2021-22 ANNUAL BUDGET

TOWN *of*
WAKE FOREST

FISCAL YEAR ENDING JUNE 30, 2022

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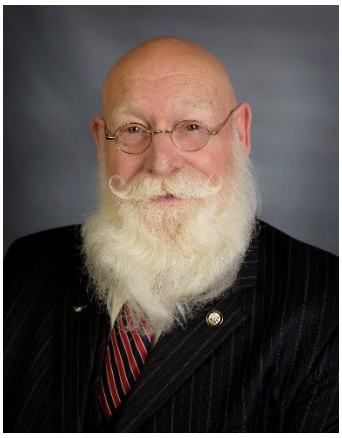
2021 GFOA Budget Awarded & Forthcoming

TOWN OF WAKE FOREST
BOARD OF COMMISSIONERS

Mayor
Vivian Jones



Commissioner
Jim Dyer

Commissioner
Chad Sary

Commissioner
Liz Simpers

Commissioner
Bridget Wall-Lennon

Commissioner
Adam Wright

TOWN OF WAKE FOREST STAFF

Kipling D. Padgett
Town Manager

Candace Davis
Assistant Town Manager

Allison Snyder
Assistant Town Manager

Virginia Jones
Human Resources Director

Town Attorney
Eric Vernon

Aileen J. Staples
Chief Financial Officer

Deeda Harris
Town Clerk

Courtney Tanner
Planning Director

Jeff Leonard
Police Chief

Ron Early
Fire Chief

Ruben Wall
Parks Recreation Director

Jason Cannon
Economic Development Director

Magda Holloway
Public Works Director

Adam Oates
Chief Information Officer

Bill Crabtree
Communications and Public Affairs Director

J J Carr
Inspections Director

Mickey Rochelle
Public Facilities Manager

Lisa Hayes
Strategic Performance Manager

Chris Terrell
Electric Systems Manager

Deborah Dunn
Renaissance Centre Manager

Jennifer Herbert
Downtown Development Manager

ADVISORY BOARDS AND COMMISSIONS

Planning and Zoning Board
Joe Kimray, Chairperson

Design Review Board
Jim Sherrer, Chairperson

Historic Preservation Commission
Andrea Radford, Chairperson

Human Relations Council
Robin Smith, Chairperson

Board of Adjustment
Will Hedrick, Chairperson

Public Art Commission
Elizabeth Hayes, Chairperson

Technical Advisory Board
Zee Khan, Chairperson

Urban Forestry Advisory Board
Mindy Hidenfelter, Chairperson

Parks, Recreation and Cultural Resources Advisory Board
Gary Hartong, Chairperson

TOWN *of* WAKE FOREST

ORGANIZATIONAL CHART

Citizens of Wake Forest

Mayor & Board of Commissioners

Town Attorney
Eric Vernon

Town Manager
Kip Padgett

Advisory Boards & Commissions

Assistant Town Manager
Candace Davis

Assistant Town Manager
Allison Snyder

Administration

Town Clerk
Deeda Harris

Deputy Town Clerk
Terry Savary

Executive Assistant
Cathi Pope

Downtown Development
Jennifer Herbert

Parks, Recreation & Cultural Resources
Ruben Wall

Renaissance Centre
Debbie Dunn

Communications
Bill Crabtree

Community Engagement & Strategic Performance
Lisa Hayes

Financial Services/IT
Aileen Staples

Fire & Rescue
Ron Early

Human Resources
Virginia Jones

Police
Jeff Leonard

Economic Development/WFBIP
Jason Cannon

Inspections/ Public Facilities
JJ Carr

Planning
Courtney Tanner

Public Works
Magda Holloway

Wake Forest Power
Chris Terrell

TOWN *of* WAKE FOREST 2017–2022

STRATEGIC PLAN

TOWN *of*
WAKE FOREST

Updated by the Wake Forest Board of Commissioners ▲ JUNE 2019

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.

MISSION STATEMENT

The Town of Wake Forest is committed to improving the quality of life in our community by preserving our character, fostering economic opportunities, strengthening our neighborhoods, delivering superior services and embracing the diversity of our citizens.

VISION

A vibrant and diverse community that provides superior public services and an exceptional quality of life.

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

GOAL 1

Economic Development

STRATEGIES

Foster environment that supports growth and expansion

Promote Wake Forest as a destination for investment, community and visitors

Safe & Connected Community

STRATEGIES

- Provide opportunities for residents to become more involved in Town government
- Facilitate the installation of development-related infrastructure through the use of innovative technologies and streamlined processes

GOAL 3

Values-Based Organizational Culture

STRATEGIES

- Encourage employees to express ideas and collaborate across departments
- Provide skills and resources to all for employee upward mobility within this organization and professional growth
- Ensure Wake Forest is a competitive employer in the local government job market

Fiscal Strength

STRATEGIES

- Maintain and improve the Town's bond rating
- Maintain financial stability of Town
- Assess development agreements for public/private partnerships

TOWN *of*
WAKE FOREST

TOWN *of*
WAKE FOREST

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

www.wakeforestnc.gov

May 4, 2021

Honorable Vivian Jones, Mayor
Honorable Liz Simpers, Mayor Pro-tem
Honorable Jim Dyer, Commissioner
Honorable Chad Sary, Commissioner
Honorable Bridget Wall-Lennon, Commissioner
Honorable Adam Wright, 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, 2021. 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) 2022.

INTRODUCTION

As we enter the sunset of FY2021, we are also leaving the long night of COVID-19. Restrictions that were considered a new normal are beginning to loosen. Schools are returning to in person instruction and more people are beginning to enter retail establishments that were once subject to occupancy restrictions.

Our ongoing technology initiatives allowed us to respond quickly to the need to distance staff, enable shift work, and telework. While Town Hall has remained open for business, most of the needs of our customers are being met through our online presence.

Just as we pivoted to the virtual environment, we are now moving back to in person programming. The first in person concert at the Renaissance Centre has sold out. Rentals of our outdoor facilities are higher than pre-pandemic levels and we are beginning to reintroduce some of our special event programming to the community. The traditional Six Sundays in the Spring will be held in the Fall and Spring this year. Popular events during Halloween and Christmas are being planned for in-person attendance. We are also working with some of our partner agencies on events that will meet any State imposed restrictions. The inaugural winter event: “Wake Forest Cares Holiday Kick-off” is in its planning stages and will be held in November.

Most of the projects from the 2014 bond referendum have now been completed. This year we will begin discussion and planning for another bond referendum in 2022. Similar to the 2014 referendum, these potential projects will allow us to continue making improvements to our infrastructure network and also provide more quality-of-life features to our parks and greenway systems.

We must continue to provide a budget that invests in solutions. This management and policy philosophy in concert with the strategic plan lay the foundation of how our budget should be shaped to address the needs of our community. The strategic plan is reviewed monthly with staff and is provided to the BOC on a quarterly basis. Listed below are the four goals of the strategic plan and a summary of key initiatives and its relation to the budget:

- ***Economic Development*** – Space downtown is currently being renovated for Loading Dock Wake Forest (LDWF). LDWF will provide coworking space and serve as a tech incubator for many of the technology entrepreneurs within our community. Since the start of construction, some of the adjacent properties have been sold or are under contract. Preliminary plans show renovations and/or rebuilds of these underutilized properties.

  The Town continues its partnership with the NC Wireless Research Center (WRC). Many of the grants and partnerships they have acquired are resulting in leading edge discoveries that will benefit our state and nation. WRC is currently working with Loading Dock on options to partner on technology developments such as NCRIOT. WRC and the Town continue to explore other options where partnerships might provide better access to technology for our citizens.

  The SunTrust lot and the tech park partnership with the Seminary were placed on hold during COVID. Both projects have re-started. It is anticipated there will be meetings with the Board over the summer and proposals soliciting interest in redeveloping the SunTrust site in the fourth quarter of Calendar Year (CY)2021 or first quarter of CY2022. The Tech Park received its site certification from the Department of Commerce and Electricities. These certifications allow the site to be marketed through multiple databases at a national level to a wide field of site selectors. Due to the size of the site, it is anticipated to take 10 -15 years to reach full buildout.

  The Renaissance Centre for the Performing Arts is beginning to reopen to in person events. Although virtual programming will still be offered, the focus has turned to offering more in person events as state regulations on gatherings begin to lessen. Rentals are also beginning to increase.

- ***Enhance a Safe and Connected Community*** –The update to the Community Plan is in progress and is scheduled to be adopted by the Board in December. Funds have been appropriated to begin the update of the Unified Development Ordinance (UDO)and the Manual of Specifications, Standards & Design (MSSD). These updates are necessary to ensure conformance with the current policies at the State and Federal level as well as to reflect the new vison and goals that will be adopted through the Community Plan update.

  There are funds in the budget to address mobility issues such as new sidewalk installation and repair of existing sidewalks. Funding for stormwater initiatives as well as a review of further improvements to road connectivity are also included.

  Fifty thousand dollars ($50,000) is included in the BOC budget under agency allocations. These funds will be used to assist in the renovations and rehabilitation of homes in the northeast community in accordance with the adopted Northeast Area Community Plan. A Request for Qualifications is being prepared and will be issued closer to budget approval.

- ***Culture that reflects our values***: The budget continues to allocate funds for merit increases. Our continued involvement in the North Carolina Health Insurance Pool serves us well. Premiums will not increase for the third straight year. Additionally, we have been able to accumulate reserves of $1.5 million that will assist us in the event we experience high claims in a given year.

  Staff is the most important asset we have. Many of them interact with the community daily and are ambassadors to our residents. The budget for each department allocates training to ensure our employees are up to date on the latest technology and professional trends to ensure we give our community what it expects and deserves...exemplary municipal services. Our Human Resources Department is also exploring training opportunities in diversity and inclusion for all town employees.

- ***Maintain Fiscal Strength***: Alongside land use policy, our financial strength is key to a vibrant and 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. A financially sound government ensures that we can fulfill basic municipal, and quality of life needs for our residents.

  In addition, we are still maintaining our capital reserve fund in anticipation of any project shortfalls. We continue to forecast our CIP projects and operating revenue five years out so that we can appropriately plan to maximize resources.

REVENUE SUMMARY

The recommended tax rate for the coming year is $0.495. This is based on an estimated tax base of $6,878,669,750 (Wake County) and $145,600,150 (Franklin County) and a collection rate of 98.5%. Collection rates over the past five years has been 99.7% or higher, but it remains prudent to be more conservative in our projections. The total budget for the Town of Wake Forest, inclusive of all funds, is $91,434,535.

The recommended tax rate for the Downtown Municipal Service District remains at $0.14 per $100 of assessed value. The revenues from this service district aid in offsetting debt for the Downtown Streetscape project, facade improvements and other costs as they arise.

Sales tax revenue for the current year has been higher than expected. A 5.8% increase from FY2021 estimates is budgeted for the coming year, which returns us to pre-COVID levels. Vehicle taxes and fees are projected to increase approximately 5%. A 5.7% increase in the sale of power for the Electric Department is projected for growth in the system as well as a rate increase in FY2022. It is important to remember our electric system is an enterprise fund and should be self-supporting based on the revenue generated. Similar to other utility systems, rate adjustments are necessary to maintain the integrity and reliability of the system. Any rate adjustments approved would not be effective until September 1, 2021.

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, $1,200,000 of fund balance is appropriated. These funds are earmarked for one-time capital purchases. Typically, due to our conservative budgeting, this amount may not be needed, but does provide to balance the budget until final revenues are accounted for next fiscal year. Our fund balance remains at the 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

The budget recommends the funding of ten (10) full-time positions. The positions are:

- Town Attorney – As directed by the Board, funding has been included for a Town Attorney. The position will be a full-time employee of the Town, who reports to the Board of Commissioners.

- Safety Coordinator – Our Risk Manager has done a great job in reducing our risk and ensuring safety is a top priority of our employees. As the Town has grown and the jobs have become more complex, another position is needed to assist him to ensure continued compliance with Town, State and Federal regulations.

- Telecommunications Shift Supervisors (2) – In FY2018, there were 55,209 calls for service. FY2021 is projected to end with 68,613 calls for service: an increase of over 24% from FY2018. The continued increase in calls require additional staff to handle the call volume and ensure emergency calls are received and dispatched to first responders effectively and efficiently.

- Detective (1) – Increasing caseloads have caused the need for an additional detective. In addition, background checks have increased in number and complexity often requiring the assigned Detective to get behind on some criminal investigations. Although this recommended position will handle cases, their primary responsibility will be handling all background checks.

- Community Resource Officers (4) – It is important for our community to enjoy a positive relationship with its police department. These four positions' primary function will be to strengthen community relations. They will patrol parks and greenways on foot, bike, and ATV. The officers will also attend community meetings/functions and special events – all the while taking the time to engage one-on-one with citizens with a particular emphasis on our young people. As previously stated, increasing calls for service and caseloads are making it difficult for our current patrol officers and other units to initiate the more personal one-on-one contact we strive to provide.

- Victim Advocate (1 nonsworn) – Many of the calls to which we respond are domestic disputes and/or involve individuals suffering from mental illness. This recommended position will be responsible for following up after such incidents to check on the welfare of those involved, along with any caretakers. The position will provide contact information and guidance and establish connections with agencies and resources to help those in need. In some instances, upon request, this position will also assist the victim as he/she maneuvers through the judicial system.

Due to a mandate from the State Treasurer's Office, retirement contributions to the Local Government Employees Retirement System (LGERS) have increased and are projected to reach 12.55% for general employees and 14.17% for law enforcement by 2023. This year we are required to increase our contribution percentages from 10.25% to 11.44%. The impact this year is $622,786. Since 2018, our cumulative total to the retirement system has increased by almost $2 million dollars due to the state mandate increases and the addition of the Fire Department. After 2023, it is anticipated retirement contributions will continue to increase, but at a slower pace as the state strives to keep the retirement system solvent.

Capital Outlay

Capital funding is planned for both the General Fund and the Electric Fund. In the Electric Fund, system improvements, line construction, and LED upgrades are planned. Capital outlay in Electric will consist of the purchase of two meter test boards and the replacement of a meter van. 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 replacement police cars and vehicles that have passed their life cycle. Capital funds will be used for funding needs such as new sidewalk construction, and facility improvements/repairs. The largest single item this year will be a $586,500 replacement for Engine 1 at the Fire Department. Additionally, funding has been appropriated for downtown items. 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 $7.1 million, which is 11.8% of the General Fund expenditures. The debt service fund tax rate is $0.0775. All general fund debt is placed in this fund. A majority of debt service is due to construction projects that have been approved by the Board and through the 2014 voter referendum.

Other Agencies

It is recommended that Resources for Seniors, the Birthplace Museum and Chamber of Commerce receive funding at the same levels as last year. An additional $2,500 has been placed in this category for award to other nonprofits subject to a Board approved application and award process.

While nonprofits provide a needed service to the community, it is often difficult to decide which ones to fund. 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

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.

- ***Personnel*** – As our community continues to grow and we enhance our services to citizens, personnel are a continual need and represent one of the largest expenditures for any agency.

- ***Debt*** – All debt obligations from the 2014 referendum will be issued by June 30, 2021. We are currently at 11.8% of general fund expenditures and our policy is 15%.

- ***Legislative Action*** – Because we are a creature of the State, action of the General Assembly could create unanticipated (and unfunded) mandates.

- ***LGERS*** – It is anticipated there will be future rate increases to keep the system solvent. Although we hope the pace is slower than it has been over the past three years, it could have a large impact on future budgets.

- ***American Recovery Plan*** – As of the writing of this memo, the exact amount, and specific guidelines on the use of these funds are pending. There are several needs throughout Town where these monies could make a significant impact. It will be important to fully understand the use of these funds going forward.

SUMMARY

This budget continues the goals of our strategic plan. It also represents a fundamental philosophy of being conservative on our revenue projections and maintain 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. It is important that our budget invest in solutions.

Due to our budget philosophy and practices, I feel confident the budget presented is realistic and provides the resources needed to further the mission of the Town. I hope this budget displays the positives of what we as a Town can accomplish for our citizens and the actions we take to remain an employer of choice for our staff. Whether a community is growing or not, there are always challenges. I believe this budget meets the challenges of this growing, vibrant community and allows Wake Forest to continue to thrive in its delivery of services to our residents. It truly is where “innovation meets opportunity”.

I would like to thank our Assistant Town Managers and Department Directors for their hard work and dedication in preparing this year’s budget. Our Senior Budget Analyst, Ben Blevins, has been instrumental in the development of this budget, especially in the area of performance management. I want to specifically thank our Chief Financial Officer, Aileen Staples, as we navigate the budget process.

Her financial principles and expertise are key to keeping us financially stable. Finally, I want to thank each of you for your sound fiscal 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,

Kip Padgett

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

TOWN *of* WAKE FOREST

PROPOSED

ORDINANCE 2021-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST NORTH CAROLINA FOR THE FISCAL YEAR 2021-2022

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, 2021 and ending June 30, 2022:

Current year's Property Tax	$34,248,580
Prior Year's Property Tax	31,000
Penalties and Interest on Property Taxes	50,000
Local Option Sales Taxes	9,545,475
Other Taxes	80,315
Utility Franchise Tax	2,693,710
Beer and Wine Tax	165,975
Permits and Fees	2,315,000
Solid Waste Fees	3,502,800
Recreation Revenues	626,700
ABC Revenues	250,500
Wake County – Fire/SRO	1,921,375
Go Triangle – Wake County Transit	332,045
Other Revenue	830,310
Interest on Investments	28,500
Installment Purchase Proceeds	1,304,500
Interfund Transfers	302,115
Fund Balance Appropriated	1,200,600
Proceeds from WF Fire Department	450,000
Total General Fund Estimated Revenues	$ 59,879,500

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, 2021 and ending June 30, 2022 in accordance with the chart of accounts heretofore established for this Town on June 15, 2021.

ORDINANCE 2021-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2021-2022

Board of Commissioners	$ 518,320
Legal Services	310,310
Administration	875,430
Communications	994,560
Human Resources	827,935
Downtown Development	458,175
Finance	1,369,625
Information Technology	1,585,360
Planning	2,727,150
Building Inspections	1,838,265
Public Facilities	2,906,935
Police	14,144,970
Fire	9,746,020
Public Works Administration	291,575
Urban Forestry	229,820
Engineering	1,568,360
Fleet Maintenance	601,525
Streets	3,040,000
Solid Waste	4,617,620
Parks and Recreation	4,368,280
Transfers – Other Funds	6,859,265
Total General Fund Appropriations	$ 59,879,500

Section 3. It is estimated that the following revenues will be available in the Electric Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Sale of Power	$ 21,232,190
Interest on Investments	2,000
Other Revenue	1,788,975
Other Financing Sources – Cap Reserve	250,000
Total Electric Fund Appropriations	$ 23,273,165

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, 2021 and ending June 30, 2022, in accordance with the chart of accounts heretofore approved for the Town:

Electric Distribution Division	$ 22,764,810
Tree Trimming Division	508,355
Total Electric Fund Appropriations	$ 22,657,925

ORDINANCE 2021-xx

**BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST,
NORTH CAROLINA FOR THE FISCAL YEAR 2021-2022**

Section 5. There is hereby levied a tax at the rate of forty-nine and a half cents ($.495) 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 $7,024,269,900 and an estimated rate of collection of ninety-eight (98.5%).

Allocations of tax rate inclusive in this ordinance and reflective in respective General Fund departments are as follows:

- One and a half cents ($ .015) are hereby authorized for transportation initiatives - $ 1,037,835.

- One half cent ($ .005) is hereby authorized for housing initiatives - $345,945.

Section 6. There is hereby levied a vehicle fee of $25.00 in which $5.00 of the fee is collected in the General Fund and $20.00 will be collected in the Debt Service Fund to be used for transportation improvements debt service.

Section 7. There is hereby levied a solid waste fee of $21.00 for the cost of collection of solid waste, recyclables, and yard waste.

Section 8. 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	$132,050
Other Revenue	450
Appropriated Fund Balance	30,000
Total Estimated Revenues	$ 162,500
Interfund transfers	162,500
Total Appropriations	$ 162.500

Section 9. The following amounts are hereby appropriated in the Debt Service Fund for the payment of general fund debt service for the fiscal year beginning July 1, 2021 and ending June 30, 2022 in accordance with the chart of accounts heretofore approved for the Town:

Interfund Transfers – General Fund	$ 5,362,150
Interfund Transfers – DMSD	65,000
Powell Bill Funds	925,600
Vehicle Fees	724,000
Investment Earnings	1,000
Total Estimated Revenues	$ 7,077,750

Installment – Principal	$ 3,674,585
Installment – Interest	329,785
GO Bond - Principal	2,222,000
GO Bond - Interest	851,380
Total Appropriations	$ 7,077,750

Section 10. The following amounts are hereby appropriated in the Wake Forest Business and Industry Partnership (BIP) Special Revenue Fund for Economic Development initiatives and operations for the fiscal year beginning July 1, 2021 and ending June 30, 2022 in accordance with the chart of accounts heretofore approved for the Town:

Other Financing Sources	$ 362,570
Total Estimated Revenues	$ 362,570
Personnel	$ 153,870
Professional Services	70,000
Operating	138,700
Total Appropriations	$ 362,570

Section 11. 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, 2021 and ending June 30, 2022 in accordance with the chart of accounts heretofore approved for the Town:

Sales and Services	$141,000
Other Revenue	116,340
Other Financing Sources	421,710
Total Estimated Revenues	$ 679,050
Personnel	$ 396,710
Other Operating	282,340
Total Appropriations	$ 679,050

ORDINANCE 2021-xx

**BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST,
NORTH CAROLINA FOR THE FISCAL YEAR 2021-2022**

Section 12. 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 13. The Town Manager is hereby authorized to execute contractual documents under the following conditions:

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

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

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

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

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

Section 14. 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 15. The Town's fee schedule is hereby amended by the attached summary of fee modifications and additions. Unless otherwise noted on the summary, the effective date will be July 1, 2020.

Section 16. Operating funds encumbered on the financial records as of June 30, 2021 are hereby re-appropriated (carried forward) to fiscal year 2021-2022 as determined by the Chief Financial Officer.

ORDINANCE 2021-xx

**BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST,
NORTH CAROLINA FOR THE FISCAL YEAR 2021-2022**

Section 17. The Chief Financial Officer 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 Chief Financial Officer shall submit to the Public Arts Commission within 60 days after approval of the annual budget ordinance an authorized annual budget for eligible projects.

Section 18. This ordinance is the basis of the financial plan for the Town during the 2021 - 2022 fiscal year. The Town Manager and Chief Financial Officer shall administer the Annual Operating Budget and shall provide direction and guidance in the disbursement of funds. Furthermore, the Chief Financial Officer shall establish and maintain all records, which are in accordance with this ordinance and N.C. General Statutes.

Adopted this the 15th day of June 2021.

Motion by: _____

Second by: _____

Mayor: _____

Approved as to form:
Eric A. Vernon
Town Attorney

ATTEST:

_____
Town Clerk

Town of Wake Forest
BUDGET HIGHLIGHTS
Fiscal Year 2021-2022

TAX RATES & USER FEES

- **Property Tax**: $0.495 per $100 of assessed property valuation.
- **Residential Solid Waste Fee:** $21.00 per month.
- **Vehicle Fee**: $25 - $5 – General Fund and $20 for Debt Service Fund.
- **Downtown Municipal Service District Tax:** $0.14 per $100 of assessed property valuation.
- **Electric Rates**: Cost of service/rate study completed during 2020-2021. Rate recommendations and results presented in December 2020. Due to COVID, rate adjustments were delayed. Increase proposed to be effective September 1, 2021 are included – affects lighting and residential services. No change to all other rate classifications.

PERSONNEL ISSUES

- Additional full-time positions – Ten (10) recommended:
  - Town Attorney – Legal Services
  - Safety Coordinator – Human Resources
  - Telecommunications Shift Supervisors (2) - Police
  - Detective - Police
  - Community Resource Officers (4) - Police
  - Victim Advocate (Non-sworn) – Police

- Continued with Pay and Classification update along with performance pay (merit) funds.
- Insurance premiums – funded at current levels – no increase.
- Mandated increase in LGERS included.

MAJOR IMPACTS AND SIGNIFICANT CHANGES

- Reflective of reorganization – Assistant Town Managers – respective departments effective January 1, 2021
- New department – Legal Services
- Debt service fund - $7.1 million – consistent with debt model forecast
- Impact of 2021 GO Bonds (remaining 2014 authorization) - $463,000.
- Financial forecast through FY 2025 for Electric and General Fund included
- Capital Funding Plan: $5.3 million – includes the following (refer to CIP tab for complete list)
  - $4.2 million – General Fund
    - Includes transfer of funds to GTP Fund – transportation initiatives.
  - $1.1 million – Electric Fund
- $1,200,600 Appropriated Fund Balance – funding one-time items per fiscal policy

Town of Wake Forest

Performance Management

OVERVIEW

Performance Management is a process in which a government organization will collect and analyze qualitative and quantitative data to measure the organization's efficiency. Performance management promotes instituting a shared understanding about what is to be achieved and how it is to be achieved. The goal is for all Town departments to identify their own unique contributions in achieving the objectives of their organization. By building meaningful links between departmental, organizational, and community objectives, the staff will increase the probability of achieving success for the organization.

WORKLOAD INDICATORS

Workload indicators are metrics used to measure the workflow of a government organization. Workload indicators are often building blocks for performance measures because they show a trend, allow for data collection and are meaningful to the public. By tracking these metrics, department directors can utilize this data to examine further performance measurements that may need to be implemented.

PERFORMANCE MEASUREMENT

In public service, performance measurement is a vital piece in the successful delivery of performance management. Establishing performance measures allows the Town to set realistic benchmarks with respect to each measure. The Town will be able to focus on both internal performance measurements (i.e. cost and quality management) and external performance measurements (i.e. customer service and value). Moreover, the correlation of target data versus actual data will show if the Town is meeting its desired outcomes. Measuring these results serves as an objective platform of quality assurance that is critical to the Town's success moving forward.

STRATEGY

The implementation of performance management is a direct result of the population and budgetary growth recently experienced by the Town of Wake Forest. This initiative will improve the budget in the following ways: 1) Develop a balanced set of performance measures, 2) Promote the performance measurement at both strategic and operational levels, and 3) Effectively report data gained from performance measurement systems. The purpose of this strategy is to examine factors that are likely to affect operations, identify strategies to control these factors, and optimize both internal and external performance of the government organization.

VISION

The Town of Wake Forest has implemented this process into its budget document with intent to maximize productivity across all departments. As appropriate performance measurements have been determined, both qualitative and quantitative data are gathered to support these measurements and promote internal growth at both strategic and operational levels. The primary goals are to establish effective performance measures and enhance fiscal strength while maintaining a high-level of accountability to its citizens. The Town has now collected its fourth full year of data with the intent to make well-informed budgetary decisions based on the performance analysis of all departments.

Town of Wake Forest

Financial Forecast

The Town of Wake Forest recognizes the importance of long-range planning throughout the organization. The purpose of a financial forecast is to evaluate current and future fiscal conditions that will enable the Board of Commissioners to make policy and programmatic decisions. A financial forecast is a fiscal management tool that presents estimated information based on past, current and projected financial conditions.

Included are forecasts for the General Fund and Electric Fund. The following items were considered when pulling together the forecasts:

- Strategic Plan
- Five-year Capital Improvements Plan (CIP)
- Existing Debt Service schedules
- Planned Future Debt Issuances
- Past trends
- Current and projected economic conditions

The Town has embraced a conservative philosophy to estimating revenues and expenditures. The conservative approach is consistent with the goals and expectations of the Board of Commissioners and directly aligns with Goal 4 – Enhance Fiscal Strength in our Strategic Plan.

The forecasts included in this document are projecting into the future based on what is known today, past experiences and our current economic environment. There is a level of control over future expenditure growth, but economic conditions will ultimately dictate future revenue growth. With this in mind, revenues are projected using lower percentages than past trends, while on the expenditure side, a higher growth percentage is utilized.

As required by North Carolina General Statutes, the Town's annual operating budget(s) have to be adopted and balanced by July 1. In the attached forecasts, projected expenditures may exceed projected revenues or as in the case of Electric, projected revenues may exceed expenses. These unbalanced forecasts reflect the work that is necessary to bring expenditures in line with revenues. Presenting balanced budget projections does not provide an accurate portrayal of the budgetary challenges that are faced annually. Also, keep in mind that conditions and situations constantly change. Improved economic conditions will translate into revenue growth that could exceed what is included in the forecast. As a result, that could translate into fewer cuts on the expenditure side or less pressure to increase revenue through increased taxes and/or fees.

The following projections present the budget framework around future financial planning. Assumptions for each fund prefaces the forecasts for the General Fund and Electric Fund.

General Fund

Forecast Assumptions

- Three-year (FY 2018 – FY 2020) history of actual performance – audited per Comprehensive Annual Financial Report – schedule 1 (Effective FY 2018 – Schedule 2 – Debt Service Fund)
- Includes General Fund and Debt Service Funds

- ***FY 2021 Information:***
  - Year to date as of March 31, 2021 included.
  - Anticipated at this time that we will increase fund balance for FYE 2021. Sales tax revenues and ad valorem taxes ahead of budgeted expectations.

- ***Assumptions for FY 2022 – FY 2025:***
  - Tax base growth – 3.5% - 4% increase for ad valorem taxes
  - Other revenues - 2.5% increase
  - Residential solid waste fees ($21.00 per month) effective January 1, 2021.
    - Full year included in forecast starting in FY 22.
  - Salaries and benefits – 4% increase
  - Effective July 1, 2020 – fire services transitions to town department
    - Cost share revenues from Wake County included in revenues and expenditures accordingly.
  - Debt service:
    - Debt service included for new aerial ladder truck for Fire Department.
    - Funds included for – remaining 2014 referendum – 2021 GO Bonds to be issued in May 2021 along with impact of debt service from a possible bond referendum in 2022 for future capital projects identified in five-year Capital Improvements Plan.
  - Capital outlay is reflective of approximate average spent over the last six years plus addition of fire department capital needs.

