ 19,018,631**	**$ 20,594,810**	**$ 20,634,390**

SIGNIFICANT BUDGET CHANGES

- Personnel expense increase attributed to adjustment in allocated personnel costs
- **Comprehensive rate study nearing completion and results will be presented with any rate adjustments effective in fiscal year 2016-2017 (SP)**



Total $20,634,390

AUTHORIZATION BY POSITION

Electric Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Power-line Crew Supervisor	5	5	5	5	5
Senior Power-line Technician	5	3	3	5	5
Power-line Technician	6	3	3	5	5
System Meter Supervisor	1	1	1	1	1
Senior Electric Meter Technician	-	1	1	1	1
Electric Meter Technician	1	1	1	1	1
Electric Groundman**	1	5	5	1	1
Energy and Line Location Specialist	-	-	1	1	1
Total	19	19	20	20	20

Programs within Electric Operations:

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

CONTRACTED SERVICES

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Substation Maintenance: Checked and tested battery chargers that operate breakers.
- Truck Safety Testing: Eight (8) trucks for dielectric and structural integrity.

STREET LIGHTING

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Repaired “reported” lights within 24 hours.
- Maintained lighting system for public safety.
- Twelve (12) night checks performed on lights.
- Installed 63 new lights (40 LED)
- Changed 50 HPS to LED.

LOAD MANAGEMENT

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

UNDERGROUND UTILITY LINE LOCATING

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

PROGRAM GOALS & OBJECTIVES

- Locate lines in accordance with the provisions of NC General Statutes.
- Prevent other utilities from cutting the Town's underground electric lines.
- Perform all locations within the required time.
- More than 2,800 locates are anticipated in FY2016/17.

FY 2016 ACCOMPLISHMENTS

- All line locates performed in accordance with the provisions of North Carolina General Statues.
- 2,939 locates performed in Electric Meter Division.

NEW LINE CONSTRUCTION

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Installed approximately 2,080' of 1/0 & 750 23kv primary cable.
- Installed 9 overhead/underground transformers.
- Installed approximately 8,668’ of secondary cable.
- Added approximately 74 customers to Town Electrical system.

MAINTENANCE AND LINE REPAIR

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Installed and removed temporary meter boards.
- Performed overhead and underground electric facilities inspections as needed during trouble calls.

- First responder on all regular hour trouble calls.
- Repaired 394 street/security lights.
- Installed 45 underground services.

CT METERING

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

- Monitored 7 high bill complaints.
- Installed 6 new commercial meters.
- Read meters and generated bills on 27 coincident peak rate customers (monthly). (Electricities)

TREE TRIMMING DIVISION SUMMARY

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

PURPOSE STATEMENT

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

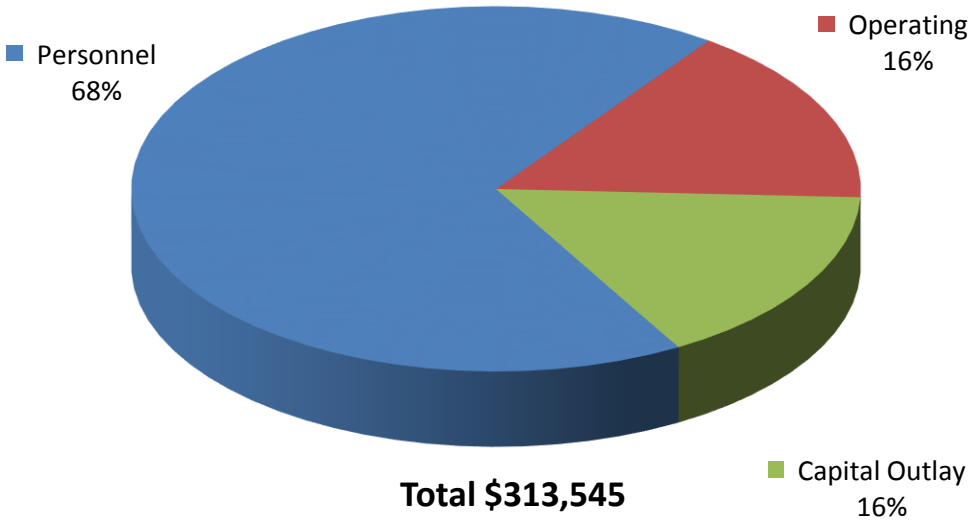
DEPARTMENT SUMMARY

Tree Trimming	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Requested	FY 2017 Approved
Personnel	$ 172,653	$ 206,195	$ 190,183	$ 207,250	$ 214,015
Operating	39,725	49,120	38,112	51,530	49,530
Capital Outlay	-	-	-	50,000	50,000
Total	**$ 212,378**	**$ 255,315**	**$ 228,295**	**$ 308,780**	**$ 313,545**

SIGNIFICANT BUDGET CHANGES

- Replacement of vehicle included in capital outlay attributing to increase from FY 2016

FY 2016 - 2017 – Budget



AUTHORIZATION BY POSITION

Tree Trimming Positions	Actual FY 2014	Actual FY 2015	Actual FY 2016	Requested FY 2017	Approved FY 2017
Tree Trimming Supervisor	1	1	1	1	1
Tree Trimming Technician II	1	1	1	1	1
Tree Trimming Technician	1	1	1	1	1
Total	3	3	3	3	3

Programs within Tree Trimming:

- Line Clearance
- Assistance to Other Divisions

LINE CLEARANCE

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

PROGRAM GOALS & OBJECTIVES

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

FY 2016 ACCOMPLISHMENTS

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

ASSISTANCE TO OTHER DIVISIONS

From time to time, assistance is provided to other divisions and departments of the town. This assistance involves trimming and/or removal of trees from town right of ways outside of electric right of ways and on town owned property.

PROGRAM GOALS & OBJECTIVES

- Assist Urban Forestry Division as needed
- Assist Street Division as needed
- Assist Environmental Services Division as needed

FY 2016 ACCOMPLISHMENTS

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

CAPITAL OUTLAY SUMMARY

Fiscal Year 2016-2017

The following capital expenditures are included in the budget.

Department/Division	CIP #	Description	P/T	Amount
General Fund:				
Downtown Development	n/a	Downtown Replacement Banners	n/a	$ 15,000
	n/a	Downtown Speaker System	n/a	10,000
	n/a	Holiday Banners	n/a	7,500
Engineering	T-2	Forest Drive Construction	M-3	100,000
	AM-9	North Avenue Wall	H-1	78,500
Inspections	VR	Vehicle (#4808) - Replacement	M-2	29,500
	GG-2	Vehicle Addition	M-3	29,500
Management Information Systems	M-1	VoIP Hardware Refresh	H-2	125,000
Public Facilities	AM-2	HVAC Replacement - CID 221 Brooks Street	H-2	50,000
	PF-1	Security Access and Cameras	H-1	62,500
	n/a	WFRC IT Closet HVAC	n/a	8,500
	n/a	Snow Plow for Truck	n/a	4,500
	AM-4	Ailey Young Restroom Renovation	H-1	30,000
	n/a	Door Access from WFRC to WFRC Annex	n/a	10,000
	PF-5	Renaissance Centre - Audio Equipment Upgrade	M-3	30,000
	n/a	Renaissance Centre - Carpet & Tile Arts Annex	n/a	12,000
Public Safety	PS-1	Vehicle Additions, Taxes & Tags and Digital Video Cameras (5)	H-3	210,250
	VR	Vehicle Replacements, Taxes and Tags (15)	M-2	630,750
Streets/Powell Bill	n/a	Landscaping Plan	n/a	73,500
	S-2	Roadway Lighting - N. White Street	M-1	16,000
	S-6	Transportation Sidewalks	M-2	110,000
	n/a	12' Dump Trailer	n/a	7,200
	VR	Riding Lawn Tractor (#5623) - Replacement	M-2	13,500
	VR	Street Sweeper (#5626) - Replacement	M-2	209,000
Sanitation	VR	Rear Loading Compactor Truck (#5807) - Replacement	M-2	208,500
Parks and Recreation	PRCR-6	Athletic Fence Replacement - Ailey Young and WF Middle	M-2	75,000
	PRCR-5	Install Irrigation & Sod at Flaherty Park Athletic Fields	M-2	155,000
	PRCR-7	Pickleball Courts at Flaherty Park	M-3	122,500
	n/a	2x4 Gators (2)	n/a	16,000
	n/a	Bleachers at Tyler Run	n/a	13,000
	n/a	Control Link Retrolink - Heritage High School	n/a	24,000
	n/a	Graco Linelazer	n/a	6,500
	VR	Gravely Turf Base Runner (#6225) - Replacement	M-2	14,000
	VR	John Deere - Tractor (#6204) - Replacement	M-2	20,000
	VR	John Deere - Ztrak (#6206) - Replacement	M-2	13,500
	n/a	Kiwanis Greenway Bridge Construction	n/a	20,000
	PRCR-3	Vehicle Addition	M-3	30,000
		General Fund - Subtotal		**2,590,700**

CAPITAL OUTLAY SUMMARY

Fiscal Year 2016-2017

The following capital expenditures are included in the budget.