Town of Wake Forest
General Fund Forecast For
Fiscal Years 2021-2025

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	AMENDED FY 2021 Budget	03/31/21 FY 2021 YTD	FY 2021 Projected	PROPOSED FY 2022 BUDGET	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
REVENUES										
Ad Valorem Taxes	$ 25,890,727	$ 27,713,298	$ 29,340,018	$ 32,967,000	$ 32,477,813	$ 33,408,886	$ 34,329,580	$ 35,702,763	$ 37,130,874	$ 38,616,109
Other Taxes	77,267	55,488	49,032	58,500	29,985	45,178	51,000	75,000	78,500	82,500
Unrestricted Intergovernmental	10,308,211	11,090,321	11,365,093	11,027,675	6,233,057	11,859,740	12,434,475	12,807,509	13,191,735	13,587,487
Restricted Intergovernmental	943,762	955,604	1,059,768	3,827,370	3,134,762	3,518,984	2,846,975	2,785,695	2,885,695	2,985,695
Permits and Fees	2,964,179	2,751,352	3,025,140	3,112,525	2,752,290	2,665,535	3,039,000	3,114,975	3,192,849	3,272,672
Sales and services	696,350	930,868	625,102	2,538,700	414,997	2,982,827	4,269,000	4,375,725	4,485,118	4,597,246
Other Revenue	729,416	949,359	1,168,931	1,218,430	786,954	1,242,065	1,273,355	1,200,000	1,200,000	1,200,000
Investment Earnings	182,934	329,947	199,578	32,700	15,911	26,058	29,500	32,500	48,500	65,000
Interfund Transfers	163,609	297,108	1,694,244	139,000	67,610	89,000	367,115	215,000	225,000	275,000
Installment Purchase Proceeds	2,068,550	683,650	536,925	3,241,235	1,640,557	3,081,508	1,304,500	1,250,000	1,250,000	1,250,000
Bond Proceeds	-	-	3,710,000		-	-	-	-	-	-
Proceeds from Wake Forest Fire Dept	-	-		75,000	618	75,000		-	-	-
Transfer from - NCCHIP	-	-					450,000			
Appropriated Fund Balance	-	-		597,412	-	-	1,200,600	-	-	-
TOTAL REVENUES	44,025,005	45,756,995	52,773,829	58,835,547	47,554,554	58,994,781	61,595,100	61,559,167	63,688,271	65,931,708
Expenditures										
Salaries & Benefits	17,565,449	19,111,015	20,825,183	30,091,270	20,605,584	28,103,145	32,571,490	33,874,350	35,229,324	36,638,497
Professional Services	623,254	702,898	918,811	1,258,122	581,437	965,793	791,250	811,035	839,425	860,415
Operating	9,915,983	11,091,766	11,552,810	14,982,710	8,706,105	13,400,127	16,116,195	16,519,100	16,932,077	17,355,379
Fire Services Contract	5,383,179	5,766,810	7,586,280	-	-		-	-	-	-
Contributions	76,500	36,500	39,750	39,500	13,000	40,250	91,000	50,000	50,000	50,000
Transfers Out	956,633	508,380	830,917	1,687,550	1,207,297	1,609,992	1,497,115	1,050,000	1,250,000	1,250,000
TOTAL	34,520,998	37,217,369	41,753,751	48,059,152	31,113,422	44,119,307	51,067,050	52,304,485	54,300,826	56,154,291
Debt Service:										
Principal Retirement	4,190,536	5,447,080	9,246,789	5,618,905	3,072,766	5,428,370	5,888,320	5,690,487	5,064,706	4,357,813
Interest and fees	609,870	1,256,598	1,217,616	1,183,280	681,861	1,127,200	1,189,430	1,165,775	1,004,021	882,040
Future Debt Service (planned)	-	-	-	-	-	-	-	***375,500***	***375,500***	***775,500***
TOTAL	4,800,406	6,703,678	10,464,405	6,802,185	3,754,627	6,555,570	7,077,750	7,231,762	6,444,227	6,015,353
Non Operating Department										
Capital Outlay	3,292,840	1,766,763	2,012,189	3,974,210	1,987,218	3,902,363	3,450,300	2,000,000	2,750,000	3,000,000
TOTAL	3,292,840	1,766,763	2,012,189	3,974,210	1,987,218	3,902,363	3,450,300	2,000,000	2,750,000	3,000,000
TOTAL EXPENDITURES	42,614,244	45,687,810	54,230,345	58,835,547	36,855,267	54,577,240	61,595,100	61,536,247	63,495,053	65,169,644
Revenues Over (Under) Expenditures	**$ 1,410,761**	**$ 69,185**	**$ (1,456,516)**	**$ -**	**$ 10,699,287**	**$ 4,417,541**	**$ -**	**$ 22,921**	**$ 193,217**	**$ 762,064**

Electric Fund

Forecast Assumptions

- Three-year (FY 2018 – FY 2020) history of actual performance – audited cash basis per Comprehensive Annual Financial Report – schedule 20

- ***FY 2021 Information:***
  - Year to date as of March 31, 2021 included.

- ***Assumptions for FY 2022 – FY 2025:***
  - Sale of power – 2% increase for growth – consistent with recent rate study update
    - Rate increases included in FY 2022 Proposed Budget and FY 2024 Forecast
  - Salaries & benefits – 4.5% increase
  - Power purchases for resale – 3.5% increase – consistent or higher than projections received from NCEMPA.
  - Debt service:
    - Ten-year installment note for Unicon Drive reflective in debt service.
    - 2014 System Betterment Revenue Bonds to be paid off in 2024.
  - Capital outlay is reflective of five-year CIP (system improvements, additional equipment, and vehicles as well as replacements)

- Cost of service/rate study complete – was delayed due to COVID – rate adjustment recommendations included to be effective September 1, 2021.

Town of Wake Forest
Electric Fund Forecast
For Fiscal Years 2021 - 2025

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	AMENDED FY 2020 Budget	03/31/21 FY 2021 YTD	FY 2021 Projected	PROPOSED FY 2022 BUDGET	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
REVENUES										
Electric Fund Operating Revenues										
Sale of Power	$ 19,199,890	$ 19,510,748	$ 19,019,592	$ 20,675,700	$ 14,749,441	$ 20,008,158	$ 21,232,190	$ 21,656,834	$ 23,497,665	$ 23,967,618
Sales Tax	1,346,273	1,351,097	1,345,952	1,447,225	1,033,602	1,408,172	1,452,865	1,515,978	1,644,837	1,677,733
Reconnection Fees	124,783	126,310	95,763	110,000	79,639	118,075	125,000	125,000	127,500	130,000
Miscellaneous	369,115	49,977	60,952	278,610	260,033	273,980	121,110	100,000	100,000	110,000
TOTAL	21,040,061	21,038,132	20,522,259	22,511,535	16,122,715	21,808,385	22,931,165	23,397,812	25,370,001	25,885,351
Non Operating Revenues										
Interest Earned	32,052	79,692	46,364	1,500	1,107	1,825	2,000	52,500	55,000	60,000
Sale of Assets	54,487	27,445	37,632	96,500	90,932	100,931	90,000	50,000	50,000	50,000
TOTAL	86,539	107,137	83,996	98,000	92,039	102,756	92,000	102,500	105,000	110,000
Total Electric Revenues	21,126,600	21,145,269	20,606,255	22,609,535	16,214,753	21,911,141	23,023,165	23,500,312	25,475,001	25,995,351
Transfer in/(out) - Capital Reserve	(95,000)	(428,788)	61,414	45,390	-	85,000	250,000	-	-	-
Installment Purchase Proceeds	833,235	3,500,000	-	407,125	407,125	407,125		562,000	702,000	-
Appropriated Retained Earnings	-	-	-		-	-	-	-	-	-
TOTAL REVENUES	21,864,835	24,216,481	20,667,669	23,062,050	16,621,878	22,403,266	23,273,165	24,062,312	26,177,001	25,995,351
Expenses										
Electric Operations										
Salaries & Benefits	3,240,965	3,182,767	4,059,116	4,704,965	3,314,717	4,485,665	5,147,270	5,378,897	5,620,948	5,873,890
Power Purchases for Resale	12,020,879	11,590,898	12,506,266	12,456,200	8,136,304	12,101,504	12,298,935	12,729,398	13,174,927	13,636,049
Utility Sales Tax	2,032,056	2,140,092	2,113,972	2,135,000	1,569,870	2,092,360	2,135,000	2,100,000	2,150,000	2,165,000
Repairs & Maintenance	278,003	136,086	219,199	246,000	142,961	112,687	262,500	225,000	230,000	230,000
Other Operating Expenditures	1,338,232	938,425	896,774	1,266,080	723,423	1,093,213	1,464,010	925,000	950,000	950,000
TOTAL	18,910,135	17,988,268	19,795,327	20,808,245	13,887,275	19,885,429	21,307,715	21,358,295	22,125,874	22,854,939
Debt Service:										
Principal Retirement	610,059	928,778	880,769	738,315	562,148	738,311	712,540	719,485	726,576	401,820
Interest and fees	63,904	103,862	130,173	108,365	67,195	108,363	97,410	79,308	61,063	44,222
TOTAL	673,963	1,032,640	1,010,942	846,680	629,344	846,674	809,950	798,793	787,639	446,042
Non Operating Department										
Capital Outlay	1,572,242	4,031,293	868,495	1,407,125	538,184	1,240,493	1,155,500	2,250,500	1,556,500	1,460,000
TOTAL	1,572,242	4,031,293	868,495	1,407,125	538,184	1,240,493	1,155,500	2,250,500	1,556,500	1,460,000
TOTAL EXPENSES	21,156,340	23,052,201	21,674,764	23,062,050	15,054,803	21,972,596	23,273,165	24,407,588	24,470,013	24,760,981
Revenues Over (Under) Expenses	**$ 708,495**	**$ 1,164,280**	**$ (1,007,095)**	**$ -**	**$ 1,567,075**	**$ 430,670**	**$ -**	**$ (345,276)**	**$ 1,706,988**	**$ 1,234,370**

TOWN *of* WAKE FOREST

Town of Wake Forest
Annual Budget Summary

	FY 2020 Actual	FY 2021 Budget	FY 2021 YTD (3/31/21)	FY 2021 Estimated	FY 2022 Proposed
100 General Fund					
Revenue					
Ad Valorem Taxes	$ 29,340,018	$ 32,967,000	$ 32,477,813	$ 33,408,886	$ 34,329,580
Other Taxes	49,032	58,500	29,985	45,178	51,000
Unrestricted intergovernmental	11,365,093	11,027,675	6,233,057	11,859,740	12,434,475
Restricted Governmental	135,994	2,902,370	2,225,143	2,609,365	1,921,375
Permits and Fees	2,317,463	2,430,025	2,242,686	2,665,535	2,315,000
Sales and services	625,102	2,538,700	414,997	2,290,307	4,269,000
Other Revenue	1,151,531	1,218,430	786,954	1,242,065	1,273,355
Investment Earnings	193,032	29,200	15,758	25,843	28,500
Other Financing Sources	2,166,170	3,987,647	1,643,785	3,180,508	3,257,215
Revenue Total	47,343,433	57,159,547	46,070,179	57,327,427	59,879,500
Expenses					
Personal Service	20,825,183	30,091,270	20,605,584	28,103,145	32,571,490
Professional Services	918,811	1,258,122	581,437	965,793	791,250
Operating	19,139,090	14,982,710	8,706,106	13,400,127	16,116,195
Contributions	39,750	39,500	13,000	40,250	91,000
Capital Outlay	2,012,189	3,974,210	1,987,218	3,902,363	3,450,300
Debt Service	-	-		-	-
Transfers In (Out)	5,670,937	6,813,735	5,051,935	6,736,177	6,859,265
Expenses Total	48,605,960	57,159,547	36,945,280	53,147,855	59,879,500
100 General Fund Total	$ (1,262,527)	$ -	$ 9,124,899	$ 4,179,572	$ -
200 Debt Service Fund					
Revenue					
Restricted Governmental	$ 923,774	$ 925,000	$ 909,619	$ 909,619	$ 925,600
Permits and Fees	707,677	682,500	509,604	692,520	724,000
Investment Earnings	6,545	3,500	153	215	1,000
Other Financing Sources	8,615,020	5,191,185	3,909,639	5,191,185	5,427,150
Revenue Total	10,270,417	6,802,185	5,329,014	6,793,539	7,077,750
Expenses					
Professional Services	71,800	-	-	-	-
Debt Service	10,392,609	6,802,185	3,754,627	6,555,570	7,077,750
Expenses Total	10,464,409	6,802,185	3,754,627	6,555,570	7,077,750
200 Debt Service Fund Total	$ (193,992)	$ -	$ 1,574,387	$ 237,969	$ -
360 Wake Forest Power					
Revenue					
Charges for Services	$ 19,115,433	$ 20,811,310	$ 14,836,890	$ 20,134,493	$ 21,373,800
Sales Tax - Utility	1,345,952	1,447,225	1,033,602	1,408,172	1,452,865
Other Revenue	98,505	349,500	343,155	366,651	194,500
Investment Earnings	46,364	1,500	1,107	1,825	2,000
Other Financing Sources	61,414	452,515	407,125	492,125	250,000
Revenue Total	20,667,668	23,062,050	16,621,878	22,403,266	23,273,165
Expenses					
Personal Service	5,990,947	4,704,965	3,314,717	4,485,665	5,147,270
Professional Services	67,562	150,000	39,065	100,565	85,000
Operating	15,649,606	15,948,280	10,528,493	15,294,199	16,070,445
Contributions	5,000	5,000	5,000	5,000	5,000
Capital Outlay	868,495	1,407,125	538,184	1,240,493	1,155,500
Debt Service	125,086	846,680	629,344	846,674	809,950
Transfers In (Out)	-	-	-	-	-
Expenses Total	22,706,696	23,062,050	15,054,803	21,972,596	23,273,165
360 Wake Forest Power Total	$ (2,039,028)	$ -	$ 1,567,075	$ 430,670	$ -

Town of Wake Forest
Annual Budget Summary

	FY 2020 Actual	FY 2021 Budget	FY 2021 YTD (3/31/21)	FY 2021 Estimated	FY 2022 Proposed
400 DMSD Special Revenue Fund					
Revenue					
Ad Valorem Taxes	$ 79,867	$ 99,300	$ 125,565	$ 128,165	$ 132,050
Other Revenue	-	-	2,608	2,608	150
Investment Earnings	2,590	2,700	85	122	300
Other Financing Sources	-	37,000	-	-	30,000
Revenue Total	82,457	139,000	128,258	130,895	162,500
Expenses					
Operating	-	-	-	-	-
Transfers In (Out)	82,000	139,000	67,610	119,000	162,500
Expenses Total	$ 82,000	$ 139,000	$ 67,610	$ 119,000	$ 162,500
400 DMSD Special Revenue Fund Total	457	-	60,648	11,895	-
415 Wake Forest B.I.P.					
Revenue					
Other Revenue	$ 4,826	$ -	$ -	$ -	$ -
Investment Earnings	-	-	-	-	-
Other Financing Sources	23,095	293,250	220,138	293,250	362,570
Revenue Total	27,921	293,250	220,138	293,250	362,570
Expenses					
Personal Service	-	119,410	77,916	111,824	153,870
Professional Services	110,671	70,000	3,120	20,000	70,000
Operating	65,000	103,840	62,305	88,550	137,200
Contributions	-	-	-	-	1,500
Expenses Total	175,671	293,250	143,341	220,374	362,570
415 Wake Forest B.I.P. Total	$ (147,750)	$ -	$ 76,796	$ 72,876	$ -
415 Wake Forest B.I.P. Total					
425 Wake Forest Renaissance Centre					
Sales and services	86,816	89,400	18,315	38,415	141,000
Other Revenue	82,343	52,000	2,987	14,088	116,340
Other Financing Sources	341,529	394,810	240,058	320,308	421,710
Revenue Total	510,688	536,210	261,361	372,811	679,050
Expenses					
Personal Service	341,529	359,610	240,057	317,087	396,710
Operating	181,381	176,600	73,949	104,438	282,340
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Expenses Total	522,910	536,210	314,007	421,525	679,050
425 Wake Forest Renaissance Centre Total	$ (12,222)	$ -	$ (52,646)	$ (48,714)	$ -
Revenue Grand Totals	78,902,583	87,992,242	68,630,827	87,321,188	91,434,535
Expenditure Grand Totals	82,557,646	87,992,242	56,279,667	82,436,920	91,434,535
Net Grand Totals	$ (3,655,062)	$ -	$ 12,351,160	$ 4,884,268	$ -

AUTHORIZATION BY POSITION - ENTITY SUMMARY (FUNDED)

	2019 Actual	2020 Actual	2021 Actual	2022 Requested	2022 Proposed
GENERAL FUND					
GENERAL GOVERNMENT					
Administration	4.0	4.0	7.0	7.0	7.0
Legal Services	0.0	0.0	0.0	1.0	1.0
Economic Development (BIP Fund)	1.0	1.0	2.0	2.0	2.0
Downtown Development	1.0	2.0	2.0	2.0	2.0
Communications	4.0	5.0	5.0	5.0	5.0
Human Resources	5.0	5.0	6.0	7.0	7.0
Finance	18.0	18.0	20.0	20.0	20.0
Information Technology	6.0	7.0	9.0	9.0	9.0
Planning	11.0	11.0	12.0	12.0	12.0
Inspections	16.0	16.0	16.0	16.0	16.0
Public Facilities	4.0	4.0	7.0	7.0	7.0
Engineering	6.0	7.0	10.0	10.0	10.0
Public Works Administration	5.0	5.0	5.0	5.0	5.0
Fleet Maintenance	6.0	6.0	7.0	7.0	7.0
TOTAL GENERAL GOVERNMENT	87.0	91.0	108.0	110.0	110.0
Fire	0.0	0.0	84.0	99.0	84.0
Police	105.0	105.0	105.0	113.0	113.0
TOTAL PUBLIC SAFETY	105.0	105.0	189.0	212.0	197.0
TOTAL TRANSPORTATION	20.0	20.0	20.0	23.0	20.0
TOTAL ENVIRONMENTAL PROTECTION	12.0	12.0	13.0	13.0	13.0
TOTAL CULTURAL AND RECREATIONAL	21.0	23.0	23.0	26.0	23.0
TOTAL GENERAL FUND	245.0	251.0	353.0	384.0	363.0
ELECTRIC FUND					
Operations	21.0	24.0	25.0	25.0	25.0
Tree Trimming	5.0	5.0	5.0	5.0	5.0
TOTAL ELECTRIC FUND	26.0	29.0	30.0	30.0	30.0
TOTAL RENAISSANCE CENTRE FUND	4.0	4.0	4.0	4.0	4.0
TOTAL AUTHORIZED POSITIONS	275.0	284.0	387.0	418.0	397.0

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

FY 2021-2022 BUDGET - Strategic Plan Items

GOAL: Strategy/Objective	*Department*
Goal 1 - Economic Development	
Fiber infrastructure construction - debt service	Debt Service Fund - Information Technology
Debt service - SunTrust Building purchase	Debt Service Fund - Public Facilities
Façade Improvements	Downtown Development
Friday Night on White events	"
New and replacement downtown banners	"
Festival Street Grant program	"
Technology Park partnership with SEBTS	WFBIP/Economic Development
SunTrust building/site - architectural services	Downtown Development
Goal 2 - Enhance and Promote a Safe and Connected Community	
Housing Rehabilitation Grant - NE Neighborhood Plan	Board of Commissioners
Community Plan	Planning
Unified Development Ordinance (UDO)	Planning
Manual of Specifications, Standards & Design (MSSD)	Planning
Community Resource Officers (4)	Police
Victim Advocate	Police
Sreet rehabilitation and connections - debt service	Debt Service Fund - Streets
2021 Public Improvement GO Bonds - debt service	Debt Service Fund - Streets
Downtown streetscape improvements - debt service	Debt Service Fund - Streets
Education and marketing initatives (411 videos, social media, publications, etc.)	Communications
Stormwater iniatives/repair	Streets
New sidewalk installation and repair of existing sidewalks	Streets
Goal 3 - Organizational Culture that Reflects our Core Values	
Training for Supervisors	Organization
Performance pay and career ladder funding	"
Medical insurance - lower cost options for dependent coverage	"
Additional staff (10 new positions)	"
Diversity and inclusion training for all town employees	"
Goal 4 - Enhance Fiscal Strength	
Performance management system	Organization
Financial forecast updated	"
Continued involvement with NCCHIP - no increases for medical insurance	"
Use of reserves accumulated in NCCHIP	"
Transition to in house attorney in conjunction with legal services	Board of Commissioners
Update Strategic Plan	Administration
Advertising and sponsorship revenues - offset costs	Communications
Appropriated fund balance - one time items per fiscal policy	Organization
Funds allocated for transportation initatives	Transfers - GTP
Funds allocated for affordable and workforce housing initiatives	Planning
Cost of service and rate study - electric rate adjustments - effective September 1, 2021	Electric

Town of Wake Forest

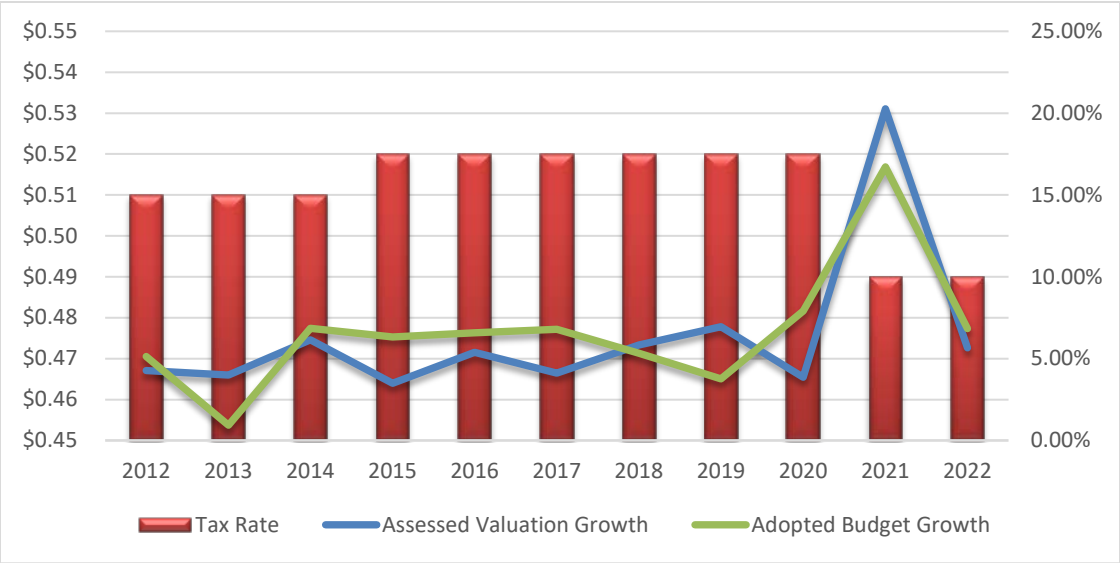
REVENUE ASSUMPTIONS

Fiscal Year 2021-2022

The following information defines the major sources of revenue for the Town of Wake Forest for the fiscal year 2021-2022. 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

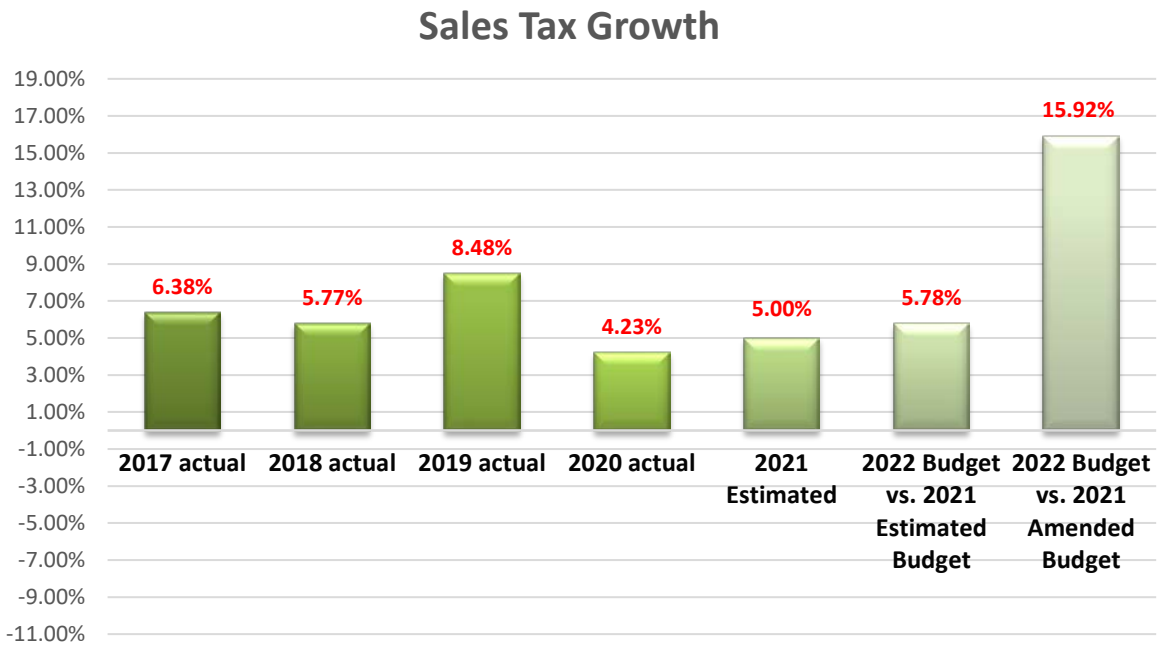
Ad Valorem taxes represent 57.6% of General Fund revenues and are based upon a $.495 tax rate per one hundred ($100) of assessed property valuation. The estimated assessed valuation which includes tax and tag estimates as provided by Wake County and Franklin County totals $7,024,269,900 and is budgeted at a 98.5% 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 ad valorem (property value) basis. The Town's distributions are calculated using the per capita distribution formula. Local option sales taxes represent approximately 15.9% of General Fund revenues for FY 2021-2022.

Retail spending, especially in larger urban counties, has increased and trends continue to be optimistic for positive recovery projections. Historically, Wake County trends have also been higher than the NCLM projections. The Town's sales tax revenue is budgeted at approximately 5.8% higher than final projections for FY 2020-2021, which is ***15.92% higher than FY 2020-2021 budgeted***. This projection is based on analysis and other information that indicates positive financial impacts on sales tax to be experienced in the remainder of FY 2020-2021. As such a 5.0% increase has been projected for FY 2021, followed by a steady return to current funding levels throughout FY 2022.



- **POWELL BILL**

  Based on the most recent Office of State Budget and Management (OSBM) estimates, the total allocation for FY 2021-2022 is expected to experience minimal change. Although Powell Bill funding was initially cut due to national transportation revenues experiencing volatility from social distancing measures and falling oil prices, the municipalities across North Carolina will experience little disruption. This is because a recent update by NCDOT suggests revenues continue to exceed expectations and appear to be favorable in restoring the recent state budget cuts. Therefore, staff has budgeted Powell Bill funds to hold at a constant level compared to FY 2020-2021.

- **UTILITY DISTRIBUTION**

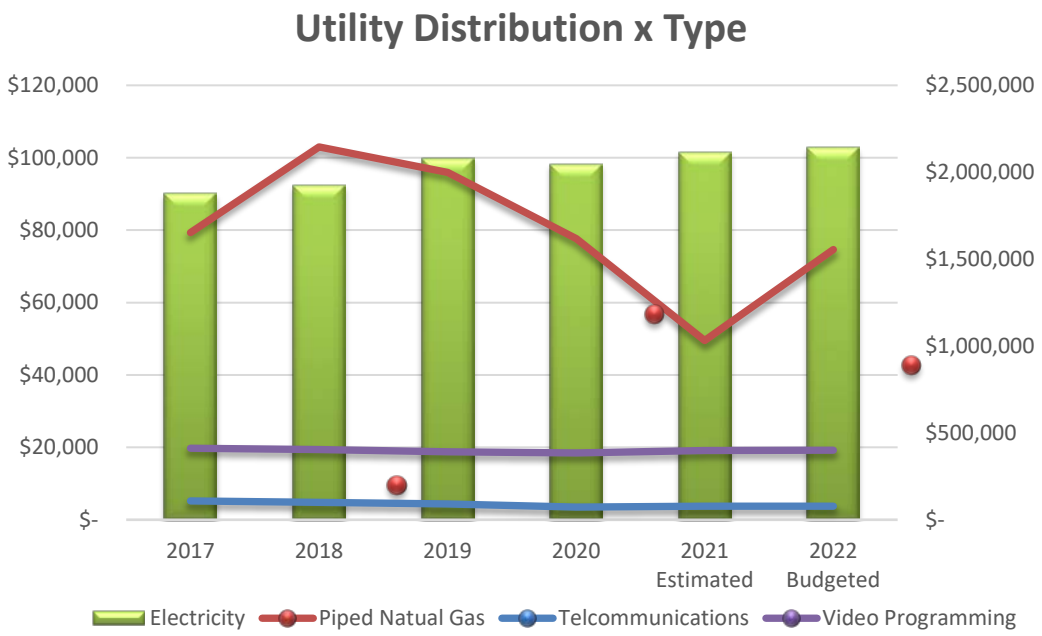
  Utility Distribution represents 4.5% of General Fund revenues for FY 2021-2022. Staff has budgeted total utility distribution 4.4% higher than FY 2019-2020 actual received and 2.0% higher than projected for FY 2020-2021.

  - 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. The NCLM is projecting statewide growth of 1.25%. Based on the town's analysis and trends we have projected growth of 1.25% for the FY 2021-2022.

  - Telecommunication Sales Tax – the distribution of this revenue is based on each municipality's past share of the old telephone franchise tax. The annual statewide telecommunications revenues for the current fiscal year is expected to have a one-time increase by 3.75% but to decrease by 9.5% in FY 2021-2022. This source of revenue has seen multiple years of decline. This is likely a factor of customers abandoning landline telephone service for mobile telephone service. Based on the town's analysis and trend, we have projected a slight increase in this source.