Department/Division	CIP #	Description	P/T	Amount
Electric Fund:	E-1	Line Construction/System Improvements	M-2	775,000
	E-3	3 Phase Meter Test System	M-2	32,500
	VR	Bucket Truck (#8505) - Replacement	M-2	190,000
	VR	Digger Derrick (#8506) - Replacement	M-2	265,000
	E-2	RF Load Management Switches/Meters and OMS	M-2	626,400
	VR	Trackhoe Excavator (#8519) - Replacement	M-2	85,000
	VR	Crew Cab Pickup Truck (#8603) - Replacement	M-2	50,000
		Electric Fund - Subtotal		**2,023,900**
		GRAND TOTAL		**$4,614,600**

INTRODUCTION

DEFINITION: The Capital Improvements Plan (CIP) is a five year plan identifying the Town's capital improvement needs. As a long range plan, the CIP reflects the Town's policy regarding long range physical and economic development. By providing a planned schedule of public improvements, the CIP outlines present and future public needs and priorities. A capital improvement is defined as any expenditure for equipment, buildings, infrastructure, land acquisition, plan or project in which the cost exceeds $25,000 and the estimated useful life is greater than 1 year.

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

FUNCTIONS OF THE CIP: A CIP must be updated each year. Adopting a CIP does not end with the first year. Changing needs and priorities, emergencies, cost changes, mandates and changes in technology all require the CIP to be updated annually. The Town's public facilities, streets, parks, infrastructure, equipment, etc., are constantly in need of repair, replacement or expansion. A growing population will require additional or new facilities. These reasons require that the CIP be updated to maintain the financial solidity of the Town. The Town of Wake Forest's staff has updated the CIP each year since adopting the first document in 1985. The CIP achieves the following objectives as a component of the Town's budget and financial planning process:

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

CAPITAL IMPROVEMENT PLAN – FISCAL POLICY EXCERPT:

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

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

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

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

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

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

THE CIP UPDATE: The document that follows is the update to the CIP and covers the (5) fiscal years 2016-17 through 2020-21. This document contains capital expenditure requests from each department/division for items that cost over $25,000 and generally have a useful life of five (5) years or more.

This section of the CIP includes a description of the prioritization system, a summary by funding level for the fiscal year 2016-21 and a summary by department/division and fund for each of the five fiscal years. The remainder of the document contains summary information for each department/division with the supporting information on capital project request forms.

PRIORITIZATION SYSTEM

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

Criteria	Priority: High	Priority: Medium	Priority: Low
1	**Level A**	**Level A**	
2		**Level B**	
3			
4		**Level C**	**Level C**

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

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

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

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

CRITERIA CATEGORIES:

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

LEVEL OF FUNDING: The grid is further divided into levels:
Level A - highest consideration for funding,
Level B - moderate consideration,
Level C - least consideration for funding resources.