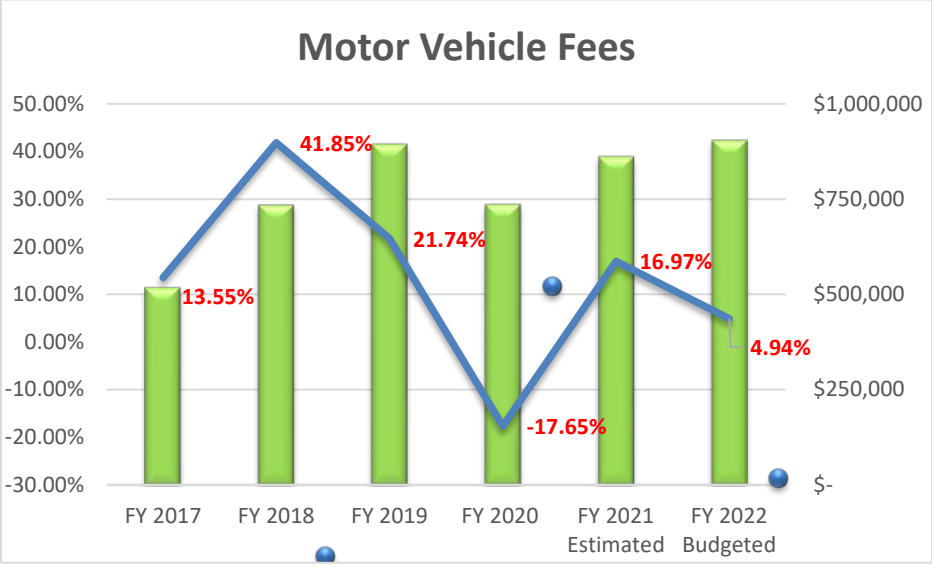
  - Piped Natural Gas Sales Tax – the distribution method for the tax on piped natural gas was changed as part of the tax reform legislation. The general sales tax rate now applies to the sale of pipe natural gas and 20% of the proceeds are returned to cities and towns. The statewide projection for FY 2020-2021 is a decline of 2.0%. Based on the town's analysis and trend we have projected increase of 50.7% from the FY 2021 estimated budget.

  - Local Video Programming Sales Tax – beginning FY 2009 this 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. This is another source of revenue which has seen multiple years of decline. The decline in this revenue is attributable cable TV customers moving away from traditional services in favor of streaming service options. Statewide it is projected that these funds will decrease 1.25% from the FY 2020-2021 amounts. Based on the town's analysis and trend we project a slight increase in the upcoming fiscal year.



VEHICLE FEES

The Town collects an annual fee of $25 for each vehicle registered within the town limits. Of this amount $5 is used to offset street operational costs while the balance is used to service transportation related debt. This fee was increased from its previous level of $15 during the FY 2018 budget cycle. Management is projecting a 4.9% increase in this revenue sources for FY 2022 based on projections received from Wake County.



OTHER FINANCING SOURCES

- Installment Purchase Proceeds – this source has a significant decrease in the FY 2022 budget. Staff has budgeted $1.3M for vehicle additions and replacements.

- Special Item – it is projected that approximately $450k will transferred from NCCHIP reserve. This is a one-time inflow of resources that will be used to offset general fund expenditures for FY 2022.

- Appropriated Fund Balance – the town limits this funding source for one-time purchases. The FY 2022 budget recommendation is $1.2M, which is 101% higher than the previous year's budget.

ELECTRIC FEES

The Town provides electricity to over 6,300 residents and commercial establishments combined. Rate adjustments are included to be effective September 1, 2021.

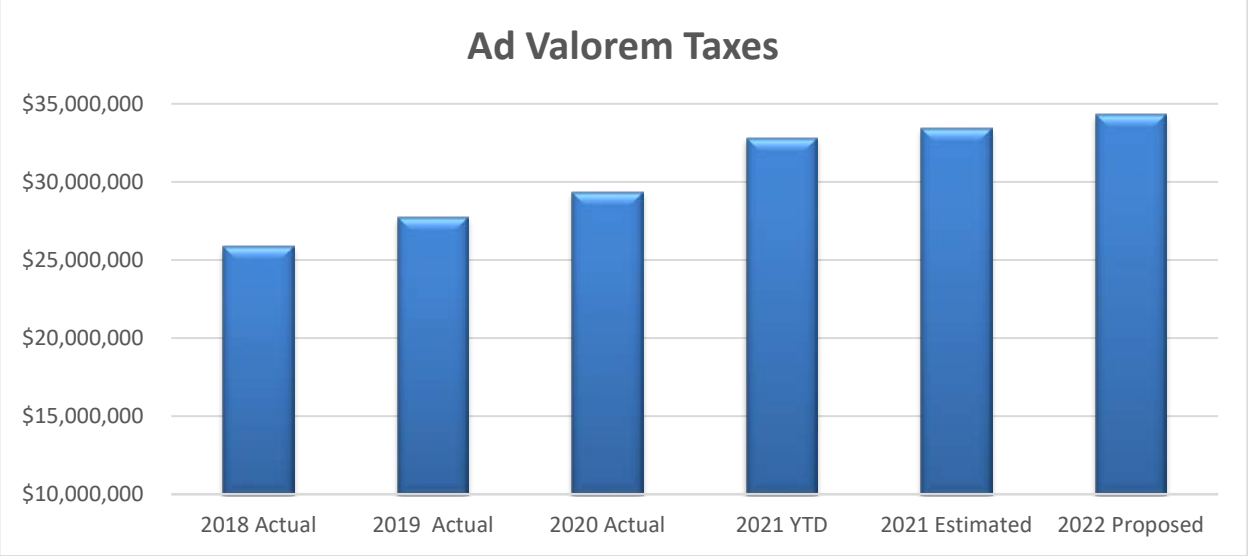
Sale of power for the proposed budget is approximately a 11.4% increase over FY 2019-2020 actual receipts and 5.9% when compared with FY 2020-2021 estimations. Sale of power represents 91.2% of Electric Fund total revenues.

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 2021 and proposed budget revenues for FY 2022.

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 2022 is $.495 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. The Town receives its Sales and Use Tax distribution from two counties: Wake and Franklin. Wake County distributes these taxes to the municipalities based on their portion of the total county assessed valuation. In contrast, Franklin County distributes taxes to the municipalities based on their portion of the total county ad valorem taxes. 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's Department of Revenue uses a formula which redistributes a share of county sales tax among the cities. This redistribution calculates the Article 39 and 40 allocations.
Local Option (Article 39): distributed by point of sale; any sale that occurs in county will result in a of this article returning to the county. This article also contains the "food tax" as instructed by G.S. 105-469.

Article 40: distributed based upon a county's population in relation to the state population total. A portion of the "food tax" is also included in this article.

Article 42: collections are distributed on a point of sale basis; a portion of the "food tax" is also included in this article.

Article 44: this article was repealed in 2009, however, it will continue to incur amounts due to late filed returns, audits and refunds that affect periods prior to October 1, 2009. In addition, negative amounts will occur periodically as refunds are processed by the Department of Revenue.

Utility Distribution Sales

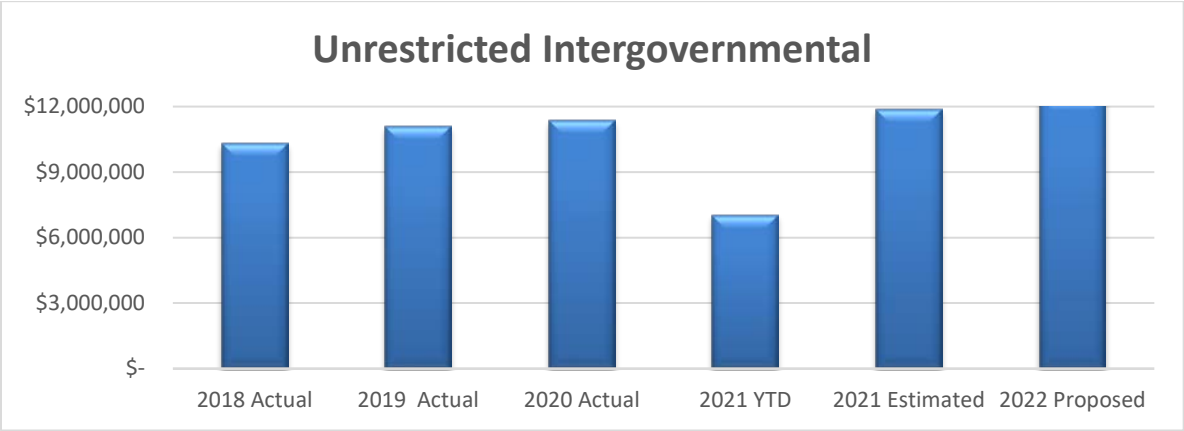
The State levies a tax on utility companies (electricity and natural gas) based on either gross receipts or usage. The state shares a portion of these taxes with local governments based on usage within their jurisdiction. The State also levies a tax on telecommunications gross receipts and then distributes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

Solid Waste Disposal Tax

Solid waste disposal taxes are levied pursuant to Article 5G of Chapter 105 which provide for a per capita distribution of the proceeds. 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.



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 $25 per vehicle, of which $20 is used for debt service of transportation improvements.

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

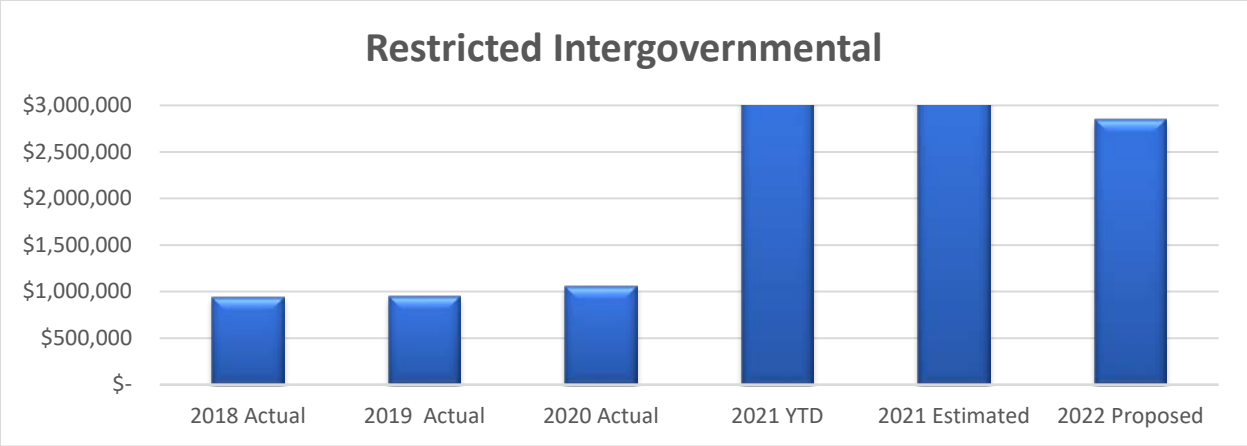
Powell Bill

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.

Wake County

A) The town has a Memorandum of Understanding (MOU) with Wake County which provides funding to support school resource officers (SROs).

B) As part of a cost share agreement with Wake County to for coverage outside corporate limits, the town anticipates receiving $1,710,000 from the county which represents approximately 17.5% of proposed fire department budget. In addition, the town expects to receive $135,700 to cost share a fire engine replacement.



Note: In previous years there was no fire services cost share being received from Wake County. The inclusion of these fund distorts the year over year comparison in the chart above. Therefore, the historical percentage trends has been adjusted for this inclusion.

Sales and Services

Recreation Fees

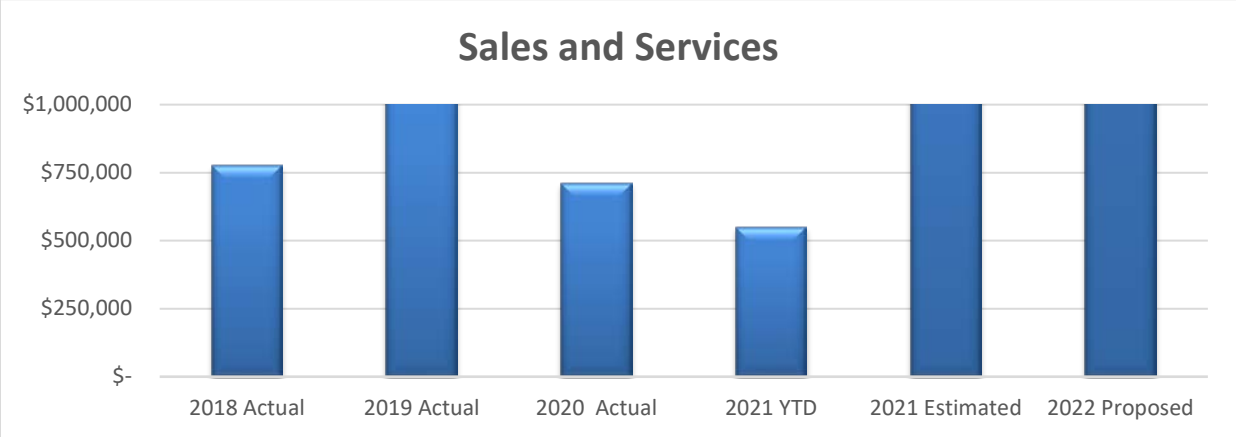
These revenues are fees collected from participants in town recreation activities such as classes, camps athletics, workshops and event programs.

Solid Waste

The Town contracts with the City of Raleigh to include a solid waste fee of $21.00 per month on all residential water and sewer bills effective January 1, 2021.

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.

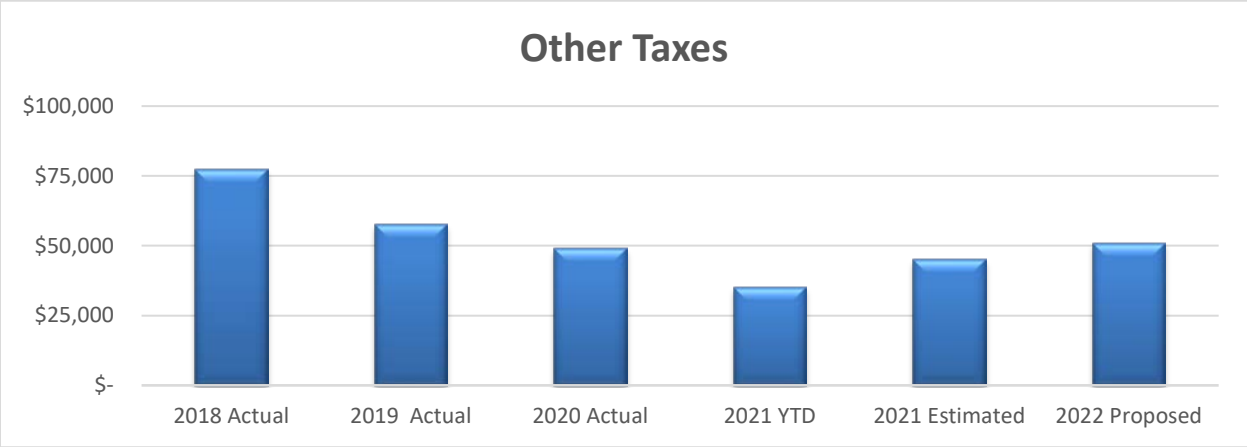


Note: In previous years there was no separate Solid Waste Fee, as this was included as part of the tax rate. The year to year percentage comparison have been adjusted to account for this.

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

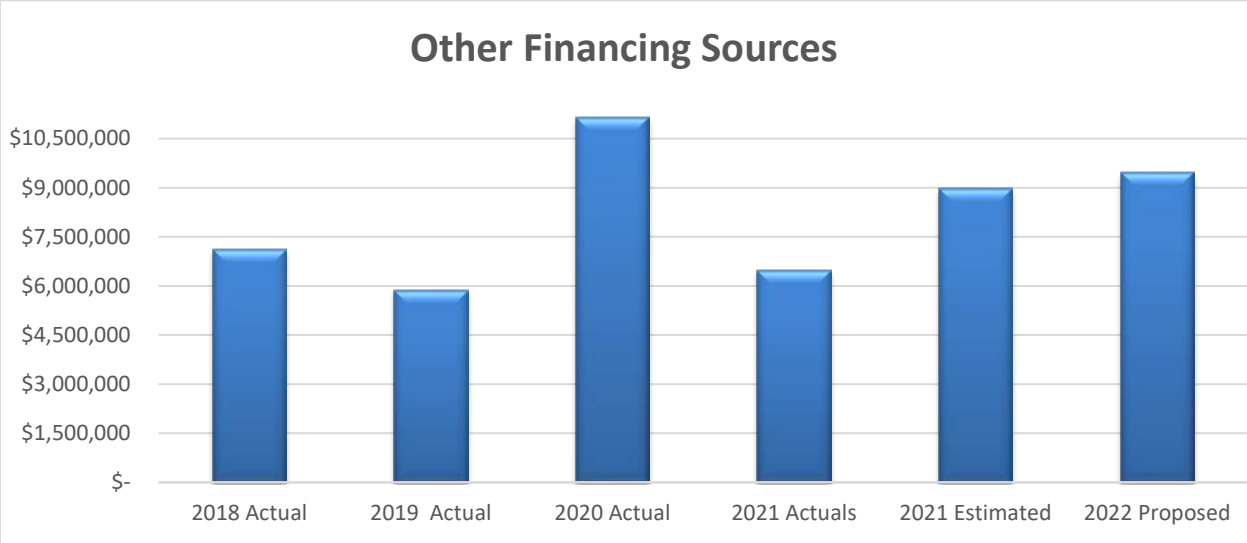
Through the purchase of replacement vehicles and equipment, the town intends to sell, via approval of the Town Manager, surplus equipment and vehicles that are no longer used by the town.

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.

Other Financing Sources

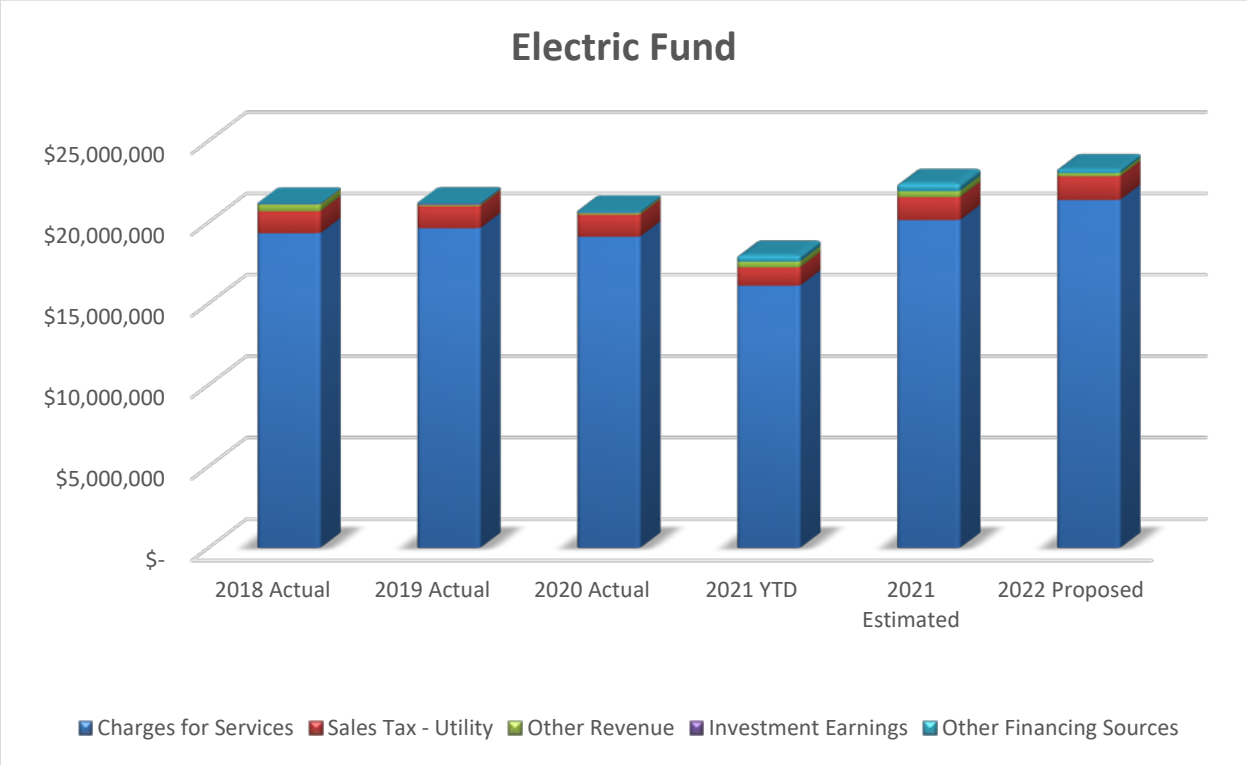
These represent amounts transferred from reserves, proceeds received from any issuance of debt and funds appropriated in fund balance.



Note: The outlier percentage in 2018 is due to a change in accounting for the debt service into its own, separate fund. These funds are transferred from the General Fund into the Debt Service Fund monthly.

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.



Fund 100: General Fund Summary

	2020 Actual	2021 Adopted Budget	2021 Amended Budget	2021 YTD (3/31/21)	2021 Projected	2022 Requested	2022 Proposed Budget
Revenue							
Ad Valorem Taxes	$ 29,340,018	$ 32,957,500	$ 32,967,000	$ 32,477,813	$ 33,408,886	$ 33,817,880	$ 34,329,580
Other Taxes	49,032	58,500	58,500	29,985	45,178	51,000	51,000
Unrestricted intergovernm	11,365,093	11,027,675	11,027,675	6,233,057	11,859,740	11,977,500	12,434,475
Restricted Governmental	135,994	1,695,695	2,902,370	2,225,143	2,609,365	1,785,675	1,921,375
Permits and Fees	2,317,463	2,149,325	2,430,025	2,242,686	2,665,535	2,219,500	2,315,000
Sales and services	625,102	2,528,200	2,538,700	414,997	2,290,307	4,155,400	4,269,000
Other Revenue	1,151,531	1,250,530	1,218,430	786,954	1,242,065	1,076,045	1,273,355
Investment Earnings	193,032	165,000	29,200	15,758	25,843	27,500	28,500
Other Financing Sources	2,166,170	4,221,400	3,987,647	1,643,785	3,180,508	-	3,257,215
Revenue Total	**$ 47,343,433**	**$ 56,053,825**	**$ 57,159,547**	**$ 46,070,179**	**$ 57,327,427**	**$ 55,110,500**	**$ 59,879,500**
Personal Service	$ 20,825,183	$ 30,166,420	$ 30,091,270	$ 20,605,584	$ 28,103,145	$ 32,289,441	$ 32,571,490
Professional Services	918,811	1,047,145	1,258,122	581,437	965,793	1,728,300	791,250
Operating	19,139,090	14,626,670	14,982,710	8,706,105	13,400,127	17,507,257	16,116,195
Contributions	39,750	40,000	39,500	13,000	40,250	91,500	91,000
Capital Outlay	2,012,189	3,359,855	3,974,210	1,987,218	3,902,363	9,675,764	3,450,300
Debt Service	-	-	-	-	-	-	-
Transfers In (Out)	5,670,937	6,813,735	6,813,735	5,051,935	6,736,177	7,211,185	6,859,265
Expenses Total	**$ 48,605,960**	**$ 56,053,825**	**$ 57,159,547**	**$ 36,945,280**	**$ 53,147,855**	**$ 68,503,447**	**$ 59,879,500**

Revenue Total	$ 47,343,433	$ 56,053,825	$ 57,159,547	$ 46,070,179	$ 57,327,427	$ 55,110,500	$ 59,879,500
Expenses Total	$ 48,605,960	$ 56,053,825	$ 57,159,547	$ 36,945,280	$ 53,147,855	$ 68,503,447	$ 59,879,500
Fund 100 - Net Total	**$ (1,262,527)**	**$ -**	**$ -**	**$ 9,124,899**	**$ 4,179,572**	**$ (13,392,947)**	**$ -**

General Fund Budget Summary by Department

	2020 Actual	2021 Adopted Budget	2021 Amended Budget	2021 YTD (3/31/21)	2021 Projected	2022 Requested	2022 Proposed Budget
Revenue							
000 Non-Departmental	$ 47,343,433	$ 56,053,825	$ 57,159,547	$ 46,070,179	$ 57,327,427	$ 55,110,500	$ 59,879,500
Revenue Total	$ 47,343,433	$ 56,053,825	$ 57,159,547	$ 46,070,179	$ 57,327,427	$ 55,110,500	$ 59,879,500
Expenses							
410 Board of Commissioners	839,891	676,070	748,770	547,345	712,114	865,339	518,320
412 Legal Services	-	-	-	-	-	-	310,310
415 Economic Development	306,761	-	-	-	-	-	-
420 Administration	383,136	655,470	671,970	426,431	637,306	982,640	875,430
425 Communications	875,342	935,055	943,055	601,766	858,852	1,077,870	994,560
430 Human Resources	582,788	758,560	772,160	430,886	526,436	863,650	827,935
435 Downtown Development	436,385	507,700	451,700	176,820	242,228	519,845	458,175
440 Finance	1,200,140	1,276,425	1,276,425	806,041	1,081,020	1,459,650	1,369,625
445 Information Technology	1,341,065	1,332,045	1,341,245	812,957	1,117,529	1,741,110	1,585,360
480 Inspections	1,659,809	1,806,845	1,806,845	1,189,701	1,650,070	1,812,900	1,838,265
490 Planning	1,698,832	2,464,340	2,513,840	1,244,242	2,024,226	3,048,915	2,727,150
500 Public Facilities	1,888,767	2,437,775	2,602,445	1,738,343	2,517,150	3,201,210	2,906,935
510 Police Department	12,000,557	12,893,285	12,893,285	8,096,848	12,484,540	15,413,780	14,144,970
520 Fire Department	7,818,207	9,865,420	9,937,730	7,539,329	9,622,708	12,040,284	9,746,020
530 Public Works Administration	294,484	297,180	299,180	177,999	197,779	196,040	291,575
535 Urban Forestry Division	177,706	205,525	238,925	165,878	225,868	232,915	229,820
540 Engineering Division	1,146,003	1,183,035	1,270,792	719,953	1,135,971	3,778,920	1,568,360
550 Fleet Maintenance Division	378,801	487,755	521,155	315,155	452,070	620,035	601,525
560 Streets Division	2,371,654	2,878,230	3,148,950	1,684,806	2,865,583	3,565,689	3,040,000
580 Solid Waste Division	3,853,434	4,390,980	4,657,505	2,950,860	4,565,955	4,943,710	4,617,620
620 Parks, Recreation & Cultural Resources	3,681,191	4,188,395	4,249,835	2,267,983	3,494,273	4,927,760	4,368,280
999 Transfers	5,670,937	6,813,735	6,813,735	5,051,935	6,736,177	7,211,185	6,859,265
Expenses Total	48,605,887	56,053,825	57,159,547	36,945,280	53,147,855	68,503,447	59,879,500
Grand Total: General Fund	$ (1,262,454)	$ -	$ -	$ 9,124,899	$ 4,179,572	$ (13,392,947)	$ -

Town of Wake Forest
FUND BALANCE - PROJECTED
Fiscal year ending June 30, 2022

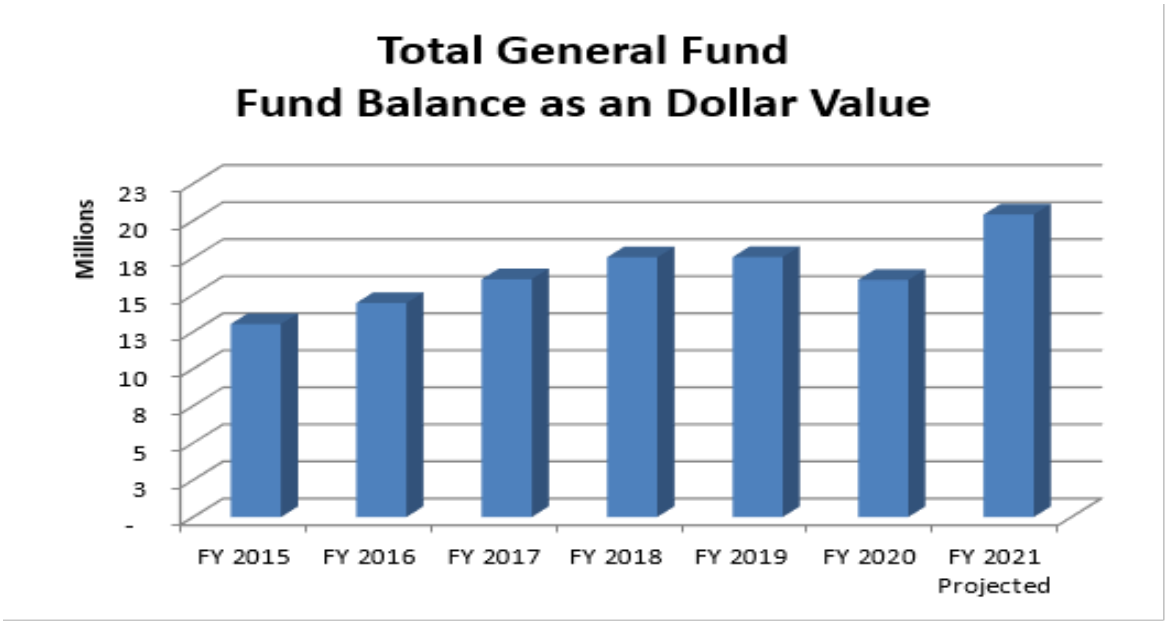
	General Fund
Fund balance at June 30, 2020	$16,005,262
Projected revenues and other sources	64,120,966
Projected expenditures and other uses	(59,703,425)
Revenue over/(under) expenditures	4,417,541
Projected fund balance at June 30, 2021	20,422,803
Less:	
Restricted - Stabilization By State Statute - estimated	(3,650,000)
Assigned - Subsequent years expenditures	(1,200,600)
*Unassigned fund balance - estimated	$15,572,203
FY 2021-2022 Proposed Budgeted Expenditures	**$61,595,100**
Unassigned fund balance as a percentage of budget expenditures	**25.28%**
Total fund balance as a percentage of budgeted expenditures	**33.16%**

	Target %	Amount to Retain Per Policy Available Fund Balance*	PROJECTED Additional Funds over/(under) Target %
Policy Approved by BOC			
Unassigned Fund Balance	**20 - 25%**	**$12,319,020**	**$3,253,183**

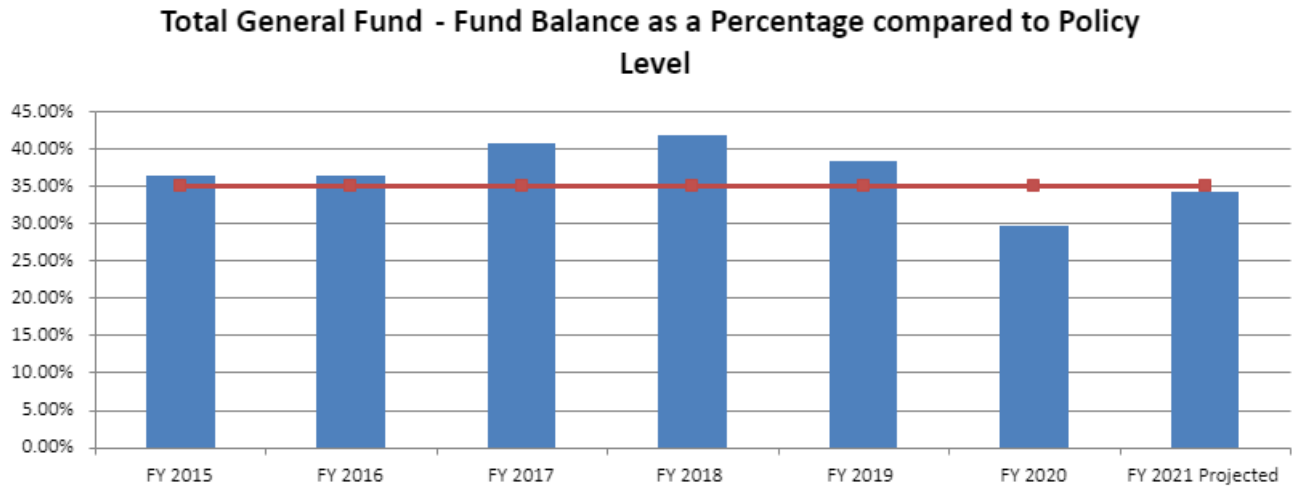
**calculated at lowest threshold*

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, maintain healthy reserves for a rainy day, generate investment income in favorable markets and eliminates the need for short-term borrowing.



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 2022 budget year the 35% projected requirement total is $21,558,285 and the 20% projected requirement total is $12,319,020.



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 and Wake Forest Boys and Girls Club.

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.

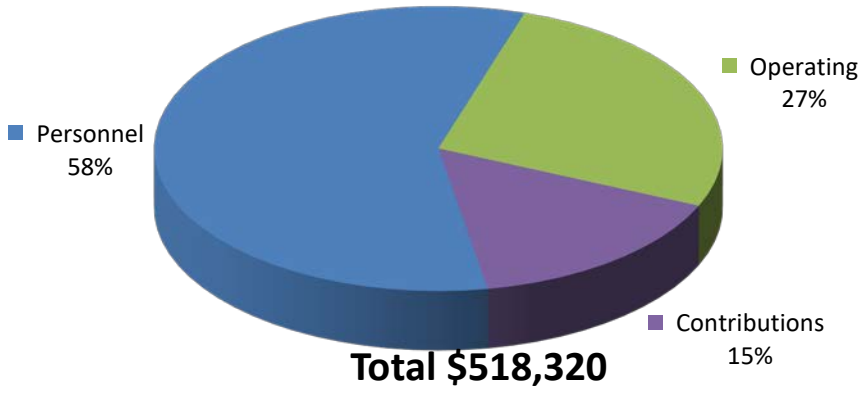
DEPARTMENT SUMMARY

Board of Commissioners	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 282,489	$ 269,070	$ 286,494	$ 312,550	$ 299,030
Professional Services	397,998	358,200	315,650	325,000	-
Operating	129,654	92,000	79,720	146,289	138,290
Contributions	29,750	29,500	30,250	81,500	81,000
Total	**$ 839,891**	**$ 748,770**	**$ 712,114**	**$ 865,339**	**$ 518,320**

BUDGET HIGHLIGHTS

- Personnel reflects adjustments in retiree insurance from year to year
- Professional Services for legal assistance have been shifted to a new department for FY 21-22
- Operating reflects an increase in costs due to an election year
- Contributions increase reflects funding for a Housing Rehabilitation Grant

FY 2021 – 2022 Budget



Town of Wake Forest
Outside Agency Funding

AGENCY	DEPARTMENT		AMOUNT
Resources for Seniors, Inc.	Board of Commissioners		$ 5,000
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		12,000
Launch Wake Forest	Board of Commissioners		1,000
Housing Rehabilitation Grant	Board of Commissioners		50,000
Non-Profit Donation	Board of Commissioners		2,500
Total Outside Agencies			$ 82,000

The amount for the Wake Forest Chamber represents the town's membership at the Community Investor level for FY 2021-2022.
Resources for Seniors remain funded to support expanded services center coming online in FY 19-20

LEGAL SERVICES DEPARTMENT SUMMARY

The Legal Services Department advises and provides legal service to the Board of Commissioners, Town Manager and Town staff.

PURPOSE STATEMENT

Provide effective legal service in support of the Board of Commissioners policies and ordinances that have been established for the Town of Wake Forest.

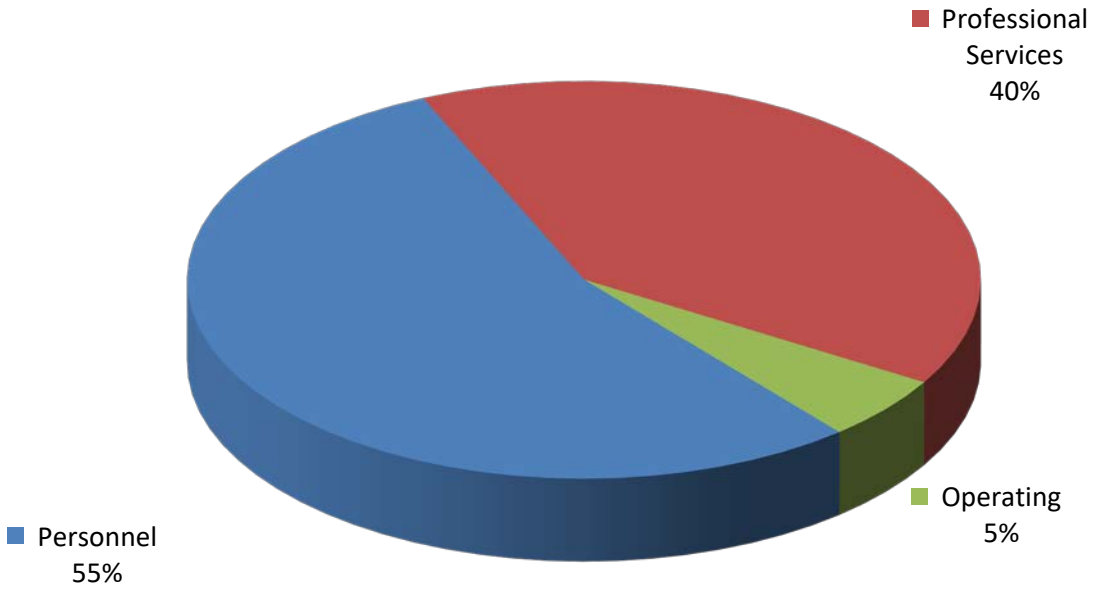
DEPARTMENT SUMMARY

Legal Services	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ -	$ -	$ -	$ -	$ 168,990
Professional Services	-	-	-	-	125,000
Operating	-	-	-	-	16,320
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 310,310**

BUDGET HIGHLIGHTS

- Legal services will transition into a separate department starting July 1 for the FY 21-22 budget
- Personnel includes salary and benefits for the addition of a Town Attorney position starting October 1
- Professional services includes funding for outside legal services

FY 2021 - 2022 – Budget



Total $310,310

TOWN *of* WAKE FOREST

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.

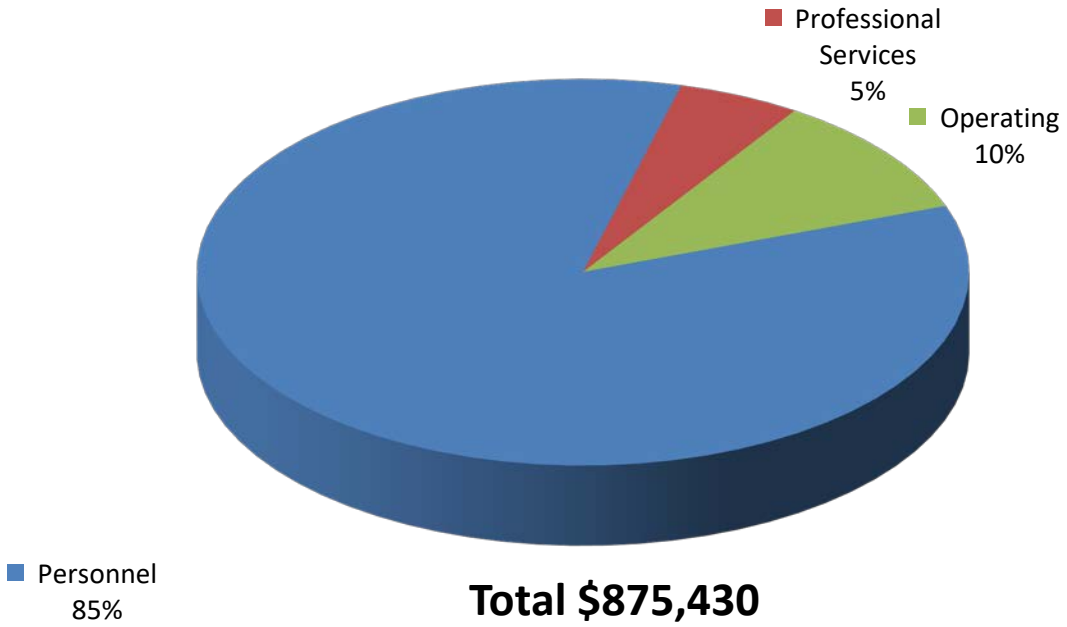
DEPARTMENT SUMMARY

Administration	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 339,919	$ 580,555	$ 548,323	$ 775,980	$ 741,170
Professional Services	1,000	16,800	16,768	75,800	45,000
Operating	42,217	74,615	72,215	130,860	89,260
Total	**$ 383,136**	**$ 671,970**	**$ 637,306**	**$ 982,640**	**$ 875,430**

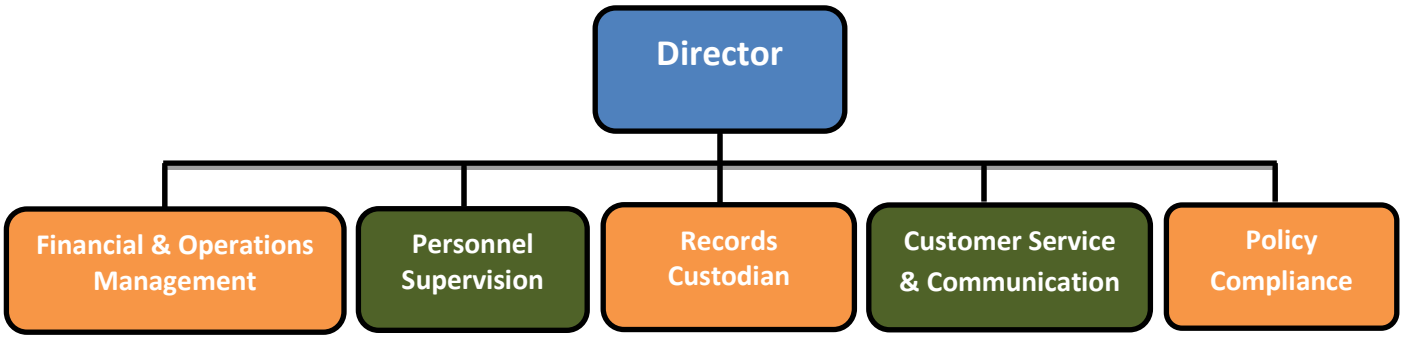
BUDGET HIGHLIGHTS

- Increase in Personnel attributed to a full year of salary and benefits for the following: Reclassification of Assistant to the Town Manager to Assistant Town Manager; Addition of positions including: Deputy Town Clerk, Assistant Town Manager and Strategic Performance Manager
- Increase in professional services attributed to the Strategic Plan Update
- Increase in operating due to additional travel and training for positions added in FY 20-21

FY 2021 - 2022 – Budget



DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Financial & Operations Management
    - Manage town resources in an effective and efficient manner through responsible budget development and management while accurately forecasting resources available to provide services
    - Reduce the cost of government by implementing innovative business processes and operational efficiencies
    - Oversee the Board of Commissioners policy directives and on-going Town operations
    - Provide assurance of regulatory and policy compliance to ensure trust, accountability and foster transparency
2. Personnel Supervision
    - Use performance management as part of the organizations commitment to accountability, open communication and continuous improvement
3. Records Custodian
    - Maintain and manage government records; administratively support Board of Commissioners, Advisory Boards, Commissions, and Committees for transparent government
4. Customer Service & Communication
    - Deliver courteous, responsive service to external and internal customers, while ensuring timely accurate and effective communication
    - Improve citizen engagement and enhance transparency and accountability to residents
5. Policy Compliance
    - Provide consistent sound and appropriate legal advice to Board of Commissioners and Town staff
    - Efficiently process requests for legal services
    - Review contracts in a timely and proficient manner

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of citizen requests for information	740	1,135	800
Number of ongoing Capital Improvement Projects	17	22	15
Number of agendas published	22	21	24
Number of ordinances, resolutions, and proclamations processed	183	163	150
Number of Board of Commissioners and Planning Board meetings attended	24	28	24

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of measures achieved per the Town's Strategic Plan Goals	88.8%	93.3%	90.0%
Percentage of citizen inquiries responded to within 24 hours	95.0%	90.0%	90.0%
Percentage of annexations filed and code of ordinance updates within 30 days of approval	62.0%	65.0%	75.0%
Percentage of agendas published with no substantial changes from final agenda sent to BOC as compared to version used at the meeting	90.0%	89.0%	75.0%
Percentage of public records requests completed within stated goal of two business days	90.0%	85.0%	80.0%

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

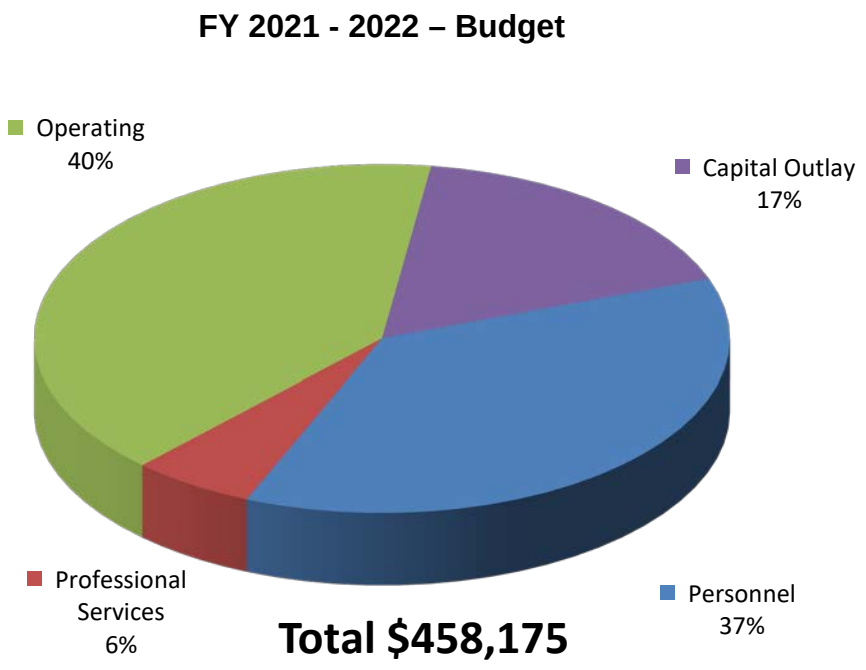
To lead the renaissance of Downtown Wake Forest in achieving its economic and cultural potential.

DEPARTMENT SUMMARY

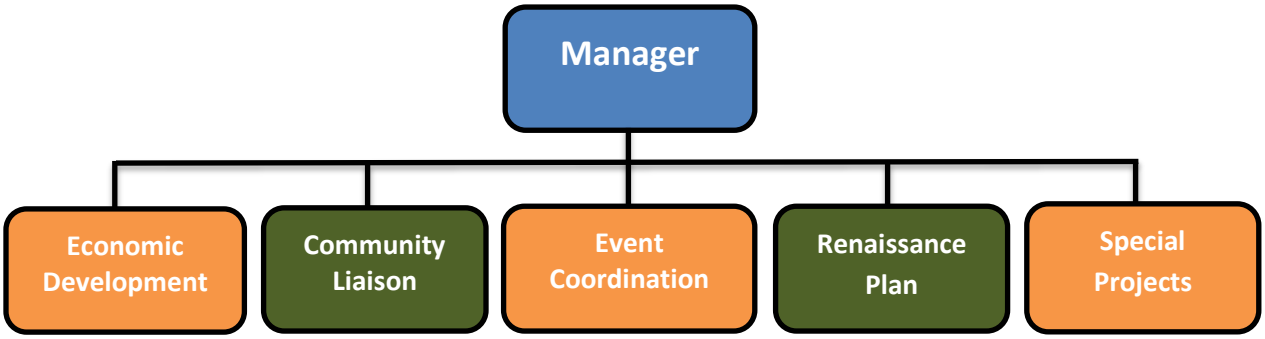
Downtown Development	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 185,910	$ 239,570	$ 183,520	$ 189,615	$ 193,245
Professional Services	52,287	30,000	3,500	30,000	30,000
Operating	198,188	182,130	55,208	300,230	210,430
Capital Outlay	-	-	-	-	24,500
Total	**$ 436,385**	**$ 451,700**	**$ 242,228**	**$ 519,845**	**$ 458,175**

BUDGET HIGHLIGHTS

- Professional Services include costs associated for architectural services with the Suntrust building
- Capital Outlay includes funding to replace Town Christmas Tree



DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Make downtown a destination place for the community and surrounding areas
    - Provide programming that draws new visitors of diverse demographics
    - Enhance marketing efforts to reach markets outside of our immediate area
    - Work with business owners to increase their skills in marketing and programming
2. Realize steady growth in mixed use and infill development
    - Continue working with developers, property owners and stakeholders to encourage development
    - Market downtown as a destination for visitors, shoppers, residents
    - Educate property owners on grant programs and design assistance to encourage property improvements
3. Implement the initiatives included in the updated Renaissance Plan
    - Focus on top 10 projects in 5 years
    - Work with various stakeholders and civic organizations to partner on plan initiatives

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of Façade Improvement grants	4	4	4
Number of business prospect meetings	26	14	20
Number of community outreach meetings*	86	48	85
Number of business retention visits	113	78	90
Number of Renaissance Area events*	25	21	25
Number of visitors for Renaissance Area events*	50,500	1,070	50,000
Net new business in Renaissance Area	1	9	10
Net new employees in Renaissance Area	58	15	30

*** Decrease in events, visitors, etc. due to COVID-19**

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Increase in number of annual visitors*	73,532	8,801	100,000
Increase in amount of downtown programming (festivals, arts-related, etc.) cultural amenities*	287	274	400
Increase in appraised tax value of the municipal service district	$85,722,334	$88,457,434	$95,771,429
Increase in number of housing units located downtown	420	448	435
Increase in investment in the municipal service district – both public and private*	$27,852,142	$11,543,000	$4,000,000
Downtown vacancy rate	2.5%	9.33%	10.0%
Percentage of meetings/trainings attended to fulfill the National Main Street Accreditation	100.0%	55.0%	100.0%
Percentage of Wake Forest Downtown, Inc. work plan implemented to fulfill the National Main Street Accreditation	100.0%	75.0%	100.0%

*** Decline in 1st, 2nd, and 3rd quarter programming, visitors, investment, etc. due to COVID-19**

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.

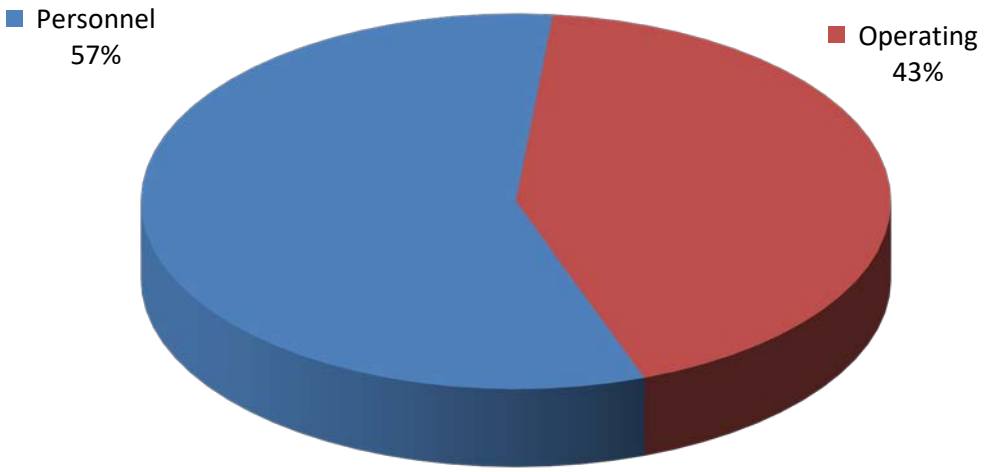
DEPARTMENT SUMMARY

Communications	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 488,694	$ 529,890	$ 518,546	$ 611,270	$ 568,210
Operating	368,017	406,165	333,397	466,600	426,350
Capital Outlay	18,704	7,000	6,909	-	-
Total	**$ 875,415**	**$ 943,055**	**$ 858,852**	**$ 1,077,870**	**$ 994,560**

BUDGET HIGHLIGHTS

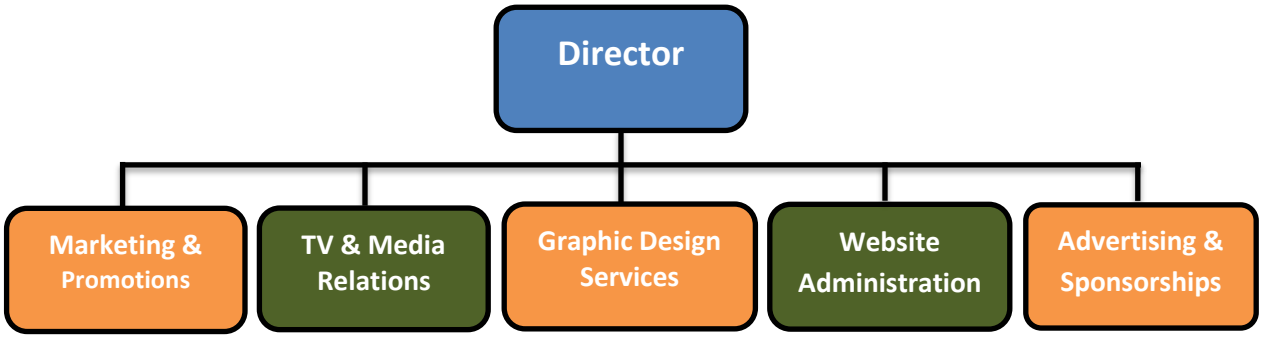
- No significant changes noted – slight budget increase from FY 20-21
- Operating reflects an increase due to additional marketing/communications and contracted services

FY 2021 - 2022 – Budget



Total $994,560

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Increase communication effectiveness of the Town
    - Survey residents on their satisfaction of news letter
    - Survey residents to determine satisfaction of the Town's communication efforts
2. Increase sponsorships of Town events
    - Increase sponsorships of Friday Night on White to provide for surplus funds to increase participation experiences
    - Increase sponsorships for other Town activities
3. Increase Town's fiscal standing through graphic design
    - Use in-house staff for graphic design on at least 95% of all marketing/promotional material
    - Turnaround time for departmental request of no more than 3 days with a first draft

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of email subscribers	16,292	22,891	17,000
Number of Facebook likes	40,471	53,495	35,000
Number of Twitter followers	8,169	9,474	8,000
Number of Nextdoor members	15,696	16,09	8,000
Number of application downloads	1,317	1,647	3,000
Number of Our Town publications	2	5	6
Total of Friday Night on White Sponsorships	$86,050	$0	$80,000
Number of unique website visitors	551,833	812,601	1,000,000
Number of press releases	220	227	500
Number of Town-to-citizen notification phone calls	7	0	10
Number of Police department-related media interviews	9	9	25

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of media inquiries responded to within 24 hours	100.0%	100%	100.0%
Percentage of citizen inquiries responded to within 24 hours	100.0%	100%	100.0%
Percentage increase in the number of TOWF Facebook likes	9.0%	32.3%	10.0%
Percentage of residents rating their satisfaction with "Our Town" as "Satisfied" or better	N/A	95.0%	90.0%
Percentage of residents rating their satisfaction with the way TOWF communicates with residents as "Satisfied" or better	N/A	94.0%	90.0%
Yearly savings of using in-house graphic staff (in dollars)	$103,615	$600,000	$175,000
Total sponsorships for Town events (cost recovery in dollars)	$85,222	$10,638	$150,000

TOWN *of* WAKE FOREST

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.

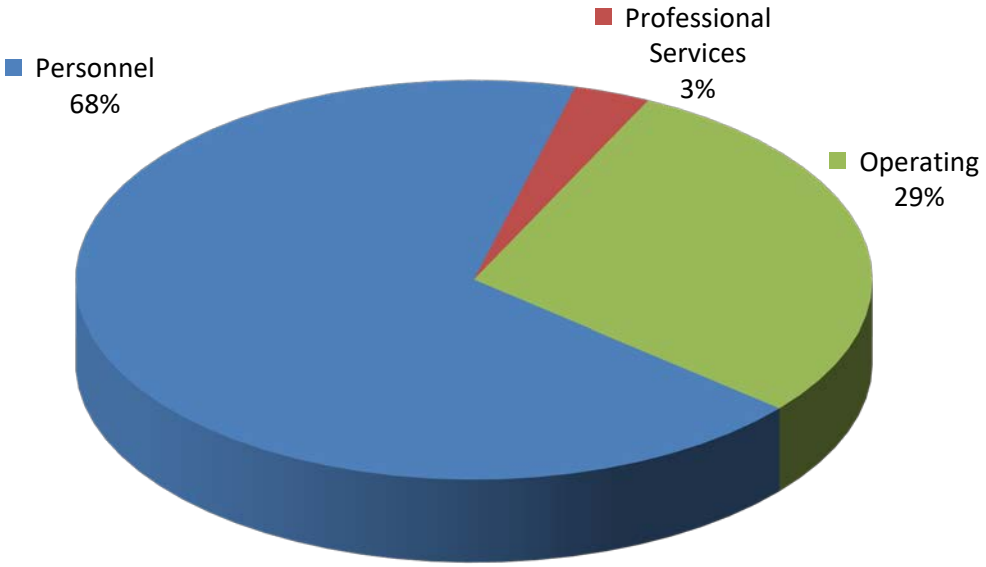
DEPARTMENT SUMMARY

Human Resources	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 448,359	$ 533,540	$ 375,605	$ 583,990	$ 563,125
Professional Services	3,610	27,950	5,475	29,350	25,600
Operating	130,819	210,670	145,356	250,310	239,210
Total	**$ 582,788**	**$ 772,160**	**$ 526,436**	**$ 863,650**	**$ 827,935**

BUDGET HIGHLIGHTS

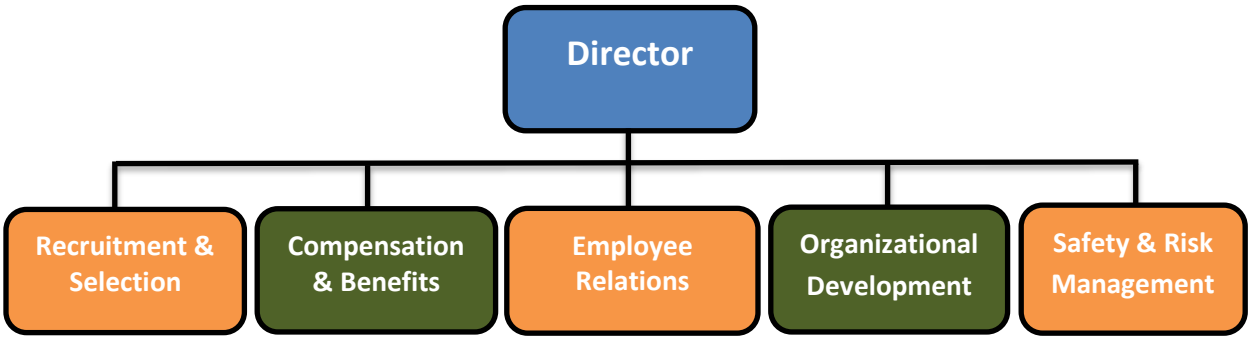
- Personnel reflects the addition of salary and benefits for a Safety Coordinator position to start January 1
- Operating reflects an increase in costs associated with time and attendance tracking software implemented in FY 20-21

FY 2021 - 2022 – Budget



Total $827,935

DEPARMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Maintain an organizational culture that reflects our core values
   - Develop a culture of excellent service both internally and externally
   - Be an employer of choice through benefits and working environment
   - Improve communications between HR and our employees
   - Promote a positive work relationship between employees and the organization and with each other regarding equal employment opportunity, fairness and consistency in treatment, and complaint resolution
2. Enhance and promote a safe and connected community
   - Ensure the safety of Town facilities and work-sites by increasing the number of safety inspections and by evaluating facility and site inspection reports to identify and correct hazards and potential hazards
   - Ensure that a system is in place for responding to emergency situations including development of a plan and its implementation
3. Increase efficiency by providing basic human resource processes online, eliminating redundancy, and reliance on paper
   - Utilize Halogen TalentSpace modules including performance evaluations, learning, and 1:1 meeting to eliminate paper filings and encourage more in person coaching and development of staff
   - Use social media and an online applicant tracking system that will allow for a searchable candidate database, resume parsing, and tools for email-based requisition and approvals

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of applications received and processed	2,638	1,831	1,800
Number of new hires on boarded	92	41	200
Number of employees trained	492	40	400
Number of performance evaluations processed	282	252	350
Number of Family Medical Leave Act applications processed	63	21	65
Number of property & liability and workers compensation claims processed	61	52	60
Number of employees participating in the health premium incentive plan	251	488	360

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of health assessment surveys completed	251	471	360
Percentage of complaints resolved within 30 days	100%	100%	100%
Percentage of workforce completing HR facilitated mandatory training	75%	32%	95%
Percentage of positions filled within 60 days for all departments	61%	45%	85%
Percentage of positions filled within 120 days for Police Department	71%	33%	85%
Percentage of eligible employees meeting the requirements for the health premium incentive plan	96%	65%	95%
Percentage of Town facilities inspected	29%	16%	20%

TOWN *of* WAKE FOREST

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.