Capital Improvement Plan

FUNDING LEVEL SUMMARY

FISCAL YEAR 2016-2017

DEPARTMENT/Division	PROJECT DESCRIPTION	PRIORITY TYPE	1ST YEAR CAPITAL COST	EXTERNAL FUNDING*	APPROVED BUDGET
LEVEL A					
Mgmt. Information Systems	VOIP/HARDWARE REFRESH	H-2	$ 125,000	$ -	$ 125,000
Mgmt. Information Systems	SOFTWARE UPGRADES AND ENHANCEMENTS	H-2	129,000	-	-
Facility Management	SECURITY ALARMS, CAMERAS AND DOOR ACCESS	H-1	125,000	-	62,500
Streets	TOWN ROADWAY LIGHTING	M-1	25,000	-	16,000
Asset Maintenance	FLAHERTY PARK DAM	H-1	401,000	-	151,000
Asset Maintenance	HVAC REPLACEMENT	H-2	50,000	-	50,000
Asset Maintenance	AILEY YOUNG RESTROOM	H-1	30,000	-	30,000
Asset Maintenance	KIWANIS GREENWAY BRIDGE REPLACEMENT	H-1	349,000	-	20,000
Asset Maintenance	ANNUAL STREET MAINTENANCE	H-2	825,000	-	80,000
Asset Maintenance	WAKE FOREST RESERVOIR IMPROVEMENTS	H-2	559,500	480,000	480,000
Asset Maintenance	NORTH AVENUE RETAINING WALL	H-1	90,500	-	90,500
Asset Maintenance	SOCCER CENTER @ SMITH CREEK GREENWAY	H-2	100,000	-	-
Asset Maintenance	SANFORD CREEK GREENWAY BOARDWALK REPLACEMENT	H-1	44,500	-	-
Asset Maintenance	TOWN HALL - REPAIRS	H-2	190,000	-	15,000
	TOTAL LEVEL A		3,043,500	480,000	1,120,000
LEVEL B:					
Planning	AILEY YOUNG HOUSE REHABILITATION	L-2	37,500	30,000	30,000
Inspections	VEHICLE - ADDITION	M-3	30,000	-	29,500
Facility Management	VEHICLE - ADDITION	M-3	75,000	-	-
Facility Management	SENIOR CENTER EXPANSION	H-3	1,300,000	1,300,000	1,300,000
Facility Management	RENAISSANCE CENTRE RENOVATIONS	M-3	302,000	-	30,000
Facility Management	GATEWAYS, INTERCHANGES AND INTERSECTIONS	M-3	80,000	-	-
Facility Management	OPERATIONS CENTER EXPANSION*	H-3	150,000	150,000	150,000
Public Safety	LICENSE FEES AND SOFTWARE UPGRADES	M-3	32,000	-	-
Public Safety	VEHICLE - ADDITION	H-3	210,000	-	210,250
GTP	VEHICLE - ADDITION	M-2	175,000	-	-
GTP	TRAFFIC/PEDESTRIAN SIGNALS	M-3	80,000	-	-
GTP	ROAD CONNECTIONS	H-3	102,000	-	100,000
GTP	SMITH AND SANFORD CREEK GREENWAY - CMAQ	H-3	4,411,680	2,071,020	2,071,020
GTP	PRIORITY PEDESTRIAN CORRIDORS -WAIT & W. OAK	H-3	291,500	-	12,000
GTP	STADIUM DRIVE COMPLETE STREETS AND NORTH AVENUE	H-3	1,860,000	1,440,000	1,440,000
GTP	SMITH CREEK GREENWAY - PHASE 2	H-3	907,045	827,000	827,000
GTP	GREENWAY AND PARK SIGNAGE	H-3	345,500	-	-
GTP	DURHAM ROAD OPERATIONAL IMPROVEMENTS	H-3	254,500	-	-
GTP	HARRIS ROAD ROUNDABOUT	H-3	592,000	120,500	-
GTP	PASSIVE/ACTIVE GREENWAY CONNECTIONS	M-3	34,500	34,000	-
GTP	DUNN CREEK GREENWAY - PHASE 3	H-3	549,500	-	-
GTP	W. HOLDING AVENUE SIDEWALK	M-3	33,000	-	-