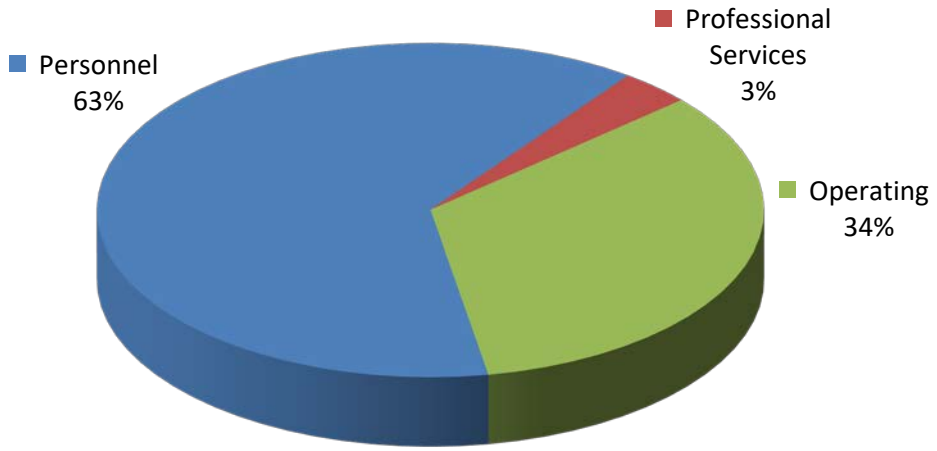
DEPARTMENT SUMMARY

Finance	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 754,449	$ 777,930	$ 593,396	$ 870,415	$ 861,155
Professional Services	51,985	51,500	50,707	75,000	47,500
Operating	393,706	436,995	430,100	514,235	460,970
Capital Outlay	-	10,000	6,817	-	-
Total	**$ 1,200,140**	**$ 1,276,425**	**$ 1,081,020**	**$ 1,459,650**	**$ 1,369,625**

BUDGET HIGHLIGHTS

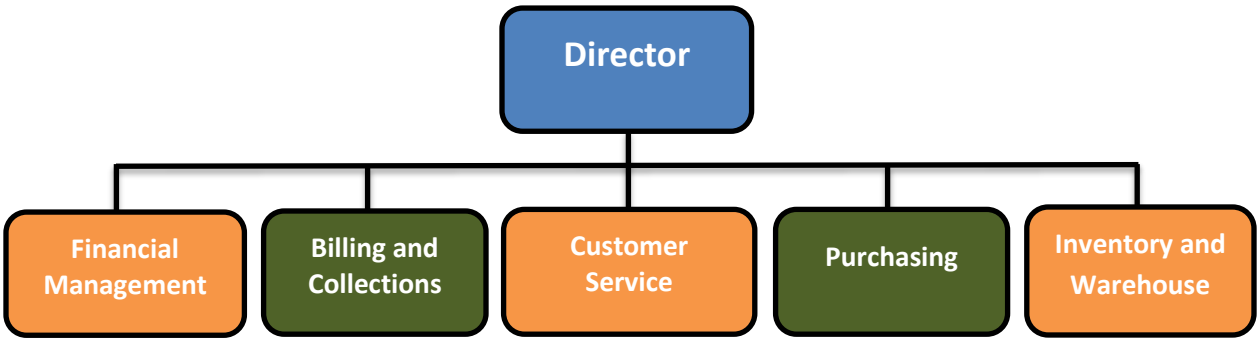
- Personnel reflects a full year of salary and benefits of an Accounting Technician and Contract Purchasing Specialist added in FY 20-21
- Funds included in professional services for annual auditing services and actuarial studies

FY 2021 - 2022 Budget



Total $1,369,625

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Provide accurate financial information in a timely manner to the Board of Commissioners, Department Directors and respective external agencies (LGC, rating agencies, etc.) to comply with statutory and regulatory requirements as well as governmental accounting standards
    - Close the monthly general ledger within 15 business days of month end
    - Submit monthly financial summary to Board of Commissioners and Department Directors by first Tuesday each month
    - Submit audited CAFR to regulatory agencies by regulatory deadlines (October 31)
    - Present CAFR to Board of Commissioners by November regular meeting
    - Prepare Citizens Annual Financial Report (PAFR) by December
    - Earn the Certificate of Excellence in Financial Reporting Government Finance Officers Association
    - Earn award for Outstanding Achievement in Popular Annual Financial Reporting from the Government Finance Officers Association
2. Provide timely and accurate budget and performance information to the Board of Commissioners, management, external agencies and the citizens to ensure the effective use of Town resources
    - Present proposed Annual Operating Budget to Board of Commissioners by May work session
    - Earn the Distinguished Budget Presentation Award from the Government Finance Officers Association
    - Project town department budgets and fund budgets at or below projections
    - Invest in town's infrastructure by updating five-year Capital Improvements Plan
    - Update debt issuance plan every two years
3. Manage town resources in a prudent and efficient manner
    - Maintain highest possible credit ratings from all rating agencies
    - Process each biweekly payroll on time
    - Ensure all balance sheet general ledger accounts are maintained accurately
    - Pay 85% of all invoices within 30 days of invoice date
    - Post utility and all other payments accurately
    - Generate utility bills accurately and timely on each of the 3 monthly cycle dates
4. Provide excellent internal and external customer service
    - Complete utility customer service requests within two business days
    - Provide warehouse inventory products 95% of the time upon request

- Complete purchasing cycle (requisition to PO) for 85% of purchase (goods and services) within 5 business days

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of electric meters/customers	6,406	6,398	6,500
Number of prepay (pay as you go) electric customers	398	429	400
Average monthly number of eSuite card transactions	3,771	4945	3,500
Average monthly amount of eSuite card transactions	$707,886	$ 956,541	$650,000
Amount of accounts payable disbursement	$28,367,849	$17,660,207	$27,500,000
Amount of ePayables disbursement	$961,444	$727,490	$1,500,000
Amount of invoices paid with a credit card	$5,292,730	$4,327,819	$4,500,000
Number of invoices paid	5,804	3,710	5,500
Number of informal quotes	195	135	300
Number of purchase orders issued	628	423	700
Total amount received from items sold on GovDeals	$203,635	$248,905	$150,000
Number of ePayable transactions	2,460	238	300
Number of AP checks issued	2,502	2,502	2800
Number of electronic AP payments processed	N/A	N/A	150
Amount of Pcard rebate	N/A	N/A	$50,000

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Receipt of Certificate of Excellence in Financial Reporting: - CAFR - PAFR	 Yes Yes	 Yes Yes	 Yes Yes
Monthly close - number of months closed by 15th business day	3 of 12	5 of 9	10 of 12
Monthly financial summaries submitted out of 12 months by first Tuesday	11 of 12	9 of 9	12 of 12
Receipt of GFOA Distinguished Budget Presentation award	Yes	Yes	Yes
Percentage of requested CIP projects approved for funding	27.3%	N/A	50.0%
Debt ratios in compliance with policy: - 15% of debt service expenditures to governmental fund expenditures - 2% of net debt to assessed value	 9.6% 0.94%	 11.8% 0.79%	 15.0% 1.5%
Credit ratings: S & P – AAA; Moody's – Aa1; Fitch - AAA	AAA/Aa1/AAA	AAA/Aa1/AAA	AAA/Aa1/AAA
Percentage of payrolls processed on time (internal deadline)	100.0%	100.0%	100.0%
Percentage of general ledger accounts reconciled quarterly	100.0%	100.0%	100.0%
Average number of general ledger accounts reconciled quarterly	175	175	180
Percentage of invoices paid within 30 days	81.7%	82.5%	90.0%
Percentage of payments posted accurately by Customer Service representatives	100.0%	99.0%	99.0%
Percentage of utility bills processed on time	100.0%	100.0%	99.0%
Percentage of customer service requests within 2 business days	99.3%	99.5%	99.0%
Warehouse stock item availability	100.0%	100.0%	95.0%

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

DEPARTMENT OVERVIEW

The Information Technology 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.

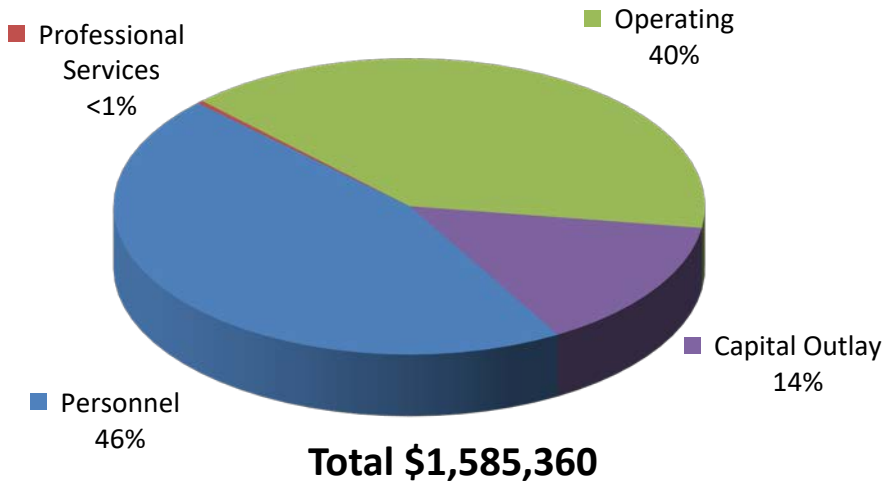
DEPARTMENT SUMMARY

Information Technology	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 519,551	$ 681,760	$ 523,328	$ 615,855	$ 723,455
Professional Services	-	41,400	5,000	45,000	5,000
Operating	475,265	585,485	556,634	638,255	629,905
Capital Outlay	346,249	32,600	32,567	442,000	227,000
Total	**$ 1,341,065**	**$ 1,341,245**	**$ 1,117,529**	**$ 1,741,110**	**$ 1,585,360**

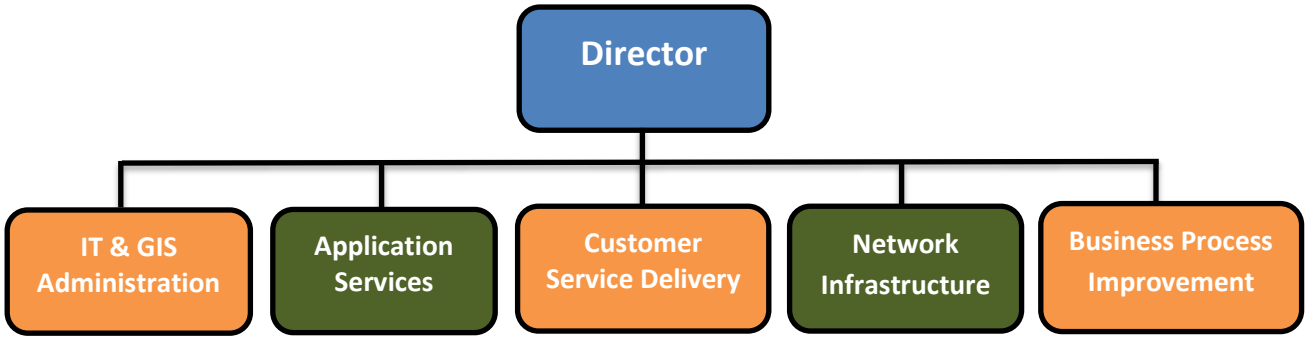
BUDGET HIGHLIGHTS

- Increase in Personnel reflects a full year of salary and benefits for a GIS Analyst and an Applications Analyst added in FY 20-21 - Chief Technology Officer to be filled by FYE 2021
- Personnel allocated costs increased to 35% and have been accounted for in Electric Fund based on estimated time spent on Electric technology issues
- Capital Outlay attributed to hardware/software upgrades and a document scanning service

FY 2021 - 2022 – Budget



DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Plan and deliver integrated information services to enable customers to have access to information resources when and where they need it
    - Provide access to information and services for all staff and appropriate third parties
    - Upgrade VoIP technology to improve the delivery of voice communications and replace the aging phone system
    - Research and provide advanced online services to enhance the Town's presence in a way that will meet our community's changing needs
2. Meet or exceed customer requirements for technology service delivery
    - Evaluate and implement technologies that ensure availability of information resources
    - Expand and enhance technology support tools to meet customer's current needs and expectations
    - Obtain feedback from users on satisfaction levels with services and implement changes accordingly
3. Leverage existing and emerging technologies to improve and streamline business processes.
    - Evaluate business processes and identify efficiencies that could be gained by leveraging the use of existing or emerging technologies
    - Partner with Town departments to identify existing and emerging technologies that will enhance business processes
4. Ensure the integrity, reliability and appropriate use of information resources
    - Evaluate and maintain the existing security program and services to align with best practices or local/state/federal guidelines
    - Evaluate and implement security technologies to ensure the privacy and integrity of information resources
    - Enhance security awareness program for the Town staff

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Total number of service tickets completed	2,199	2,341	2,100
Open data portal datasets (Total)	35	35	35
Number of workstations/laptops replaced per cycle	93	27	55
Number of network/server systems/refresh	13	13	8

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of network infrastructure availability during production time	99.4%	100.0%	99%
Percentage of network hardware that is less than 5 years old	97.8%	85.7%	97%
Percentage of application services availability during production time	99.3%	99.0%	99%
Percentage of PC systems less than 5 years old	95.5%	94.7%	97%
Percentage of completed annual training plans for IT staff	100.0%	75.0%	100%
SLA Requests by Due Date Achieved	93.7%	99.0%	93%
Percentage of completed CIP projects on time and within budget	45.5%	100.0%	100%
Number of new services or upgraded services provided in partnership per year	0	0	3
Percentage of IT security requests for account termination that are handled within 4 hours	100.0%	100.0%	100%
Percentage of networking security appliances and software that are current and up to date	98.5%	100.0%	99%
Percentage of completed tickets closed (less than 1 day)	37.8%	37.3%	36%
Percentage of completed tickets closed (between 2-5 days)	33.0%	37.7%	36%
Percentage of completed tickets closed (more than 5 days)	30.8%	25.0%	28%

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.

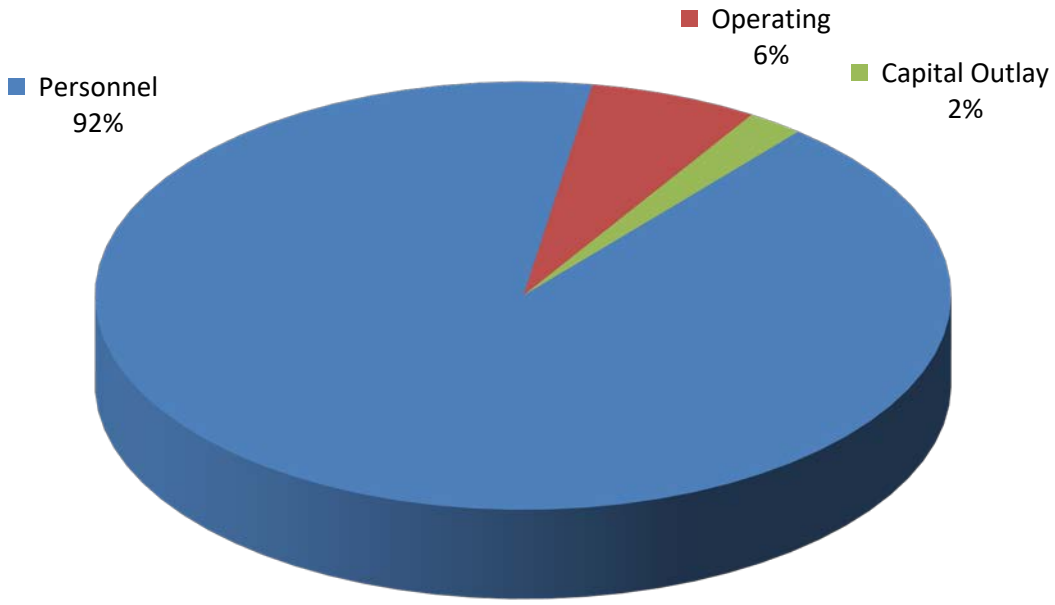
DEPARTMENT SUMMARY

Inspections	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 1,549,886	$ 1,644,615	$ 1,533,177	$ 1,650,370	$ 1,681,435
Operating	109,923	123,730	88,485	123,030	117,330
Capital Outlay	-	38,500	28,408	39,500	39,500
Total	**$ 1,659,809**	**$ 1,806,845**	**$ 1,650,070**	**$ 1,812,900**	**$ 1,838,265**

BUDGET HIGHLIGHTS

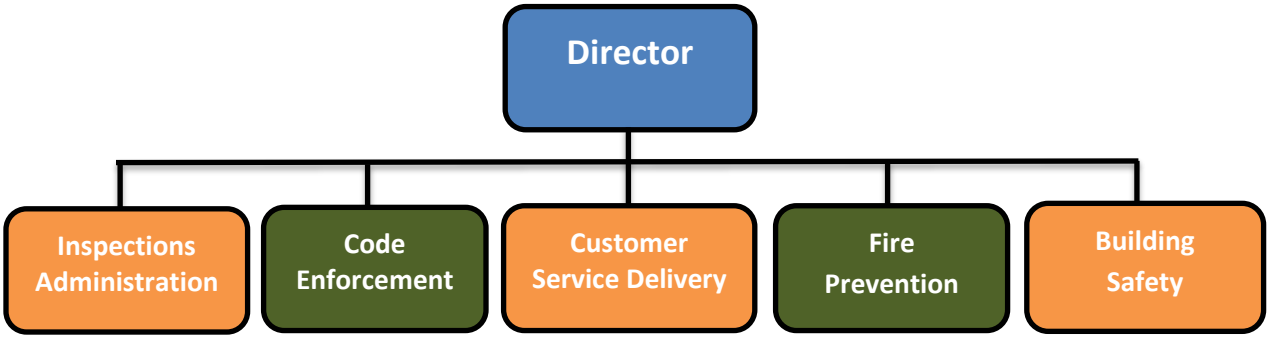
- Capital Outlay includes a replacement vehicle request – budget slightly more than FY 20-21

FY 2021 - 2022 – Budget



Total $1,838,265

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Improve department efficiency and provide a high level of customer service while conducting inspections as required by the North Carolina Administration Code and performing plan review as part of the departments permitting process
    - Provide same day permit issuance for single trade permits
    - Provide online capability for submittals and payment
    - Promote and provide a means of electronic plan submittal for small residential projects (decks, renovations, etc.)
    - Provide accurate and accelerated residential plan review
    - Provide inspections in a timely manner as required by House Bill 255 and performed at the highest quality
2. Ensure safe commercial/multi-family structures according to the NC State Fire Code throughout The Town of Wake Forest and the extraterritorial jurisdiction (ETJ)
    - Comply with the state mandated inspection schedule for periodic inspections
    - Provide safer structures by lowering the number of violations
3. Provide the best overall customer service to the contractors and citizens of Wake Forest
    - Surveys to be distributed by email, handed out in the field and at the customer service counter

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of inspections performed	22,667	16,269	18,000
Number of plans reviewed	2,528	2,105	1,800
Number of permits issued	2,208	1,944	2,000
Number of phone calls received by Inspection Technicians	7,175	4,967	7,000
Number of continuing education hours and training	748	654	900

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Provide electronic trade permit submittal	91.0%	98.0%	90%
Provide electronic commercial permit submittal	100.0%	100.0%	90%
Promote electronic residential permit submittal	93.5%	100.0%	50%
Complete 1st time submittals for SFD within 5 business days	93.2%	98.3%	90%
Complete re-review submittals for SFD within 3 business days	94.9%	87.6%	95%
Complete small residential project (decks, renovations, etc.) reviews within 3 business days	93.1%	93.7%	90%
Provide plan review QA rating (1 per week)	99.0%	97.7%	95%
Completion of next day inspections	99.0%	99.0%	98%
Complete scheduled inspection within 48 hours	93.5%	99.3%	100%
Investigate complaints within 3 business days	100.0%	100.0%	100%
Field Inspector identifies code violations accurately	98.3%	98.3%	90%
Fire Inspections, complete all 1 year occupancies	98.0%	100.0%	100%
Fire Inspections, complete all 2 year occupancies	98.0%	100.0%	100%
Fire Inspections, complete all 3 year occupancies	98.0%	100.0%	100%
Overall rating of customer satisfaction	99.0%	98.7%	90%

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

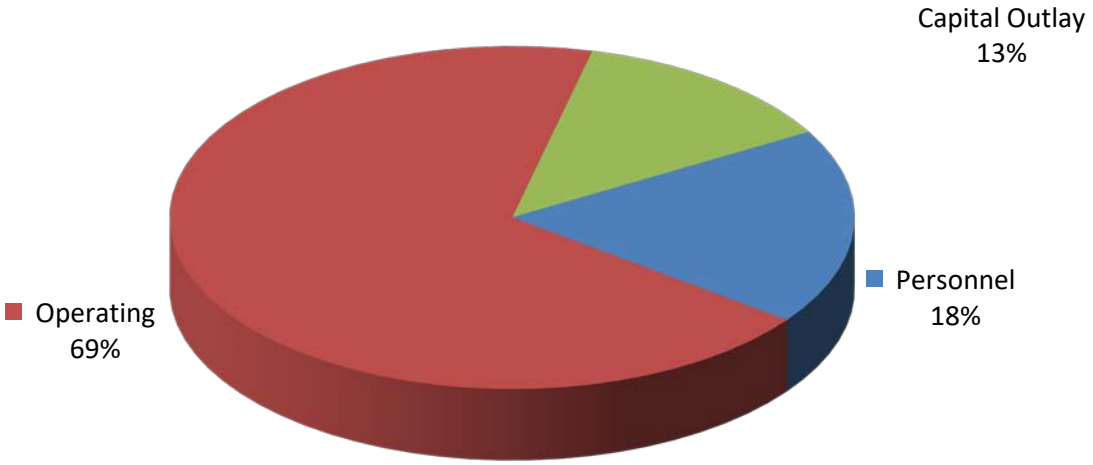
DEPARTMENT SUMMARY

Public Facilities	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 361,572	$ 478,130	$ 455,016	$ 530,100	$ 538,925
Operating	1,466,107	1,994,145	1,929,649	2,120,910	1,992,710
Capital Outlay	61,088	130,170	132,485	550,200	375,300
Total	**$ 1,888,767**	**$ 2,602,445**	**$ 2,517,150**	**$ 3,201,210**	**$ 2,906,935**

BUDGET HIGHLIGHTS

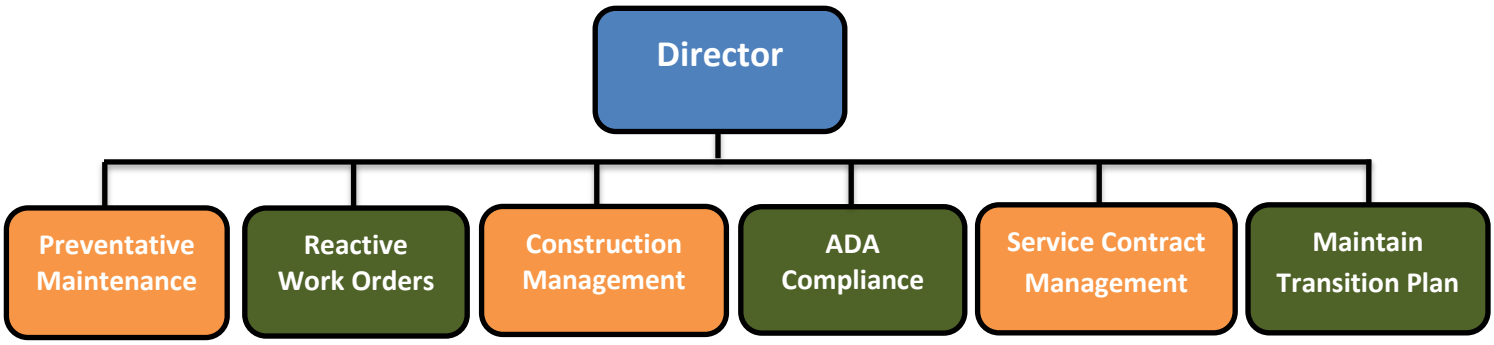
- Personnel reflects a full year of salary and benefits for two (2) Building Specialist positions added in FY 20-21
- Capital outlay includes funds for Town Hall renovations (office upfits and carpet replacement), ADA improvements for compliance, card upgrades for dumpster enclosures, Town tree property and an additional vehicle

FY 2021 - 2022 – Budget



Total $2,906,935

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Administer capital projects of Town of Wake Forest
    - Ensure projects are completed on time and within budget
    - Prevent unexpected change orders
2. Provide prompt satisfactory customer service to Town employees and citizens
    - Complete reactive work orders within 5 days
    - Complete preventative maintenance work orders within 28 days
    - Reduce annual reactive work orders
3. Maintain transition plan as required per the Americans with Disabilities Act
    - Budget and plan accordingly for annual items
    - Communicate with all departments to ensure standards are being met
    - Update transition plan annually

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of preventative maintenance work orders completed	2,768	4,391	6,000
Number of reactive work order completed	1,242	993	1,000
Number of capital projects started	0	0	0
Number of capital projects completed	2	1	1
Number of ADA assessments completed	7	0	10

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Reactive work orders completed in 5 days	98.5%	90.8%	95.0%
Proactive work orders completed in 28 days	99.8%	99.3%	95.0%
Reduced number of reactive vs preventative work orders	24.7%	21.1%	25.0%
Survey work requestors for satisfactory rating	100.0%	100.0%	100.0%
Percentage of projects completed within budget	N/A	N/A	100.0%
Percentage of Town inventory that meets ADA compliance	80.0%	80.0%	90.0%

TOWN *of* WAKE FOREST

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.

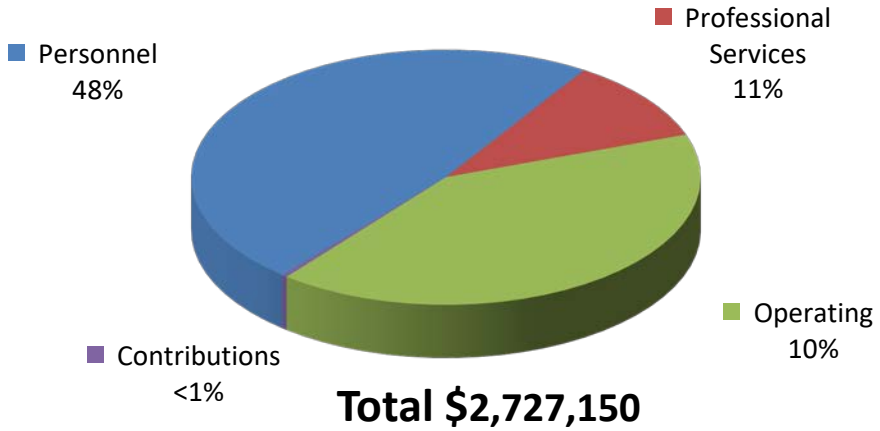
DEPARTMENT SUMMARY

Planning	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 1,078,956	$ 1,050,855	$ 922,368	$ 1,059,670	$ 1,309,520
Professional Services	69,116	415,000	250,000	590,000	285,000
Operating	540,760	937,985	841,858	1,154,245	1,122,630
Contributions	10,000	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	235,000	-
Total	**$ 1,698,832**	**$ 2,513,840**	**$ 2,024,226**	**$ 3,048,915**	**$ 2,727,150**

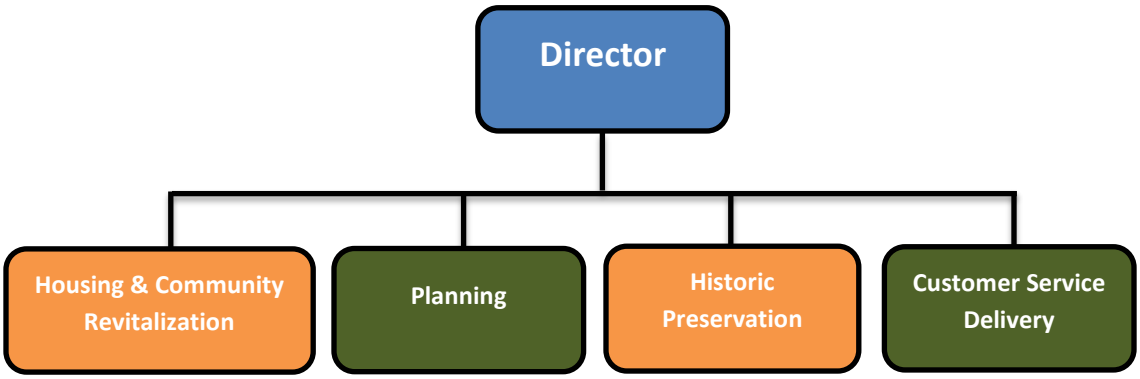
BUDGET HIGHLIGHTS

- Personnel reflects a full year of salary and benefits for an additional Long-Range Planning Manager position added in FY 20-21
- Professional services include funds for comprehensive plans, UDO updates, consultant services (surveying, appraisals, special studies) and an annexation agreement
- Operating increase reflects costs associated with Go Raleigh bus services – offset by revenues from agreement with GO Triangle

FY 2021 – 2022 – Budget



DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Provide excellent customer service through timely review of development applications
    - The Development Services section of the Planning Department will return initial comments on development applications with 3 weeks of application submission
    - The Development Services section of the Planning Department will review and approve development permit applications in 5 working days
    - Development applications should be ready for approval or Public Hearing after two staff reviews.
2. Enhance pedestrian mobility to provide citizens a viable option of walking to shop, play, and work.
    - Increase and enhance access to community
    - Increase the annual number of households that have access to destinations within walking distance along the transportation network by 25%
3. 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
    - Increase opportunities for public awareness and education about the historic districts and properties in Wake Forest
    - Provide timely response to property owners and applicants within five business days of receiving project information or inquiry

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of development permits reviewed (residential plot plans, driveway permits, zoning verification letters, temporary use permits)	813	950	1,000
Number of commercial building permits reviewed	147	87	50
Number of initial master plan reviews performed	23	29	30
Number of subsequent master plans reviewed	38	49	5
Average number of days from initial master plan submittal to master plan approval	17	38	30
Average number of days for staff master plan review	N/A	N/A	70
Average number of days for the applicant to resubmit master plan	N/A	N/A	70
Number of initial construction plan reviews performed	37	37	30
Average number of days for staff construction plan review	N/A	N/A	90

Average number of days for the applicant to resubmit construction plans	N/A	N/A	90
Number of subsequent construction plan reviews performed	49	75	60
Average number of days from initial construction plan submittal to construction plan approval	33	48	90
Number of final plat reviews performed	95	115	80
Average number of days for final plat review	N/A	N/A	30
Average number of days for the applicant to resubmit final plat	N/A	N/A	30
Number of major architectural design reviews performed	48	24	10
Number of minor architectural design reviews performed	36	38	20
Number of sign permit reviews performed	108	70	125
Number of rezoning petitions reviewed and processed	11	10	10
Number of Notice of Violations issued	57	145	125
Number of citations issued	10	11	25
Number of acres annexed	549	491	100
Number of opportunities (programs, workshops, and district tours)	7	6	15
Number of participants in programs, workshops, and district tours	154	173	150
Number of site inspections (commercial and subdivision walkthroughs)	72	17	15
Number of site inspections (pools, signs, fences)	85	103	15
Number of grants applied for HPP	1	0	1
Number of grants applied for Transportation	1	0	1
Bus ridership for year	35,481	13,920	40,000
Value of PIL collected	N/A	N/A	100,000
Acres of land dedicated to public open space	N/A	10	10
Value of land dedicated to public open space	N/A	$660,150	$ 100,000
PE Continuing Education hours	N/A	N/A	15
CZO Continuing Education hours	N/A	16	24
AICP Continuing Education hours	N/A	22	80
NCCMC Continuing Education hours	N/A	6	6
Other Training	N/A	200	36

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of first submittals receiving initial comments to TRC within 3 weeks	99.3%	91.7%	80%
Percentage of resubmittals receiving comments within 2 weeks	96.5%	92.3%	95%
Percentage of development permit applications approved within 5 days	97.5%	93.3%	95%
Percentage of zoning enforcement cases resolved prior to issuing civil penalty	N/A	88.3%	90%
Percentage of zoning enforcement cases resolved after issuance of civil penalty	N/A	95.0%	100%
Private dollars invested into road and sidewalk improvements	N/A	$800,000	$ 500,000
Private dollars invested into public greenways	N/A	0	$ 100,000

TOWN *of* WAKE FOREST

POLICE DEPARTMENT SUMMARY

The Police Department is responsible for the protection of life and property, traffic control and enforcement, criminal investigation, and enforcement of local and state criminal law.