Capital Improvement Plan

FUNDING LEVEL SUMMARY

FISCAL YEAR 2016-2017

DEPARTMENT/Division	PROJECT DESCRIPTION	PRIORITY TYPE	1ST YEAR CAPITAL COST	EXTERNAL FUNDING*	APPROVED BUDGET
GTP	RICHLAND CREEK GREENWAY	M-2	692,000	-	-
PRCR	JOYNER PARK - PHASE 2	H-4	750,000	750,000	750,000
PRCR	VEHICLE - ADDITION	M-3	50,000	-	30,000
PRCR	FLAHERTY PARK BASEBALL/SOFTBALL FIELDS - IRRIGATION	M-2	155,000	-	155,000
PRCR	ATHELTIC FIELDS FENCE REPLACEMENT	M-2	100,000	-	75,000
PRCR	PICKLEBALL COURTS	M-3	122,500	-	122,500
PRCR	SPRAYGROUND/WATER FEATURES	H-4	20,000	-	20,000
General Fund - Total	VEHICLE REPLACEMENTS	M-3	1,306,500	-	1,138,750
Fleet Maintenance	PORTABLE VEHICLE LIFT	M-3	45,000	-	-
Streets	COMPACTOR/ROLLER	M-3	46,500	-	-
Streets	TRANSPORTATION SIDEWALKS PROJECTS	M-2	110,000	-	110,000
Asset Maintenance	SIDEWALK REPLACEMENTS	M-2	100,000	-	-
Asset Maintenance	MILLER PARK STREAM REHAB & RESTORATION	M-2	31,500	-	-
Electric	LINE CONSTRUCTION/SYSTEM IMPROVEMENTS	M-2	900,000	-	775,000
Electric	RF LOAD MANAGEMENT SWITCHES/METERS	M-2	626,400	-	626,400
Electric	THREE PHASE METER TEST SYSTEM	M-2	32,500	-	32,500
Electric Fund - Total	VEHICLE REPLACEMENTS	M-3	614,000	-	590,000
	TOTAL LEVEL B		17,554,625	6,722,520	10,624,920
LEVEL C:					
Mgmt. Information Systems	WIRELESS INTERNET ACCESS - DIGITAL KIOSK	M-4	75,000	-	-
Fleet Maintenance	FORK LIFT	M-4	52,000	-	-
Fleet Maintenance	TRUCK WITH HOOKLIFT AND BODIES	M-4	125,000	-	-
	TOTAL LEVEL C		252,000	-	-
	GRAND TOTALS		$20,850,125	$7,202,520	11,744,920
				Amount funded outside General Fund/Electric Fund	(6,880,020)
				Amount funded in General Fund operating budget	(458,000)
				Capital Outlay not reported as part of the Capital Improvement Plan.	207,700
				Reconciled to Capital Outlay Summary presented.	$ 4,614,600

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

Capital Improvement Plan
FUNDING SUMMARY

DIVISION DESCRIPTION	PRIOR	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	TOTALS	Beyond 2021 Memo Only
USES:								
GENERAL FUND								
General Government	$ 24,500	$ 67,500	$ 63,000	$ 100,000	$ 6,000	$ 3,803,500	$ 4,064,500	$ 3,700,000
Management Information Systems	20,000	361,000	271,000	270,000	165,000	635,000	1,722,000	970,000
Public Facilities	335,000	2,032,000	3,337,000	7,713,750	479,000	105,250	14,002,000	21,972,000
Public Safety	-	385,000	245,000	507,500	220,500	488,000	1,846,000	-
Transportation	5,236,515	10,153,225	9,233,060	20,031,700	19,522,000	11,629,000	75,805,500	11,073,000
Parks and Recreation	508,500	1,197,500	8,615,000	3,820,000	920,000	770,000	15,831,000	29,000,000
Streets Division	-	181,500	285,000	445,000	160,000	190,000	1,261,500	405,000
Fleet Division	-	222,000	-	-	-	-	222,000	-
Environmental Services	-	-	-	-	195,000	-	195,000	-
Asset Maintenance	443,500	2,771,000	2,876,500	6,412,000	2,456,500	1,591,500	16,551,000	1,041,000
Vehicle/Equipment Replacements	-	1,306,500	944,760	1,229,750	1,246,250	1,540,500	6,267,760	2,526,450
	6,568,015	18,677,225	25,870,320	40,529,700	25,370,250	20,752,750	137,768,260	70,687,450
ELECTRIC FUND								
Electric/Tree Trimming	$ 1,125,900	$ 1,558,900	$ 948,000	$ 970,000	$ 900,000	$ 990,000	$ 6,492,800	$ -
Vehicle/Equipment Replacements	-	614,000	549,000	429,050	190,500	95,000	1,877,550	1,440,000
TOTAL USES	$ 7,693,915	$ 20,850,125	$ 27,367,320	$ 41,928,750	$ 26,460,750	$ 21,837,750	$ 146,138,610	$ 72,127,450
SOURCES:								
GENERAL FUND								
Current G.O. Referendum - Issued	1,690,000	480,000	-	-	-	-	2,170,000	-
Current G.O. Referendum - Not Yet Issued	362,000	2,663,500	10,720,000	4,966,500	1,641,000	417,000	20,770,000	-
Future G.O. Referendum - Estimated	-	159,500	680,000	6,692,500	3,020,500	6,916,500	17,469,000	32,480,000
Future Installment Purchase - Other	-	825,000	1,525,000	7,975,000	825,000	3,325,000	14,475,000	21,791,000
Future Installment Purchase - Vehicles/Equipment	-	1,971,500	1,477,760	1,622,250	1,661,750	1,733,500	8,466,760	2,526,450
Grant Funds - Awarded	2,969,940	2,679,020	250,000	2,397,500	-	-	8,296,460	-
Grant Funds - Future Application/Application Submitted	214,000	1,260,000	5,671,500	10,688,300	15,633,500	4,657,000	38,124,300	5,935,000
Capital Reserve Funds	-	-	-	-	-	1,300,000	1,300,000	4,020,000
Pay As You Go - User Fees/Other Revenues/Reserves	-	-	175,000	200,000	50,000	-	425,000	-
Downtown Municipal Service District	-	75,000	-	-	-	-	75,000	-
Other Available Sources (Timing & Amounts TBD)	1,332,075	8,563,705	5,371,060	5,987,650	2,538,500	2,403,750	26,196,740	3,935,000
ELECTRIC FUND								
Vehicles/Equipment Installment Purchase	-	614,000	549,000	429,050	190,500	95,000	1,877,550	1,440,000
Pay As You Go - User Fees/Other Revenues/Reserves	1,125,900	1,558,900	948,000	970,000	900,000	990,000	6,492,800	-
TOTAL SOURCES	$ 7,693,915	$ 20,850,125	$ 27,367,320	$ 41,928,750	$ 26,460,750	$ 21,837,750	$ 146,138,610	$ 72,127,450

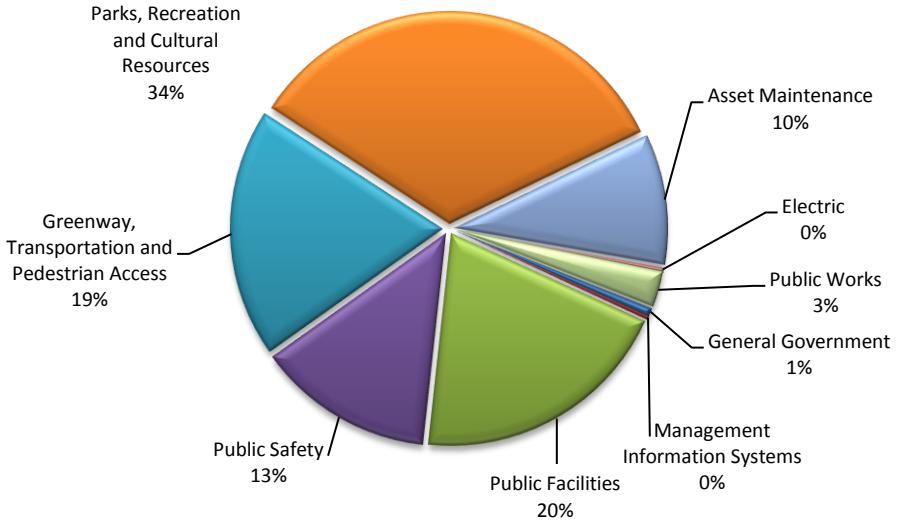
FY 2016 – 2021 Capital Improvements Plan Update

Projected Impact on Operations

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

FUNCTION	2016-17	2017-2018	2018-2019	2019-2020	2020-2021	TOTAL
General Government	$ 1,500	$ 13,500	$ 32,500	$ 32,500	$ 27,500	$ 107,500
Management Information Systems	2,500	13,450	12,450	9,950	5,750	44,100
Public Facilities	22,650	759,150	784,400	794,400	795,900	3,156,500
Public Safety	236,300	381,300	502,800	538,550	464,550	2,123,500
Greenway, Transportation and Pedestrian Access	42,000	205,000	851,000	863,500	1,051,500	3,013,000
Parks, Recreation and Cultural Resources	6,500	224,050	1,351,050	1,359,100	2,393,150	5,333,850
Asset Maintenance	53,000	109,500	164,500	590,500	645,500	1,563,000
Electric	-	-	19,500	19,500	19,500	58,500
Public Works	27,300	72,900	93,400	187,900	144,400	429,900
	$ 391,750	$ 1,778,850	$ 3,811,600	$ 4,395,900	$ 5,547,750	$ 15,829,850

5 Year Impact on Operations by Function



The data above displays the projected additional cost of operations over the next five years related to the current capital improvement submissions. The majority of the impact on operations is for the additional debt service which is related to the current bond authorization, as well potential future bond referendums and other debt issuance (i.e. installment purchase agreements).