PURPOSE STATEMENT

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

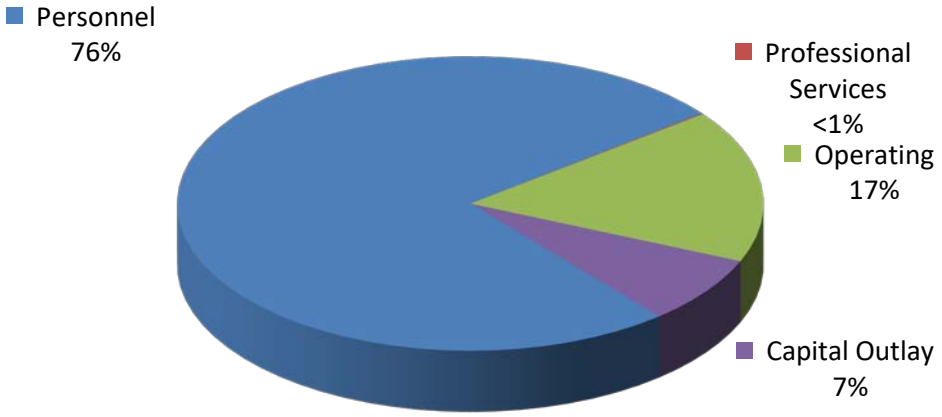
DEPARTMENT SUMMARY

Public Safety	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 9,443,153	$10,053,380	$ 9,864,429	$10,346,550	$10,696,765
Professional Services	-	12,000	12,000	12,000	12,000
Operating	1,581,211	1,936,705	1,758,111	2,650,830	2,376,205
Capital Outlay	976,193	891,200	850,000	2,404,400	1,060,000
Total	**$12,000,557**	**$12,893,285**	**$12,484,540**	**$15,413,780**	**$14,144,970**

BUDGET HIGHLIGHTS

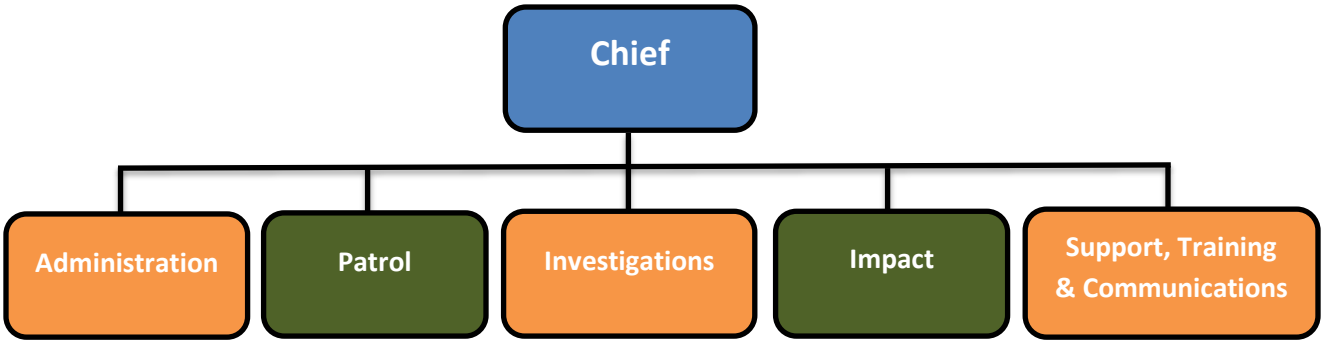
- Personnel includes eight (8) new positions: One (1) Detective (Background Investigator), One (1) Victim Advocate, Two (2) Telecommunications Shift Supervisors and Four (4) Community Resource Officers to start January 1
- Personnel additionally reflects an increase from costs associated with career ladder and LEO separation
- Operating reflects increases due to additional contracted services and vehicle upfits
- Capital Outlay includes additional vehicles, tags and cameras for new officers and replacement vehicles, tags, and cameras per replacement schedule

FY 2021 - 2022 – Budget



Total $14,144,970

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Build positive community relationships
   - Conduct outreach programs to foster positive community contacts
   - Educate the public through presentations emphasizing crime prevention
   - Continue to build trust and partnerships with our youth through elementary school tours of the police department, the D.A.R.E. Program, and the Explorer Post
2. Enhance the sense of safety in the Town
   - Partner with the community to increase public awareness of crime prevention and safety techniques through community outreach efforts, the Neighborhood Watch program, and the department's social media outlets
   - Encourage all personnel to create positive community contacts through community oriented policing
   - Ensure all employees provide professional and quality service to the people they serve by adhering to the department's core values—Courage, Honor, Integrity
   - Implement selective enforcement methods to aggressively and proactively target crime and criminal activity within Wake Forest
3. Build a culture that promotes transparency, accountability, and excellence throughout the agency
   - Work closely with the Communications and Public Affairs Director and utilize social media outlets to ensure the public is informed of major incidents involving the police department, issues of public safety, and notifications that would be of interest to the community
   - Create and update policies consistent with national accreditation standards
   - Hold personnel accountable for performing or behaving in a manner not consistent with department policy or our core values while recognizing and praising employees who do
4. Fill all open personnel vacancies
   - Due to the competitive job market, ensure the application, testing, and background process is conducted in a competent and timely manner
   - Partner with the Human Resources Department to assist in the recruiting and hiring process
   - Conduct recruiting efforts at Basic Law Enforcement Training academies, community colleges, and job fairs
5. Reduce the number of motor vehicle collisions within the Town
   - Work closely with the Town Engineering Department and NC Department of Transportation regarding traffic signal syncing at intersections identified as high risk to help reduce collisions
   - Conduct traffic enforcement campaigns and operations focusing on speeding, aggressive driving, texting while driving, and driving while impaired to assist in collision reduction
   - Utilize press releases and the department's social media outlets for notification purposes regarding traffic laws, enforcement campaigns, high risk or congested intersections and roadways, and road closures

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of arrests	694	540	700
Number of citations	10,788	6,617	12,000
Number of incident reports	2,412	1,778	2,300
Number of calls for service and self-initiated activities	66,883	50,202	64,000
Number of motor vehicle accidents	1,722	1,279	1,900

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of community outreach programs/events conducted per year	67	25	120
Number of selective enforcement campaigns conducted per year	1,316	1,023	500
Number of recruiting events conducted per year	28	30	4
Percentage reduction of collisions at the top three high-risk intersections within the Town	62.6%	25.7%	0%
Keep the public informed and notified at least twice a week (on average) of police activities through the use of social media and media outlets	316	191	208
Number of positive community contacts	356	371	365

TOWN *of* WAKE FOREST

FIRE DEPARTMENT SUMMARY

The Fire Department is committed to creating a safer community through prevention, preparedness and effective emergency response.

PURPOSE STATEMENT

To protect, maintain and enhance the well-being of all citizens within the community.

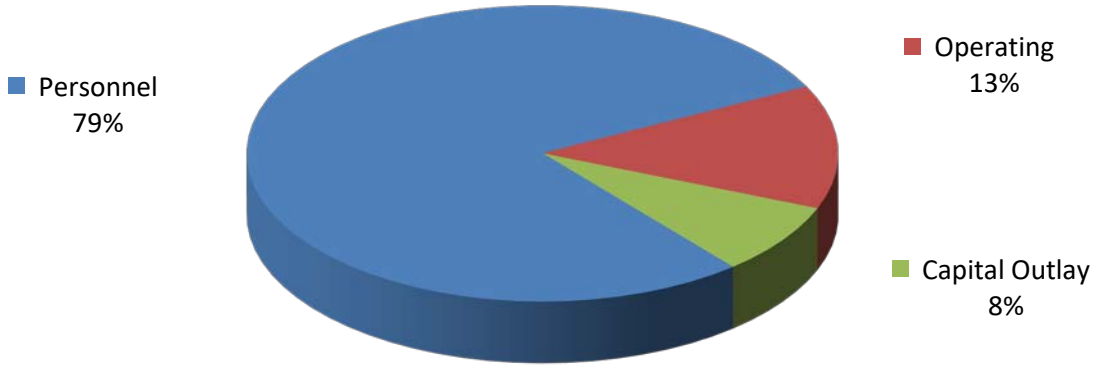
DEPARTMENT SUMMARY

Fire	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ -	$ 7,132,750	$ 7,068,070	$ 8,369,851	$ 7,665,040
Professional Services	109,710	34,800	48,810	15,000	-
Operating	122,228	1,305,025	1,045,666	1,546,869	1,318,480
Fire Services Contract	7,586,269	-	-	-	-
Capital Outlay	-	1,465,155	1,460,162	2,108,564	762,500
Total	**$ 7,818,207**	**$ 9,937,730**	**$ 9,622,708**	**$ 12,040,284**	**$ 9,746,020**

BUDGET HIGHLIGHTS

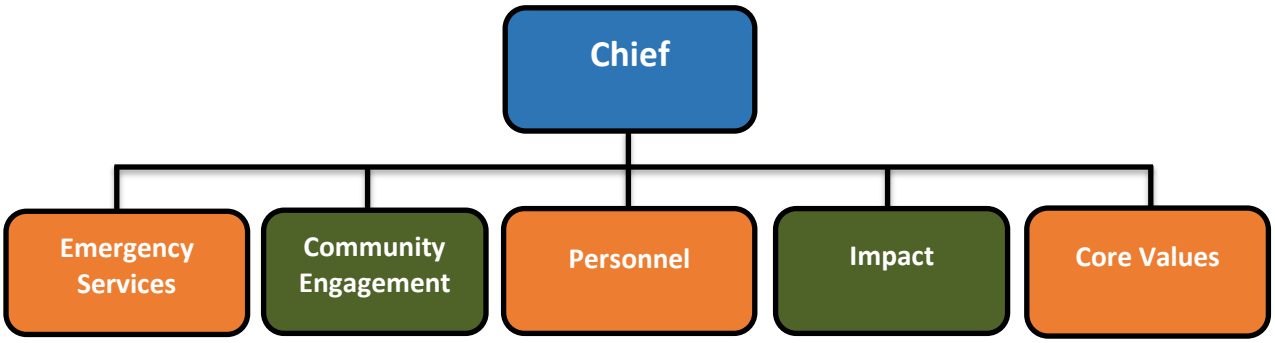
- Fire services transitioned into the Town of Wake Forest budget starting for FY 20-21
- Budgeted figures in FY 19-20 were tracked for the Fire Feasibility study and to separate the fire services contract from the Police budget
- Personnel includes salaries and benefits for all existing staff at Wake Forest Fire Department
- Capital Outlay includes the following: Fire engine, portable radios, mobile radios, a boat trailer and an underwater ROV

FY 2021 – 2022 – Budget



Total $9,746,020

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Commitment to duty through the delivery of comprehensive services
    - Provide an Effective Response Force within a reasonable time on all structure related fires
    - Provide the appropriate level of Basic Life Support to all citizens and visitors within a reasonable amount of time
    - Provide the appropriate level of response to all vehicle accidents to ensure the survivability of patients and scene safety for the citizens and commuters
    - Provide non-emergency response to the community when requested
2. Support and maintain a safe community through effective Fire and Life Safety Education and Programs
    - Provide outreach programs with schools, businesses and the community to reduce property loss and injuries from fire related incidents
3. Sustain a high-quality workforce and provide continuing education to maintain staff certifications
    - Provide the opportunity for department members to improve their training levels and seek out new skills
    - Provide an opportunity for members of the community to become volunteer fire firefighters
    - Provide opportunities for our youths to get involved in the fire service through our Explorer Program
4. Maintain a level of staffing within the department to be able to provide the best service to the community
    - Provide a fair and competitive hiring process to ensure the best possible employee is selected
    - Ensure that benefits for employees and volunteers are competitive
5. Consistently improve operations to increase the department's positive impact within the Town
6. Ensure employees adhere to core values – Duty, Honor, Pride, Family, Integrity, Professionalism, Courage

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of emergency calls	3,870	3,091	4,320
Number of fire education and safety classes provided to the community	66	22	100
Number of employee training hours	32,207	21,049	32,400

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Average on scene time for motor vehicle collisions (in minutes)	29:24	27:25	28:00
Average on scene time for structure fire (in minutes)	1:42:09	1:19:36	1:25:44
Average on scene time for EMS calls (in minutes)	22:15	22:17	19:56
Percentage of vehicles/equipment available in response – ready condition	94.3%	94.0%	95%
Percentage of fires investigated in which cause is determined	52.9%	76.8%	72%

TOWN *of* WAKE FOREST

ENGINEERING DIVISION 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.

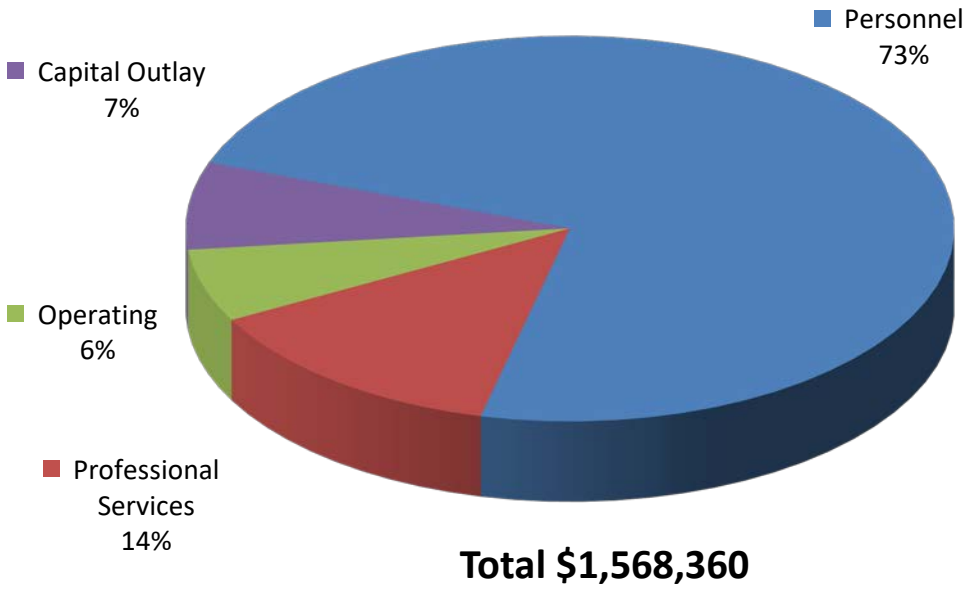
DEPARTMENT SUMMARY

Engineering	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 809,519	$ 885,075	$ 768,033	$ 828,590	$ 1,147,630
Professional Services	208,056	267,177	254,588	525,000	210,000
Operating	70,215	90,960	84,941	98,730	95,730
Capital Outlay	58,213	27,580	28,409	2,326,600	115,000
Total	**$ 1,146,003**	**$ 1,270,792**	**$ 1,135,971**	**$ 3,778,920**	**$ 1,568,360**

BUDGET HIGHLIGHTS

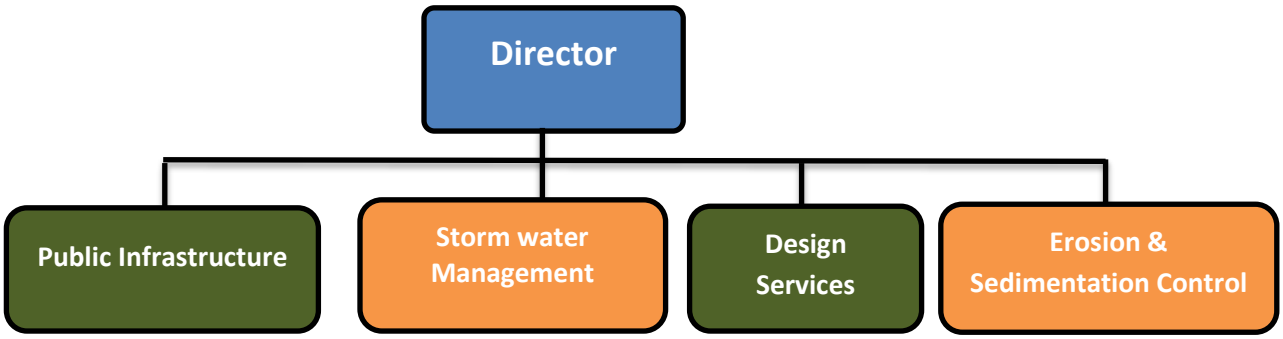
- Personnel increase reflects a full year of salary and benefits for a Plan Reviewer and Engineering positions added in FY 20-21
- Capital Outlay includes funding for stormwater infrastructure improvements and a replacement vehicle

FY 2021 - 2022 – Budget



Total $1,568,360

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Provide prompt, excellent, customer service
    - Prompt review of development plans
    - Respond to storm water complaints within 3 days
    - Survey customers on services provided
2. Ensure that the Town has a sound transportation network
    - Administering the annual street maintenance Program
    - Progress on the uncompleted street connections
    - Increasing and/or promoting bus service
3. Protect the water quality of the natural environment
    - Keep any new water course off of the State's 303 (d) List
    - Educate public on environmental issues
    - Complete inventory of Town's stormwater infrastructure

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Completed design of projects	1	0	1
Number of reviewed and approved master plans	87	17	30
Number of reviewed and approved erosion control plans	88	91	90
Number of acres under permit covering total acres	4,472	2,221	1,400
Number of reviewed and approved traffic studies from private development	7	15	2
Number of erosion control inspections conducted	1,560	2,141	1,000
Number of residential or commercial inspections conducted	2,614	1,552	2,000

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Overall customer satisfaction rating	N/A	N/A	90.0%
Number of inspections performed within 24 hours	87.5%	90.0%	100.0%
Percentage of complaints addressed after initial contact within 3 days	95.0%	95.0%	100.0%
Percentage of first round of CD plan review comments within 30 days	88.3%	95.0%	80.0%
Percentage of second round CD comments within 14 days	98.3%	95.0%	100.0%
Percentage of streets from rehab list identified	5.0%	23.3%	50.0%
Street connections from board list completed	2	0	2
Street connections designed in-house (hope to increase in future)	0	0	1
Building the stormwater inventory annually	100.0%	96.7%	10.0%
Percentage of engineering projects performed in-house	0.0%	0.0%	10.0%
Grants applied for stream restoration projects/SCM's (annually)	4	1	1
Increase citizen environmental education workshops (annually)	10	0	4
Increase community partnership and education sessions in local schools by discussing water, greenway, and transportation issues:			
- Elementary	2	0	2
- Middle	4	0	2
- High	0	0	2
- Charter	0	0	2
- Other – business, group, volunteers	2	2	2
Linear Feet of sidewalk inspected	1,350	53,867	1,000
Linear Feet of streets inspected	7,900	20,133	2,000
Linear Feet of curb and gutter inspected	2,175	7,518	2,000

TOWN *of* WAKE FOREST

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.

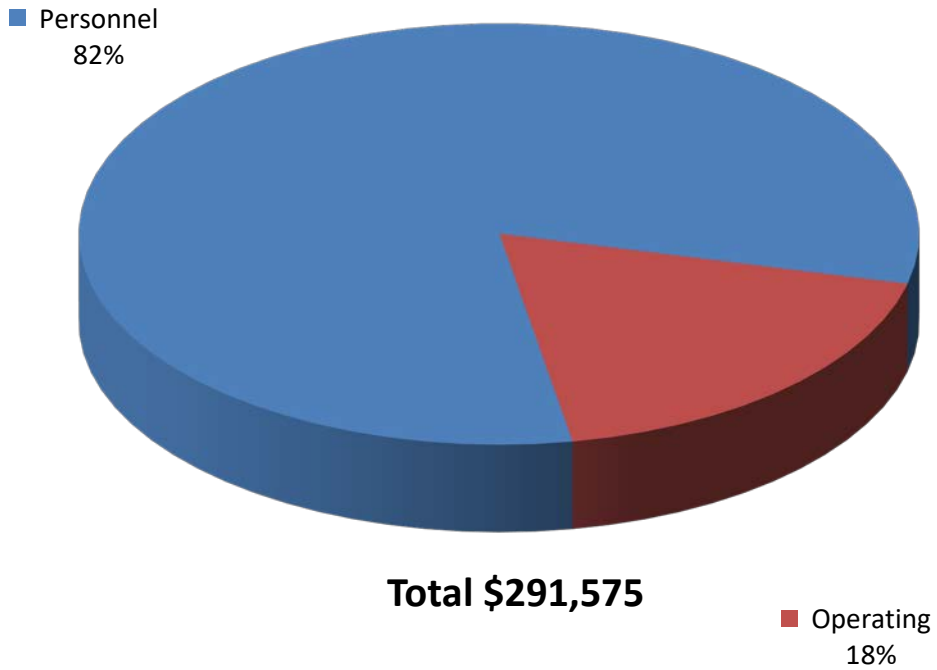
DEPARTMENT SUMMARY

Public Works Administration	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 242,821	$ 243,590	$ 146,215	$ 129,910	$ 237,945
Operating	41,888	55,590	51,564	66,130	53,630
Capital Outlay	9,775	-	-	-	-
Total	**$ 294,484**	**$ 299,180**	**$ 197,779**	**$ 196,040**	**$ 291,575**

BUDGET HIGHLIGHTS

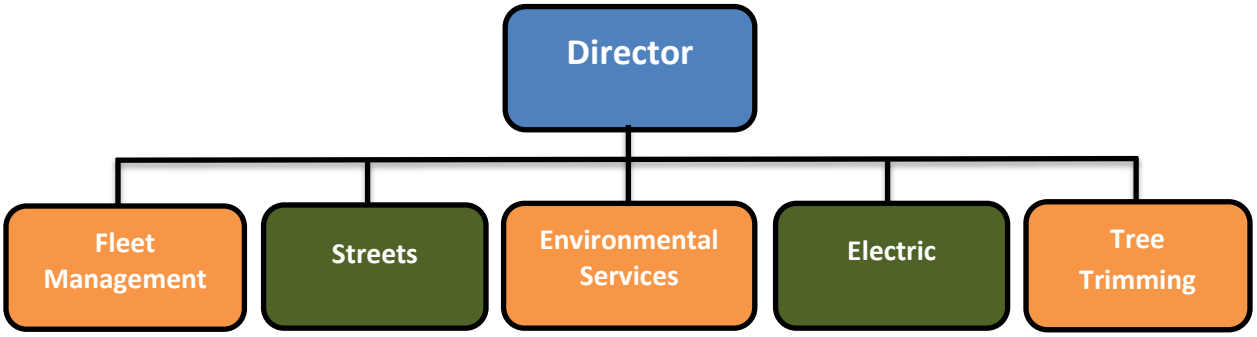
- No significant changes – budget slightly less than FY 20-21

FY 2021 - 2022 – Budget



Total $291,575

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Provide effective preventive maintenance and scheduled repairs
   - Maintain vehicles and equipment in top working order
   - Minimize vehicle and equipment availability delays to try to maintain a 95% overall availability rate for vehicles and equipment
2. Improve mechanic performance and equipment reliability
   - Maintain a turnaround time for repairs at no more than 24 hours for car and light duty trucks and 48 hours for heavy truck repairs and 72 hours for specialty equipment
   - Limit returns for rework to less than 5% of all work performed
3. Improve scheduled yard waste pickup
   - Provide 98% completion of yard waste collection on scheduled day
   - Provide prompt returns for missed pickups
4. Improve loose leaf collection
   - Provide 100% completion of loose leaf collection on scheduled day during non peak season
   - Provide 85% completion of loose leaf collection on scheduled day during peak season
5. Monitor solid waste/recycle cart delivery and repair to citizens
   - Provide a 95% delivery rate for carts to new first time residences
   - Provide a 95% completion rate for replacement/repair of carts
6. Improve traveling publics experiences on local roads
   - Prompt response time to hazardous road conditions/issues
7. Monitor and improve response to storm drain issues
   - Response to storm drain/catch basin emergencies
   - Annual maintenance of catch basins/storm drains
8. Improve pedestrian experience on sidewalks
   - Repair/replace damaged, broken or uneven sidewalk
9. Maintain street light appearance
   - Repair/replace all reported streetlight outages within 48 hours of notification
   - Perform a nighttime check of street light system at least 4 times per year
10. Routine Maintenance and Audits of Electric System (Distribution, Meter & Tree Trimming Divisions)
    - Perform maintenance and audits on 20% of Distribution, Meters and Load Management switches
    - Perform 48 Residential and 12 Commercial Energy Audit

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Response to storm drain/catch basin related emergencies during normal business hours	1 Hour	1 Hour	1 Hour
Response to storm drain/catch basin related emergencies outside of notification normal business hours	1.5 Hours	1.5 Hours	2 Hours
Number of Cemetery Plot Sales	61	12	25
Number of Hours Spent on Special Events	247.5	0	50
Number of Street Miles added to Town System	0	0.7	3
Hours of Supervisory Training	120	337.5	425

URBAN FORESTRY DIVISION SUMMARY

Urban Forestry is a division of the Public Works Department. Staff consists of an Urban Forestry Coordinator an Urban Forestry Technician, which are responsible for the day-to-day operations of Urban Forestry.

PURPOSE STATEMENT

Enhance the quality of life for residents by maintaining a healthy tree infrastructure. The Urban Forestry division ensures that trees are healthy, live long and are structurally sound which supports wildlife and a clean environment for citizens.

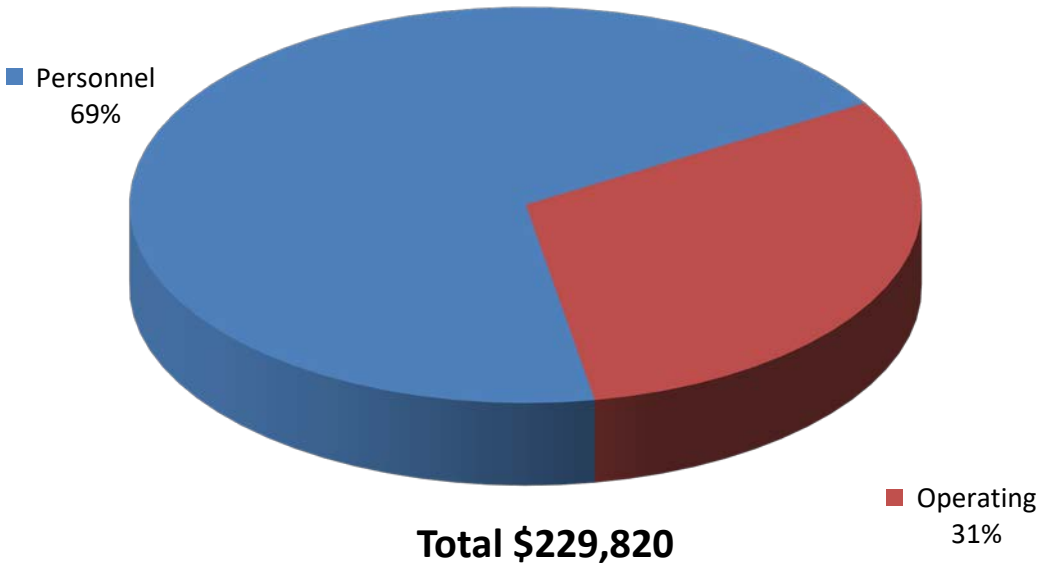
DEPARTMENT SUMMARY

Urban Forestry	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 145,945	$ 152,230	$ 144,662	$ 155,570	$ 158,975
Operating	31,760	52,275	46,804	77,345	70,845
Capital Outlay	-	34,420	34,402	-	-
Total	**$ 177,706**	**$ 238,925**	**$ 225,868**	**$ 232,915**	**$ 229,820**

BUDGET HIGHLIGHTS

- Budget slightly less than FY 20-21
- Capital Outlay reflects a decrease due to no requests for FY 21-22

FY 2021 - 2022 – Budget



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.