Town of Wake Forest
Debt Service Requirements
Fiscal Year 2016 - 2017

	2016 Amended Budget	2016 Actuals March 31, 2016	2016 Projected June 30, 2016	2017 Approved Budget
Fund 100 - General Fund				
5800 - Installment Purchase - Principal	$ 2,695,235	$ 2,349,568	$ 2,760,796	$ 2,633,930
5801 - Installment Purchase - Interest	253,900	238,738	256,721	209,670
5810 - GO Bond - Principal	1,220,000	535,000	1,220,000	1,253,000
5811 - GO Bond - Interest	538,040	382,219	538,037	410,925
Fund 100 - General Fund Total	$ 4,707,175	$ 3,505,525	$ 4,775,554	$ 4,507,525
Fund 360 - Wake Forest Power				
5800 - Installment Purchase - Principal	$ -	$ -	$ -	$ -
5801 - Installment Purchase - Interest	13,500	-	13,500	11,100
5810 - GO Bond - Principal	-	-	-	-
5811 - GO Bond - Interest	-	-	-	-
5820 - Revenue Bond - Principal	440,190	437,650	437,651	450,660
5821 - Revenue Bond - Interest	80,375	80,338	80,338	67,340
Fund 360 - Wake Forest Power Total	$ 534,065	$ 517,988	$ 531,489	$ 529,100
Total Debt Service	$ 5,241,240	$ 4,023,513	$ 5,307,043	$ 5,036,625

DEBT MANAGEMENT

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

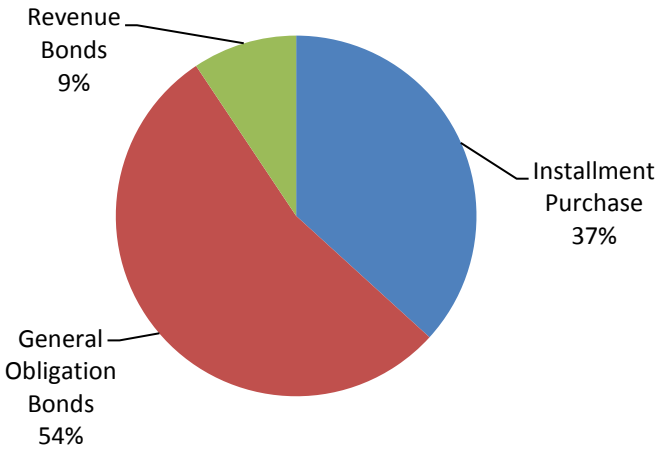
Ratings

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

Summary of Outstanding Debt Issuance

	as of March 31, 2016
General Fund	
Installment Purchase	$ 10,605,575
General Obligation Bonds	15,550,000
Total Tax-Supported Debt	26,155,575
Electric Fund	
Revenue Bonds	2,702,403
Total Debt Outstanding	$ 28,857,979

Outstanding Debt by Type of Issue

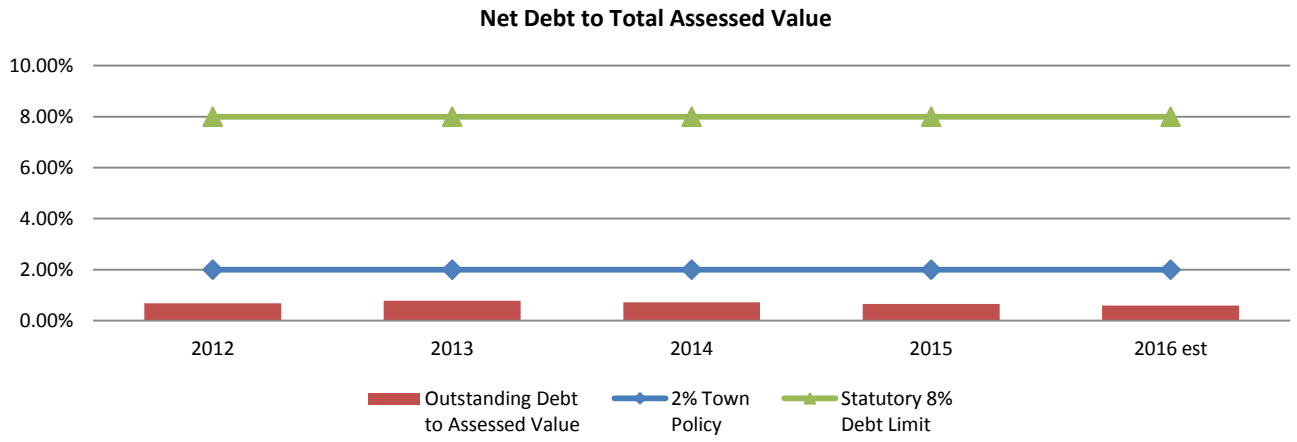


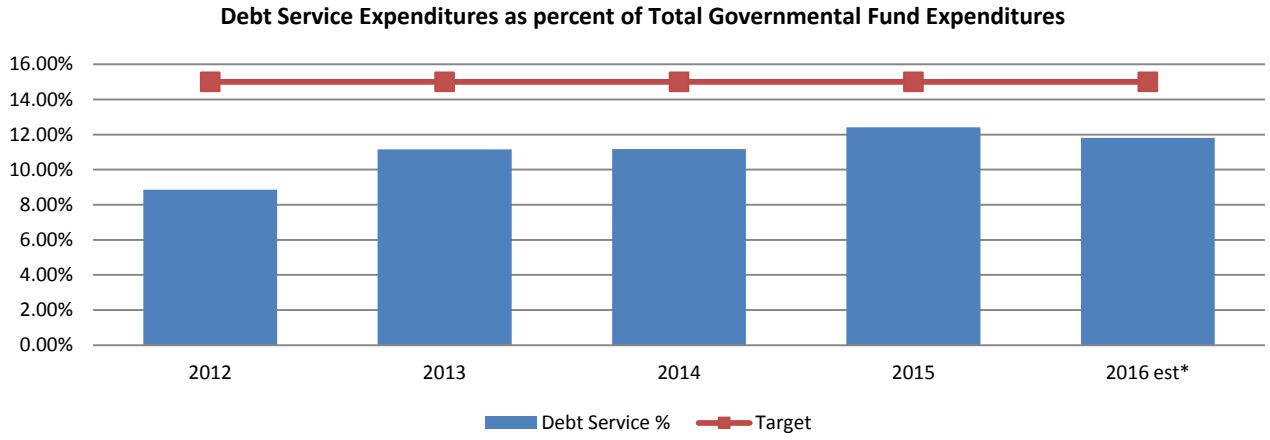
Legal Debt Limit

The Town is subject to the Local Government Bond Act. This act limits the net bonded debt that the town may have outstanding to eight (8%) percent of the assessed value of property subject to taxation. The projected statutory limit for bonded debt in FY 2017 is $369,879,040 providing a debt margin of approximately $322,956,465.

Town Policy

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





Outstanding General Obligations Debt Authorizations

The town has been authorized to issue $25.1 million for greenways, street improvements and park & recreation. To date we have issued $4.3 million of this amount, which leaves an available authorization amount of $20.8 million to be issued in future years.

Town of Wake Forest
Outside Agency Requests

	AGENCY	DEPARTMENT		Approved
	Resources for Seniors, Inc.	Board of Commissioners		$ 4,000
*	Fourth of July	Board of Commissioners		11,240
	Wake Forest College Birthplace	Board of Commissioners		4,000
	Boys and Girls Club	Board of Commissioners		7,500
	Wake Forest Chamber of Commerce	Board of Commissioners		12,500
				-
	Total Outside Agencies			$ 39,240

Outside agency requests are due May 13. The application and procedures are in the process of being modified for fiscal year 2016 -2017. A service contract/agreement will be completed between respective organization receiving funding and the town outlining expectations and financial provisions.

The amounts proposed keep funding at FY 2015-2016 levels. The amount for the Wake Forest Chamber represents the town's membership at the Community Investor level for FY 2016-2017.

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

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

GLOSSARY OF BUDGET TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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