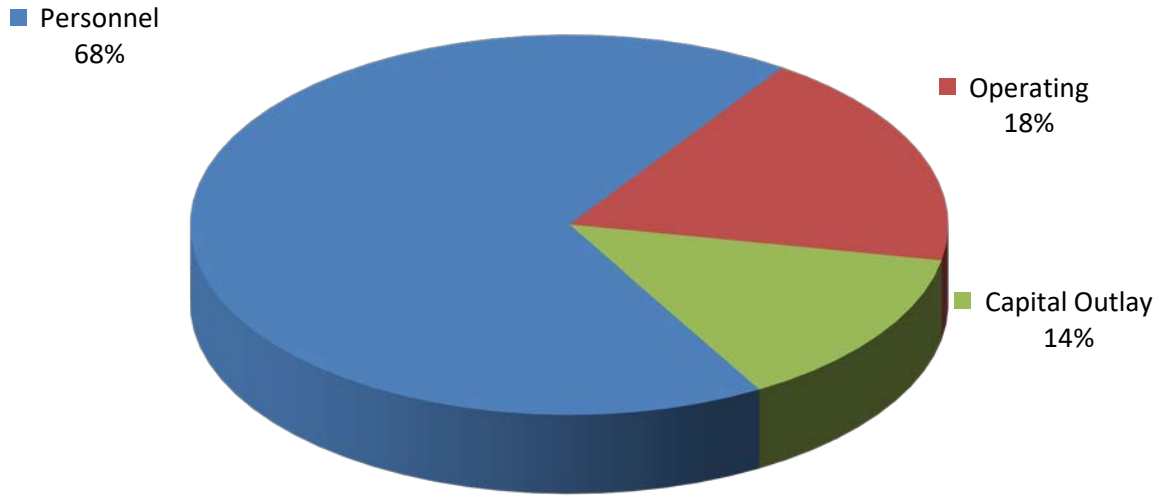
DEPARTMENT SUMMARY

Fleet Maintenance	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 275,990	$ 372,035	$ 318,211	$ 333,760	$ 408,000
Operating	90,912	109,220	92,957	114,275	111,525
Capital Outlay	11,900	39,900	40,902	172,000	82,000
Total	**$ 378,801**	**$ 521,155**	**$ 452,070**	**$ 620,035**	**$ 601,525**

BUDGET HIGHLIGHTS

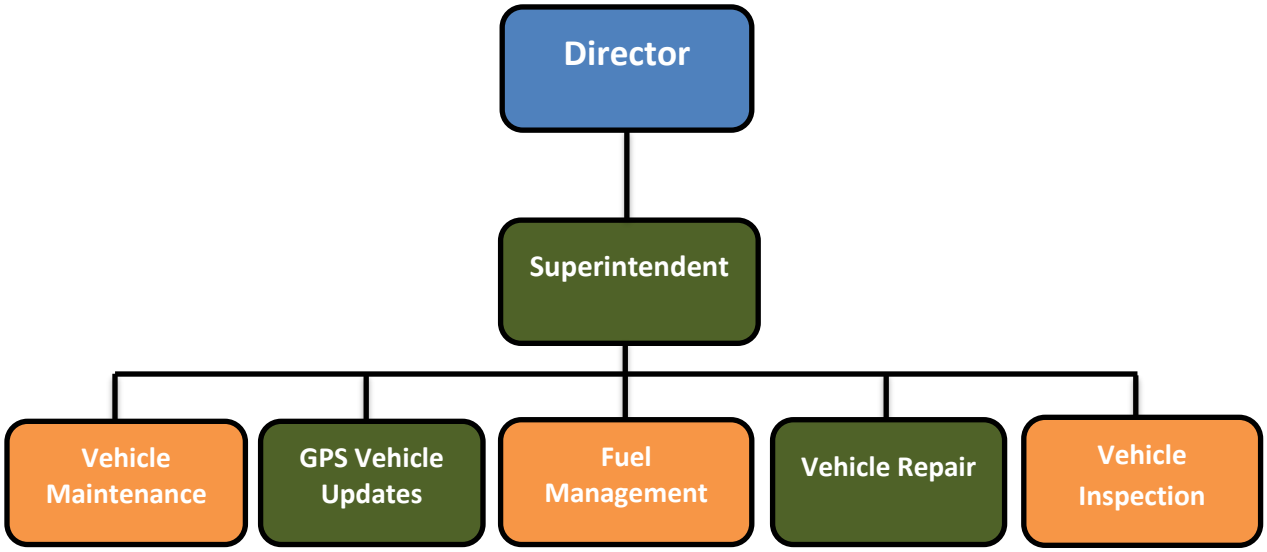
- Personnel increase attributed to a full year of salary and benefits for a Parts Specialist position added in FY 20-21
- Capital Outlay includes funds for a six-column mobile lift

FY 2021 - 2022 – Budget



Total $601,525

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. To enhance the service level in Fleet Services
    - Provide advance notice for vehicle/equipment maintenance
    - Ensure that the shortest down time can be provided
    - Ensure repairs/services have been completed as scheduled
    - Provide quality repairs

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of maintenance/service orders completed	3,083	1,826	2,400
Number of maintenance/service orders completed on time	3,080	1,824	2,450
Number of returns for improper repairs	1	1	5

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Productivity Measurements (Percent of time billed out)	71.0%	68.7%	75.0%
Perform quality checks prior to releasing vehicles/equipment	100.0%	100.0%	100.0%
Percent of vehicles returning for same repair/repeat failure	0.0%	0.0%	0.0%
Ensure parts and materials are procured prior to start of repair on maintenance items only	99.8%	100.0%	100.0%

STREETS DIVISION SUMMARY

The Streets division provides maintenance and repair of the Town's street system and storm drainage system.

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.

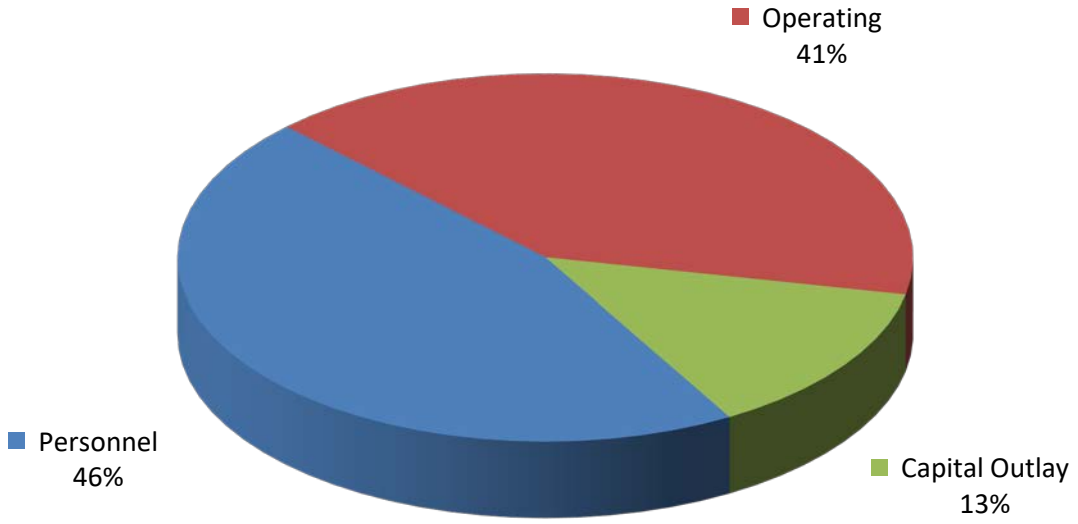
DEPARTMENT SUMMARY

Streets	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 1,128,334	$ 1,343,485	$ 1,208,714	$ 1,554,900	$ 1,395,465
Operating	1,183,144	1,177,745	1,071,051	1,317,789	1,236,535
Capital Outlay	60,175	627,720	585,818	693,000	408,000
Total	**$ 2,371,654**	**$ 3,148,950**	**$ 2,865,583**	**$ 3,565,689**	**$ 3,040,000**

BUDGET HIGHLIGHTS

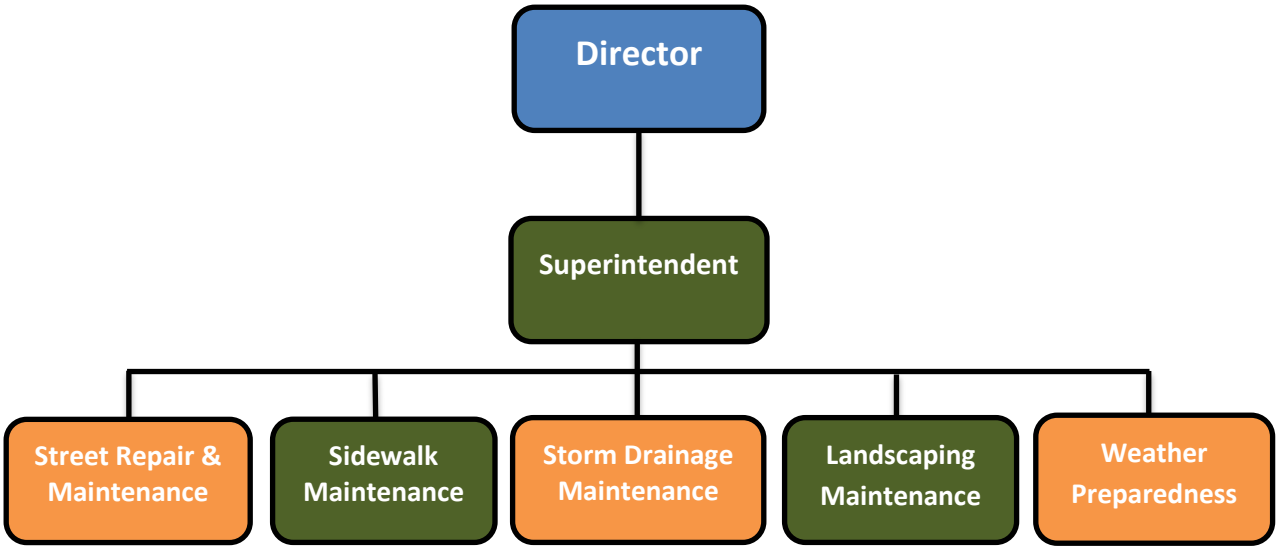
- Operating increase attributed to costs associated with sidewalk construction/repairs, utility expenses for streetlights and additional tools/shop supplies
- Capital Outlay includes the following: New sidewalk construction, roadway lighting, sidewalk replacement, two vehicle replacements, tractor replacement and two electronic message boards

FY 2021 - 2022 – Budget



Total $3,040,000

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. To provide a safe driving and walking experience for residents and maintain proper storm drainage
    - Extend sidewalks in "planned" areas as required by Transportation Plan
    - Repair/replace sidewalks that present trip hazards
    - Repair reported potholes
    - Clear reported storm drainage issues

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Linear Feet of new sidewalk installed in areas required by Transportation Plan	760	148	300
Linear feet of hazardous sidewalks repaired	897	945	1,400
Linear feet of hazardous curb and gutter repaired	406	148	175
Number of reported potholes repaired	161	137	175
Number of storm drain inlets cleared	221	460	600
Number of storm drain inlets repaired	316	34	55
Tons of asphalt used in pavement repairs	877	769	950
Number of days spent on special projects	106	39	50
Number od days sweeper has operated	142	141	175
Number of MUTCD sign upgrades	199	121	200
Hours spent training in class	131	160	200
Yards of concrete used	287	209	260

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Sidewalk repairs (in feet) replaced per year	3,033	1,868	2,370
Curb & gutter repairs (in feet) replaced each year	591	198	250
Number of potholes repaired with cold patch	161	137	160
Number of storm drains and pipe cleaned	450	485	560
Linear feet of storm drains and pipe cleaned	2,944	2,127	2,700
Linear feet of storm drains and pipe jetted	3,528	3,914	4,400
Linear feet of storm drains and pipe vacuumed	982	41	55
Hours spent on special projects	738	1,492	1,640
Linear feet of pipe laid	185	90	110
Number of miles of street swept by street sweeper	1,954	1,359	1,800
Number of signs repaired/replaced	244	76	90
Cameraing storm drains LF	6,695	4,118	5,000
Thermo LF	3,575	1,404	1,600

SOLID WASTE DIVISION SUMMARY

The Solid Waste 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

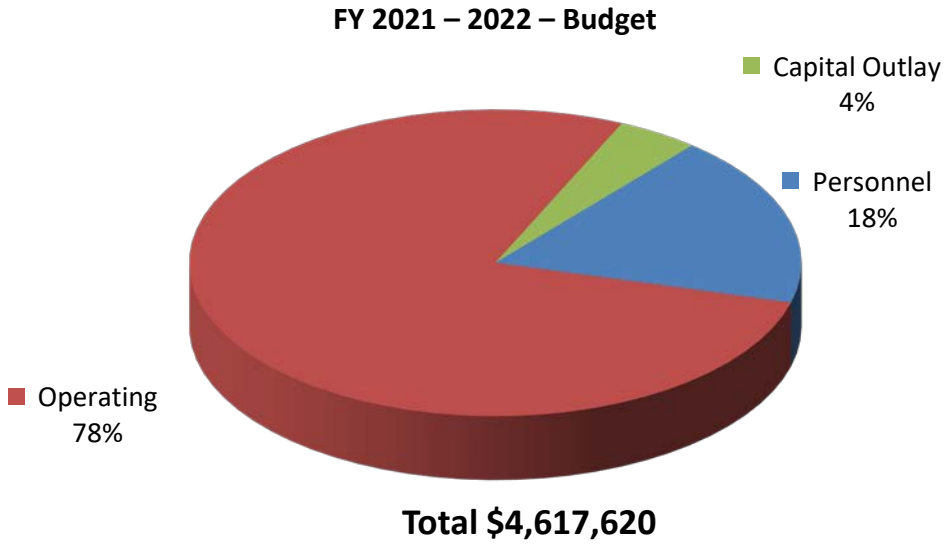
Ensure the provision of industry leading waste collection, recycling and disposal services.

DEPARTMENT SUMMARY

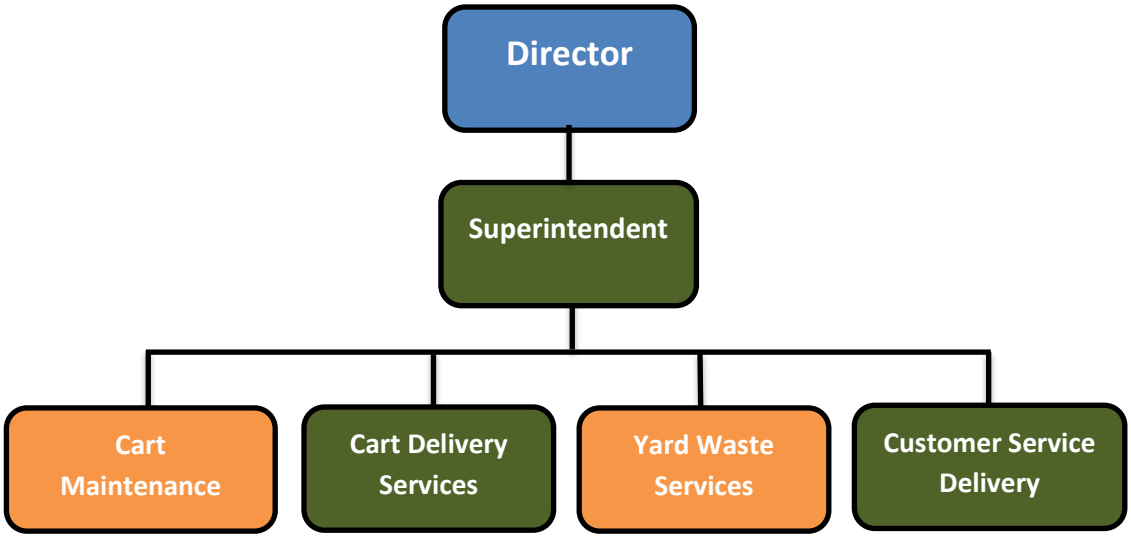
Solid Waste	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 667,845	$ 774,170	$ 705,988	$ 767,430	$ 834,540
Operating	3,185,589	3,461,310	3,435,940	3,721,280	3,583,080
Capital Outlay	-	422,025	424,027	455,000	200,000
Total	**$ 3,853,434**	**$ 4,657,505**	**$ 4,565,955**	**$ 4,943,710**	**$ 4,617,620**

BUDGET HIGHLIGHTS

- Personnel increase includes a full year of salary and benefits for an additional Sustainability Coordinator position added in FY 20-21
- Operating increase reflects cost associated with solid waste and recycling collection
- Capital Outlay includes funds to replace a knuckle boom truck



DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. To promote a high level of customer service for residential solid waste/recycle and yard waste
    - Deliver residential solid waste/recycle carts to new residents
    - Repair/replace solid waste/recycle carts for existing residents
    - Ensure yard waste routes are completed on time
    - Ensure reduction in number of callbacks for missed yard waste service

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of new carts delivered	746	497	650
Number of carts repaired	366	279	300
Reported number of returns for missed trash pickups	74	172	200
Reported number of returns for missed recycling pickups	95	109	150
Reported number of returns for missed yard waste pickups	31	18	25
Number of carts picked up	32	23	50
Number of yard waste dumps	588	762	1,000
Tonnage of yard waste dumps	2,183	2,805	3,400
Number of complaints	121	133	150
Number of notification tags	647	395	800
Number of carts upgraded/replaced	1,007	407	585

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Return for missed pickups upon notice	24 hours	24 hours	24 hours
Carts to be replaced or repaired upon notice	24 hours	48 hours	48 hours
Percentage of routes completed on time	88%	88.2%	85%

TOWN *of* WAKE FOREST

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.

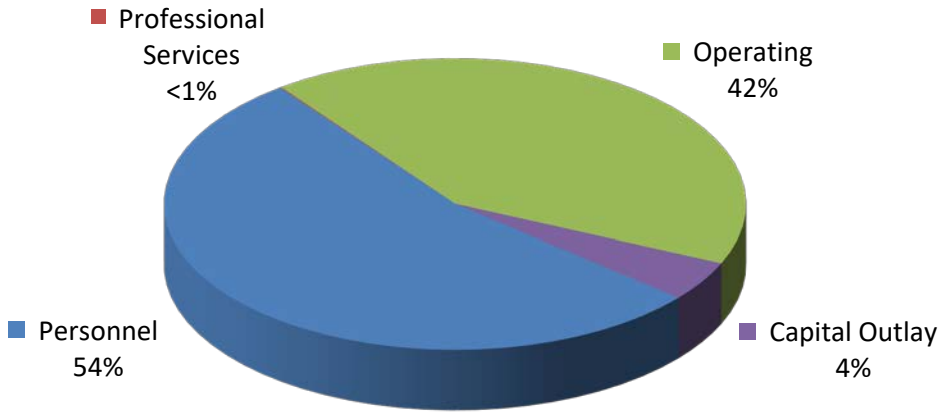
DEPARTMENT SUMMARY

Parks and Recreation	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 1,907,042	$ 2,248,640	$ 1,939,050	$ 2,603,065	$ 2,378,870
Professional Services	-	3,295	3,295	6,150	6,150
Operating	1,304,256	1,749,960	1,280,471	2,069,045	1,826,760
Capital Outlay	469,893	247,940	271,457	249,500	156,500
Total	**$ 3,681,191**	**$ 4,249,835**	**$ 3,494,273**	**$ 4,927,760**	**$ 4,368,280**

BUDGET HIGHLIGHTS

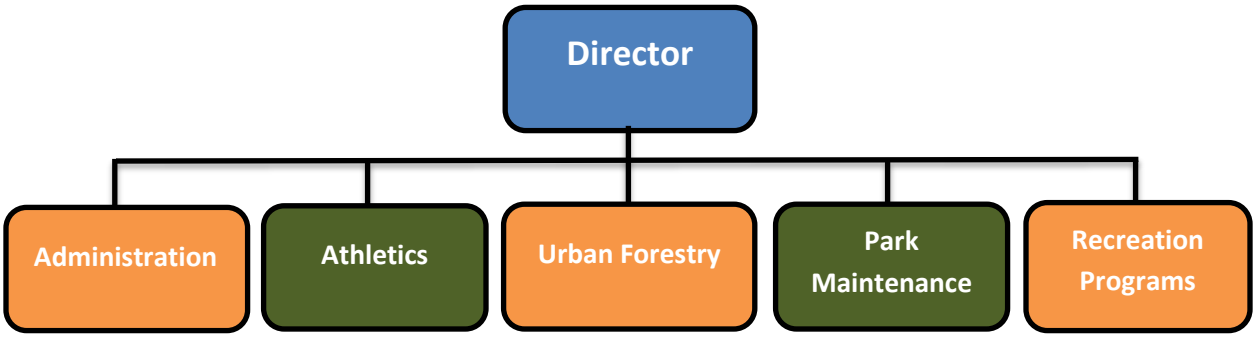
- Operating reflects associated costs for additional greenway maintenance and funding for recreation sports, programs and events
- Capital Outlay reflects the addition of a fitness court, a storage building at Flaherty Park, sprayer/spreader, UTV, multi-use tractor, lawnmower, replacement trailer and (3) three replacement lawnmowers

FY 2021 - 2022 – Budget



Total $4,368,280

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Improve Organizational Credibility and Operational Efficiencies
    - Enhance and improve internal and external communication of activities and services
2. Improve Financial Situations
    - Implement equitable user fees
3. Improve Programs and Service Delivery
    - Increase programming for families, seniors, and teens
    - Increase programs in wellness/fitness, cultural, sand special needs
4. Improve Facilities and Amenities
    - Maintain and improve existing facilities

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of spring/baseball softball participants	917	603	950
Number of fall baseball/softball participants	871	326	500
Number of basketball participants*	925	0	950
Number of track and field participants*	90	0	90
Number of volleyball participants*	0	0	350
Number of Town facility rentals	103	12	150
Number of specialized programs	358	559	200
Total of sponsorship funding**	$53,200	$0	$75,000
Number of Town athletic facility rentals	184	376	200

***Track & Field, Youth Volleyball, Youth Basketball, and Spring Baseball were cancelled due to COVID-19**
**** All sponsorship funds were refunded due to COVID-19 cancellations**

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of respondent's surveys receiving above average or excellent ratings	98.5%	99.2%	95.0%
Percentage of youth athletic programs meeting established cost recovery goal of 50% (Direct Cost)*	75.0%	66.7%	100.0%
Percentage of adult athletic programs meeting established cost recovery goal of 100% (Direct Cost)*	75.0%	66.7%	100.0%
Percentage of facility improvements/upgrades addressed as recommended by the Master Plan	57.5%	62.0%	75.0%
Percentage of non-athletic programs meeting established cost recovery goal of 50% (Indirect Cost) Summer Camp***	53.0%	50.0%	50.0%
Obtain sponsorship for non-athletic programs (Special Events)	52.5%	0.0%	100.0%

***Due to COVID-19 refunds were issued to all youth/adult programs**
****All sponsorship funds were refunded due to COVID-19 cancellations**
*****Summer camp performance measures reflect additional staff cost due to COVID-19 safety guidelines**

TOWN *of* WAKE FOREST

TRANSFERS – OTHER FUNDS

Effective July 1, 2017 a separate department within the General Fund will be created to account for transfers out of the General Fund for debt service payments, matching funds for grants and other allocations to Special Revenue Funds.

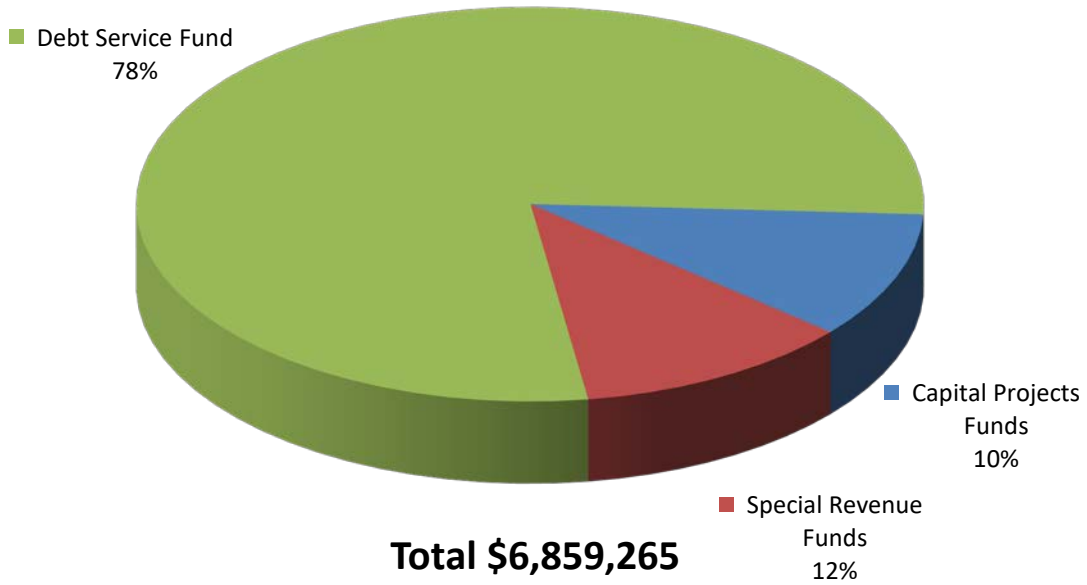
DEPARTMENT SUMMARY

Transfers - Out	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Capital Projects Funds	$ 358,748	$ 996,135	$ 996,135	$ 1,023,175	$ 712,835
Special Revenue Funds	472,169	691,415	613,857	901,610	784,280
Debt Service Fund	4,840,020	5,126,185	5,126,185	5,286,400	5,362,150
Total	**$ 5,670,937**	**$ 6,813,735**	**$ 6,736,177**	**$ 7,211,185**	**$ 6,859,265**

BUDGET HIGHLIGHTS

- Transfers to the Capital Projects Funds are designated for Transportation Initiatives (Transfer to GTP)
- Transfers to Special Revenue Funds include: Personnel costs for Renaissance Centre and Operating costs for Economic Development to BIP
- All debt service requirements for the General Fund have been shifted to the debt service fund from respective departments – Represents 7 ¾ cents of tax rate

FY 2021 – 2022 Budget



Total $6,859,265

TOWN *of* WAKE FOREST

Town of Wake Forest
Debt Service Fund
Fiscal Year 2021 - 2022

	2021 Amended Budget	2021 YTD 3/31/21	2021 Projected Budget	2022 Proposed Budget
Fund 200 - Debt Service Fund				
Revenue				
4330 - Powell Bill	$ 925,000	$ 909,619	$ 909,619	$ 925,600
4340 - Vehicle Fees	682,500	509,604	692,520	724,000
4500 - Miscellaneous Revenue	-	-	-	-
4600 - Investment Earnings	3,500	153	153	1,000
4706 - Bond Proceeds	-	-	-	-
4710 - Interfund Transfers	5,191,185	3,909,639	5,191,185	5,427,150
4990 - Appropriated Fund Balance	-	-	-	-
Revenue Total	$ 6,802,185	$ 5,329,014	$ 6,793,476	$ 7,077,750
Expenses				
5350 - Bond Issuance Costs	-	-	-	-
5800 - Installment Purchase - Principal	3,698,905	2,680,766	3,508,370	3,674,585
5801 - Installment Purchase - Interest	439,530	273,283	383,465	329,785
5810 - GO Bond - Principal	1,920,000	392,000	1,920,000	2,222,000
5811 - GO Bond - Interest	743,750	408,578	743,735	851,380
Expenses Total	$ 6,802,185	$ 3,754,627	$ 6,555,570	$ 7,077,750
Fund 200 - Debt Service Fund Total				
Total Debt Service Fund	$ -	$ 1,574,387	$ 237,906	$ -

DEBT MANAGEMENT

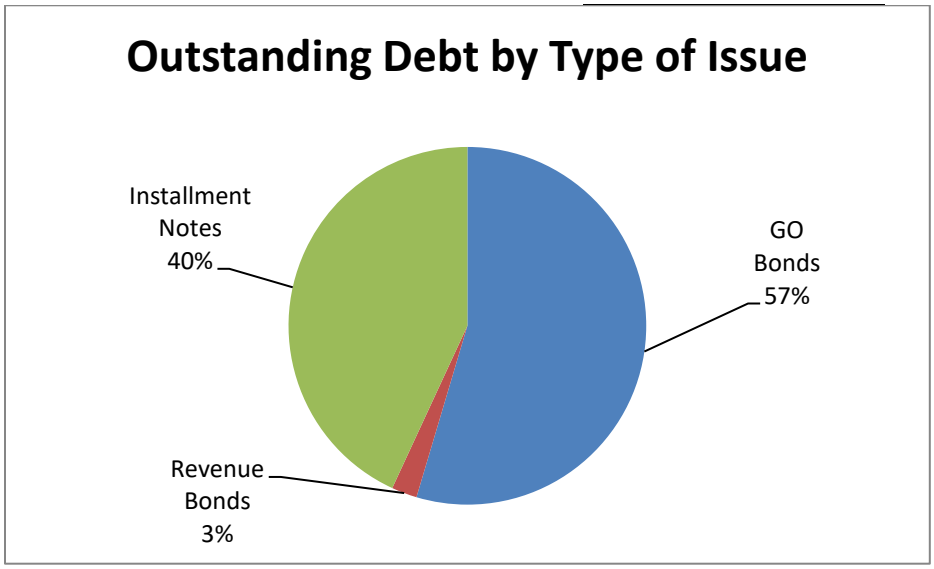
The Town strategically manages its long-term financing needs using various debt financing options available such as General Obligation Bonds, Revenue Bonds and Installment Purchase Agreements. Debt service expenditures include principal and interest payments, which are budgeted in the corresponding town 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" ratings from both Standard and Poor's and Fitch Ratings Services, which represents the highest possible rating for municipal debt, indicating that the town has outstanding credit worthiness.

Summary of Outstanding Debt Issuance

	as of December 31, 2020
General Fund	
Installment Purchase Agreements	$15,076,671
General Obligation Bond	25,110,000
Total Tax-Supported Debt	40,186,671
Electric Fund	
Revenue Bonds	1,059,309
Installment Purchase Agreements	2,931,103
Total Debt Outstanding	$44,177,083

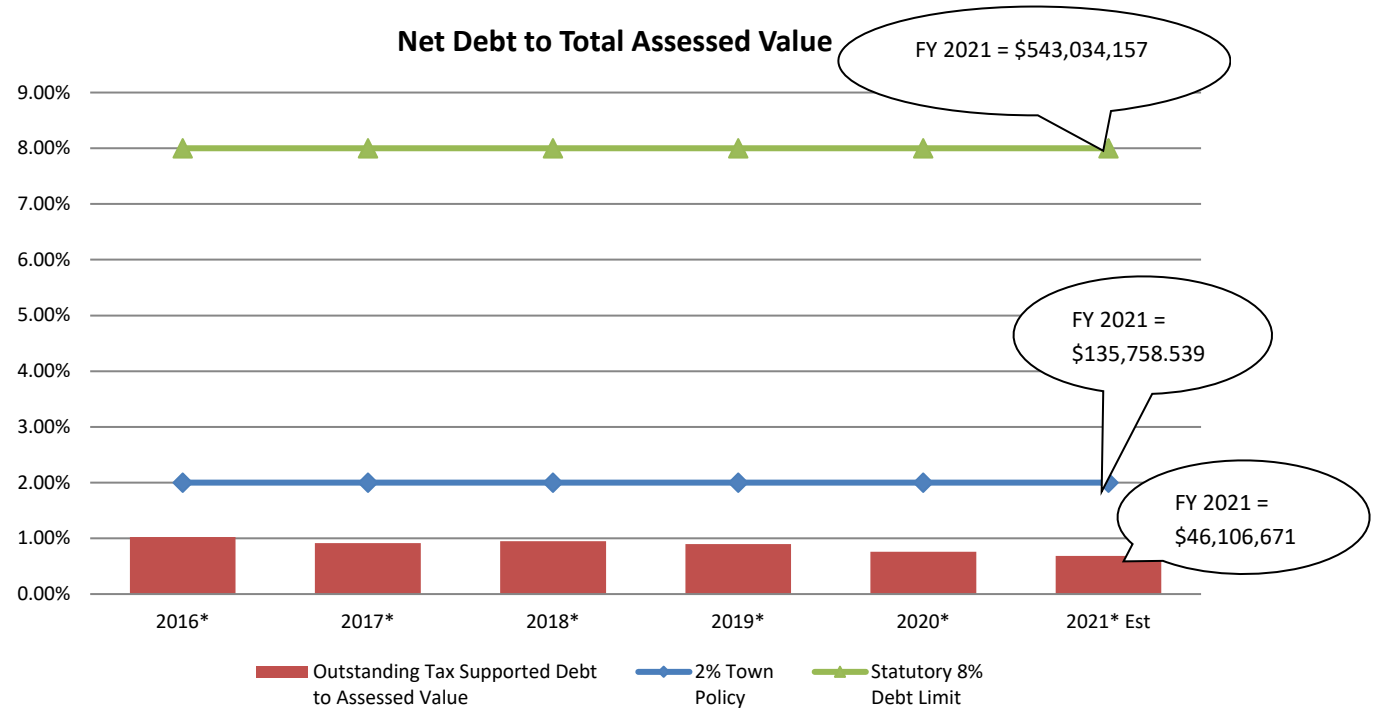


Legal Debt Limit

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 2021 is $543,034,157 providing a debt margin of approximately $497,927,486.

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. FY 2022 debt service is 11.8% of governmental fund expenditures.



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 $20.18 million of this amount. The remaining authorization of $4.92 million is being issued in May 2021. The estimated debt service ($463,000) on these bonds is included in the FY 22 proposed budget.

Debt Outlook

Plans are underway to update the debt model in FY 2022 to prepare for potential bond referenda in November 2022 and 2024, respectively. Projects have been identified in the recently updated five-year capital improvements plan.

TOWN *of* WAKE FOREST

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 2021-2022 is ***$ .14 per $100 of assessed value.*** Funds are allocated as follows: $15,000 towards continued façade improvements downtown, $65,000 to offset the debt service for Downtown Streetscape improvements; $82,500 for architectural services for SunTrust building, Christmas tree replacement, replacement banners and historic plaques.

Fund 400: Downtown Municipal Service District (DSMD)

	2020 Actual Budget	2021 Amended Budget	2021 YTD 3/31/21	2021 Projected Budget	2022 Requested Budget	2022 Proposed Budget
Revenue						
Ad Valorem Taxes	$ 79,867	$ 99,300	$ 125,565	$ 128,165	$ 131,700	$ 132,050
Other Revenue	-	-	2,608	2,608	500	150
Investment Earnings	2,590	2,700	85	122	300	300
Other Financing Sources	-	37,000	-	-	-	30,000
Revenue Total	$ 82,457	$ 139,000	$ 128,258	$ 130,895	$ 132,500	$ 162,500
Expenses						
Transfers In (Out)	82,000	139,000	67,610	119,000	132,500	162,500
Expenses Total	$ 82,000	$ 139,000	$ 67,610	$ 119,000	$ 132,500	$ 162,500
Fund Total: Downtown Municipal Service District	**$ 457**	**$ -**	**$ 60,648**	**$ 11,895**	**$ -**	**$ -**

Town of Wake Forest
WAKE FOREST BUSINESS & INDUSTRY PARTNERSHIP (BIP)

The Wake Forest Business and Industry Partnership (BIP) is a 501 (c) non-profit corporation promoting Wake Forest as a destination for business and industry through economic development activities which expand base, increase job opportunities and foster positive economic impact on the Wake Forest community.

Since 2000, the population of the Wake Forest, North Carolina has grown 257%. That's why strategic, innovative economic development has become a chief priority for the Town of Wake Forest in managing the community's growth.

Prior to 2016, the economic development arm of the Town was run by the Wake Forest Chamber of Commerce. Seeing the need for cohesion with the strategic growth plan for the community, the Town Manager and Wake Forest Board of Commissioners transitioned the economic development role from the Chamber into a municipal program. In April of 2016, a Director of the Economic Development was hired and shortly thereafter the Town Board of Commissioners approved the creation of the Wake Forest Business & Industry Partnership (BIP). Intended to serve as a non-profit liaison between municipal government and the business community, the BIP functions entirely as the economic development entity for the Town of Wake Forest, is housed in Town hall and is funded by the Town.

The nature of the Wake Forest Business & Industry Partnership allows the organization to maintain a unique relationship with the Town that leverages the organization as a "middleman" between business and government. Through the BIP, the Town has been able to better accommodate the needs of business.

The organization's work is focused on five key areas of development: Business Retention & Expansion; Marketing; Entrepreneurship; Product Development; and stewardship of the Town's Future's Fund. Two main development priorities are currently in process for the B.I.P.: development of a significant Live-WORK-Play mixed-use technology park and the creation of an entrepreneurial incubator in the heart of downtown Wake Forest known as Loading Dock, which is currently under construction.

Special Revenue funds are used to account for resources set aside for specific resources. All personnel and relative expenditures for economic development will be accounted for in this fund effective July 1, 2020. For reporting purposes and effective with June 30 financial statements, the year-end fund balance will be consolidated with the General Fund Balance.

The proposed budget for fiscal year 2021-2022 is $362,570. Personnel costs are offset by an allocation from the Electric Fund (Wake Forest Power). A transfer in the amount of $362,570 from the General Fund is included to cover remaining personnel costs and all operating expenditures for economic development initiatives.

Fund 415: Wake Forest Business Industry Partnership (BIP)

	2020 Actual June 30, 2020	2021 Amended Budget	2021 Actuals March 31, 2021	2021 Projected June 30, 2021	2022 Requested Budget	2022 Proposed Budget
Revenue						
Other Revenue	$ 4,826	$ -	$ 4,826	$ -	$ -	$ -
Other Financing Sources	23,095	293,250	-	293,250	307,915	362,570
Revenue Total	27,921	293,250	4,826	293,250	307,915	362,570
Expenses						
Personal Service	$ -	$ 119,410	$ 65,000	$ -	$ 155,270	$ 153,870
Professional Services	110,671	70,000	110,671	20,000	123,000	70,000
Operating	65,000	103,840	-	88,550	204,700	137,200
Contributions	-	-	-	-	-	1,500
Expenses Total	175,671	293,250	175,671	108,550	482,970	362,570
Fund Total: Wake Forest B.I.P Total	**$ (147,750)**	**$ (586,500)**	**$ (170,845)**	**$ 184,700**	**$ (175,055)**	**$ -**

WAKE FOREST BIP 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.

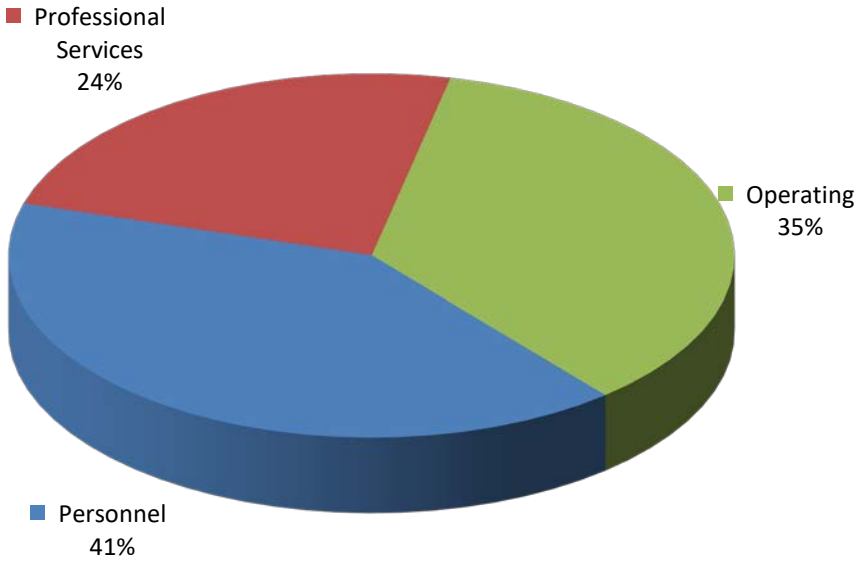
DEPARTMENT SUMMARY

Economic Development	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ -	$ 119,410	$ 111,824	$ 155,270	$ 153,870
Professional Services	110,671	70,000	20,000	123,000	70,000
Operating	65,000	103,840	88,550	204,700	138,700
Total	**$ 175,671**	**$ 293,250**	**$ 220,374**	**$ 482,970**	**$ 362,570**

BUDGET HIGHLIGHTS

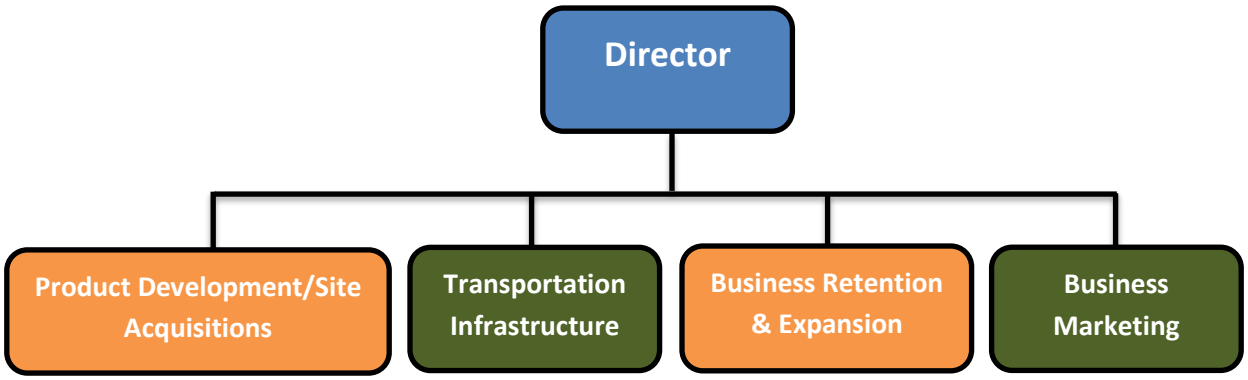
- Personnel includes full year of salary and benefits for a Economic Development Coordinator position added in FY 20-21
- Professional services includes funds for marketing studies, land use planning, engineering, site rezoning

FY 2021 - 2022 – Budget



Total $362,570

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Site Acquisition/Technology Park Development
    - Continue pursuit of partnerships, define specific financing models, and determine appropriate sites for technology park development in Wake Forest
    - Activate the new Wake Forest Business & Industry Partnership with a tangible project
    - Support public policy proposals creating resources for site acquisition and/or financing
2. Support Town infrastructure improvements
    - Support development of fiber optic infrastructure by continuing to partner with CTC Fiber, specifically in pursuit of third party investment and development of new fiber infrastructure in Wake Forest
    - Advocate and support NCDOT plans for improvements to Capital Boulevard/US-1 and Ligon Mill Road
    - Maintain and complete necessary updates to Economic Development website
3. Business Recruitment, Retention & Expansion
    - Promptly respond to RFI's on all job creation and development opportunities that match Wake Forest's strengths
    - Conduct regular Business Retention & Expansion (BRE) meetings with existing Wake Forest companies, gaging growth opportunities and pursuing those as necessary
    - Continue partnership with Retail Strategies in an effort to recruit new retail business to Wake Forest
    - Continue partner meetings with regional ED contemporaries, brokers, developers, etc.
    - Establish a small business lending resource for Wake Forest businesses
4. Marketing Wake Forest for business growth and expansion
    - Develop/update data, marketing and other media materials focusing on Wake Forest's strong advanced technology business sector and outstanding quality of life, to include:
        - Short and in-depth Economic Development video
        - Quality of Life print piece
        - Advanced Technology Cluster print piece
        - Professionally-designed Demographic Profile
        - Development of new logo for Wake Forest Economic Development / Wake Forest Business & Industry Partnership

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of research inquiries received	86	93	70
Number of RFI's received	56	50	60
Number of developer/broker/ED partner/project meetings	308	238	300
Number of new social media followers	N/A	N/A	600
Number of new newsletter subscribers	N/A	N/A	400
Number of website page views	N/A	N/A	35,000
Number of new content production	N/A	N/A	30

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of business retention visits completed	31	23	30
Percent increase in total assessed value	6.2%	2.25%	5.0%
Advocate & Support planned NCDOT Improvements to US-1 Corridor and Ligon Mill Road	Completed	N/A	6/30/2022
Progression on joint development agreement on SEBTS site	In Progress	In Progress	6/30/2022

TOWN *of* WAKE FOREST

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.

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.

FY21 brought many challenges to our world and some of the hardest hit areas were performing arts centers, artists, and arts organizations. Entertainment venues and theaters were the first to close and are some of the last to have the restrictions lifted. While in-person programming was not an option, the Renaissance Centre continued to provide arts engagement to our community through virtual programming and social media. The arts provided our community with light and hope during a time that has been incredibly dark. It is anticipated that FY22 will be a year of transition. The Renaissance Centre will continue to provide quality programming and events and will be where Wake Forest gathers once again to celebrate the arts.

The proposed budget for fiscal year 2021-2022 is $679,050. 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 $421,710 from the General Fund is included to cover all personnel costs.

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

	2020 Actual June 30, 2020	2021 Amended Budget	2021 Actuals March 31, 2021	2021 Projected June 30, 2021	2022 Requested Budget	2022 Proposed Budget
Revenue						
Sales and services	$ 86,816	$ 89,400	$ 18,315	$ 38,415	$ 112,700	$ 141,000
Other Revenue	82,343	52,000	2,987	14,088	55,000	116,340
Other Financing Sources	341,529	394,810	240,058	320,308	413,260	421,710
Revenue Total	$ 510,688	$ 536,210	$ 261,361	$ 372,811	$ 580,960	$ 679,050
Expenses						
Personal Service	$ 341,529	$ 359,610	$ 240,057	$ 317,087	$ 418,640	$ 396,710
Operating	181,381	176,600	73,949	104,438	349,140	282,340
Capital Outlay	-	-	-	-	-	-
Expenses Total	$ 522,910	$ 536,210	$ 314,007	$ 421,525	$ 767,780	$ 679,050
Fund Total: Wake Forest Renaissance Centre	**$ (12,222)**	**$ -**	**$ (52,646)**	**$ (48,714)**	**$ (186,820)**	**$ -**

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.

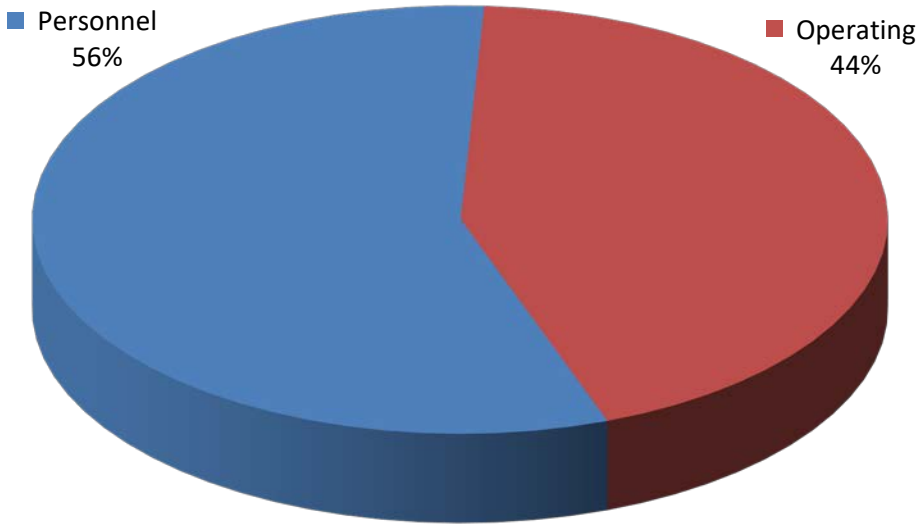
DEPARTMENT SUMMARY

Renaissance Centre	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 316,942	$ 394,610	$ 317,087	$ 418,640	$ 396,710
Operating	193,932	304,600	104,438	349,140	282,340
Total	**$ 510,874**	**$ 699,210**	**$ 421,525**	**$ 767,780**	**$ 679,050**

BUDGET HIGHLIGHTS

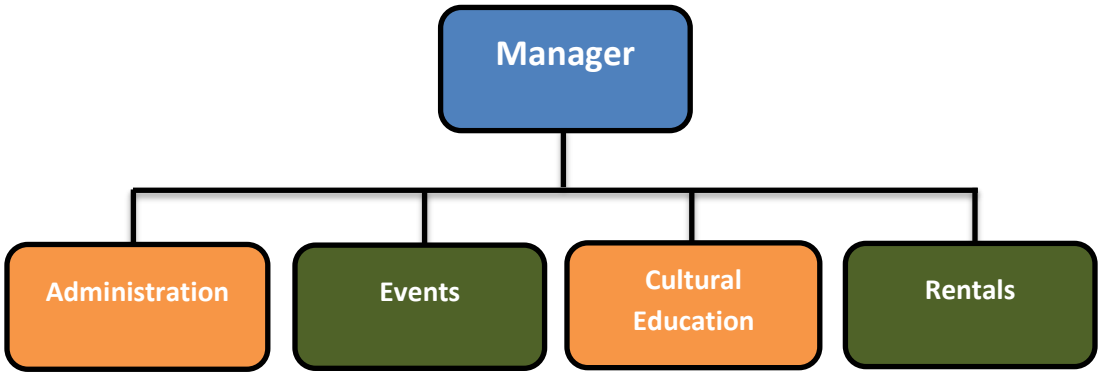
- No significant changes – budget slightly less than FY 20-21

FY 2021 - 2022 – Budget



Total $679,050

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. Contribute to The Town of Wake Forest's cultural landscape through innovative and artistic experiences and cultural education classes for the public
    - Present and produce professional performance work that exemplifies high standards for artistic excellence
    - Present multi-disciplinary, intergenerational, and diverse performance work
    - Present a variety of affordable and free live performances that the community can engage in
2. Help promote a greater public awareness of the Renaissance Centre's cultural and educational programs
    - Work closely with the communications department to collaborate on the publications and narrative materials that support all Renaissance Centre presentations and educational programs
    - Develop relationships with other arts and community organizations that will help produce and promote all Renaissance Centre programming
    - Participate in a variety of expos and meetings in order to promote programming to the public
3. Further our efforts to engage persons with disabilities in RC programming
    - Work toward meeting ADA requirements in the main building and Art Annex
    - Ensure that the RC program guide and other printed materials are made available in Braille and large print
    - Arrange to have a number of performances throughout the year available in sign language
    - Make available Assisted Listening Devices for all programming
    - Continue our commitment to offering inclusive programming and serving all citizens
4. Reach and engage ethnically and culturally diverse audiences throughout the Town of Wake Forest and its surrounding communities
    - Participate in the GRCVB 2017 Project - Art & Soul: African American Arts in the Triangle and serve on the "church" campaign part of this project with Charles Phaneuf (Raleigh Little Theatre) leading (Jan-Dec 2017)
    - Form relationships with local pastors of African American churches to promote programming
    - Offer culturally diverse performances throughout the year

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of visitors to the Renaissance Centre	18,767	1,162	25,000
Number of ticketed events	41	2	60
Number of free events	41	87	40
Number of paid private/business rentals	25	1	50
Number of internal rentals – Town/Community	46	11	50
Number of cultural classes offered	84	69	60
Number of virtual performance views	N/A	60,436	22,000
Number of Facebook followers added	N/A	1,729	1,200
Number of Instagram followers added	N/A	277	300

***WFRC closed due to COVID-19 from March 16, 2020 to present (April 2021)**

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of free live performances offered to the community	43	42	40
Minimum number of established opportunities to promote the Renaissance Centre including expos, meetings and special interest groups	84	65	75
Percentage of renters that are satisfied with their experience on day-of-rental	100.0%	100.0%	100.0%
Number of art experiences offered for K-12 students (Hosted at the Renaissance Centre and local schools)	17	17	15
Number of events offered that engage individuals with disabilities	31	4	15

***WFRC closed due to COVID-19 from March 16, 2020 to present (April 2021)**

TOWN *of* WAKE FOREST

Fund 360: Wake Forest Power

	2020 Actual Budget	2021 Amended Budget	2021 YTD 3/31/21	2021 Projected Budget	2022 Requested Budget	2022 Proposed Budget
360 Wake Forest Power						
Revenue						
Charges for Services	$ 19,115,433	$ 20,811,310	$ 14,836,890	$ 20,134,493	$ 20,723,750	$ 21,373,800
Sales Tax - Utility	1,345,952	1,447,225	1,033,602	1,408,172	1,443,315	1,452,865
Other Revenue	98,505	349,500	343,155	366,651	175,000	194,500
Investment Earnings	46,364	1,500	1,107	1,825	2,000	2,000
Other Financing Sources	61,414	452,515	407,125	492,125	-	250,000
Revenue Total	**$ 20,667,668**	**$ 23,062,050**	**$ 16,621,878**	**$ 22,403,266**	**$ 22,344,065**	**$ 23,273,165**
Expenses						
Personal Service	$ 5,990,947	$ 4,704,965	$ 3,314,717	$ 4,485,665	$ 4,691,510	$ 5,147,270
Professional Services	67,562	150,000	39,065	$ 100,565	120,000	85,000
Operating	15,649,606	15,948,280	10,528,493	$ 15,294,199	16,281,245	16,070,445
Contributions	5,000	5,000	5,000	$ 5,000	5,000	5,000
Capital Outlay	868,495	1,407,125	538,184	$ 1,240,493	1,787,000	1,155,500
Debt Service	125,086	846,680	629,344	$ 846,674	702,960	809,950
Transfers In (Out)	-	-	-	-	-	-
Expenses Total	**$ 22,706,696**	**$ 23,062,050**	**$ 15,054,803**	**$ 21,972,596**	**$ 23,587,715**	**$ 23,273,165**
Revenue Total	$ 20,667,668	$ 23,062,050	$ 16,621,878	$ 22,403,266	$ 22,344,065	$ 23,273,165
Expense Total	$ 22,706,696	$ 23,062,050	$ 15,054,803	$ 21,972,596	$ 23,587,715	$ 23,273,165
Fund 360 - Net Total	**$ (2,039,028)**	**$ -**	**$ 1,567,075**	**$ 430,670**	**$ (1,243,650)**	**$ -**

Wake Forest Power Budget Summary by Department

	2020 Actual Budget	2020 Amended Budget	2021 YTD 3/31/21	2021 Projected Budget	2022 Requested Budget	2022 Proposed Budget
360 Wake Forest Power						
Revenue						
000 Non-Departmental	$ 20,667,668	$ 23,062,050	$ 16,621,878	$ 22,403,266	$ 22,344,065	$ 23,273,165
Revenue Total	20,667,668	23,062,050	16,621,878	22,403,266	22,344,065	23,273,165
Expenses						
850 Electric - Operations	22,275,831	22,564,770	14,736,715	21,530,553	23,002,405	22,764,810
860 Electric - Tree Trimming	430,865	497,280	318,088	442,043	585,310	508,355
Expenses Total	22,706,696	23,062,050	15,054,803	21,972,596	23,587,715	23,273,165
Fund Total: Wake Forest Power	**$ (2,039,028)**	**$ -**	**$ 1,567,075**	**$ 430,670**	**$ (1,243,650)**	**$ -**

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.

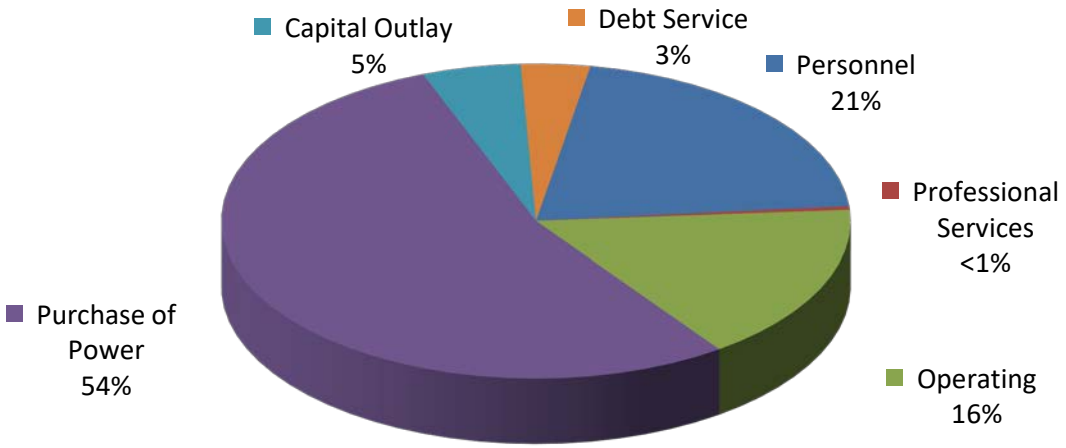
DEPARTMENT SUMMARY

Electric	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 5,606,897	$ 4,292,615	$ 4,114,492	$ 4,275,140	$ 4,718,855
Professional Services	67,562	150,000	100,565	120,000	85,000
Operating	3,101,524	3,412,150	3,126,825	3,903,870	3,696,570
Purchase of Power	12,506,266	12,456,200	12,101,504	12,298,935	12,298,935
Capital Outlay	868,495	1,407,125	1,240,493	1,701,500	1,155,500
Debt Service	125,086	846,680	846,674	702,960	809,950
Total	**$ 22,275,831**	**$ 22,564,770**	**$ 21,530,553**	**$ 23,002,405**	**$ 22,764,810**

BUDGET HIGHLIGHTS

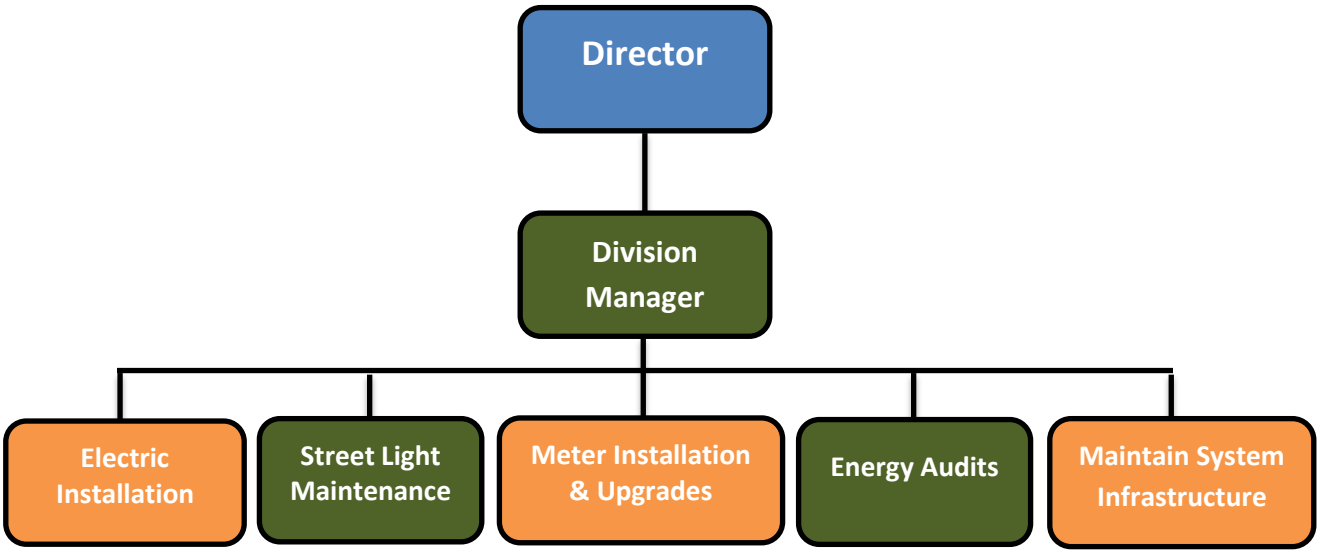
- Personnel reflects full salary and benefits of an Electric Utility Director position added in FY 20-21
- Professional services attributed to miscellaneous engineering services
- Capital includes costs for line construction/system improvements, building improvements, LED conversion, two (2) meter testing boards, and a replacement vehicle
- Debt Service remains primarily attributed to Unicon Drive purchase

FY 2021 - 2022 – Budget



Total $22,764,810

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. To provide a reliable Electric Distribution system and ensure lighting is maintained
    - Perform routine maintenance on Distribution system
    - Repair street/parking lot lighting when notified
    - Perform residential energy audits
    - Perform commercial energy audits
    - Complete RF Disconnect meter change out

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of distribution system being maintained	7.0%	8.0%	15.0%
Hours spent installing new construction	99.0%	99.0%	100.0%
Perform residential energy audits	24	0	7
Perform commercial energy audits	2	0	12
Perform RF disconnect meter change out	87.0%	2.0%	50.0%

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of reported street lights repaired	99.0%	99.0%	100.0%
Maintenance and audit on electric system	26.0%	8.0%	15.0%
Number of residential energy audits performed	15	0	20
Number of commercial energy audits performed	4	0	10
Number of RF meters changed to disconnect meters	67	173	100

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.

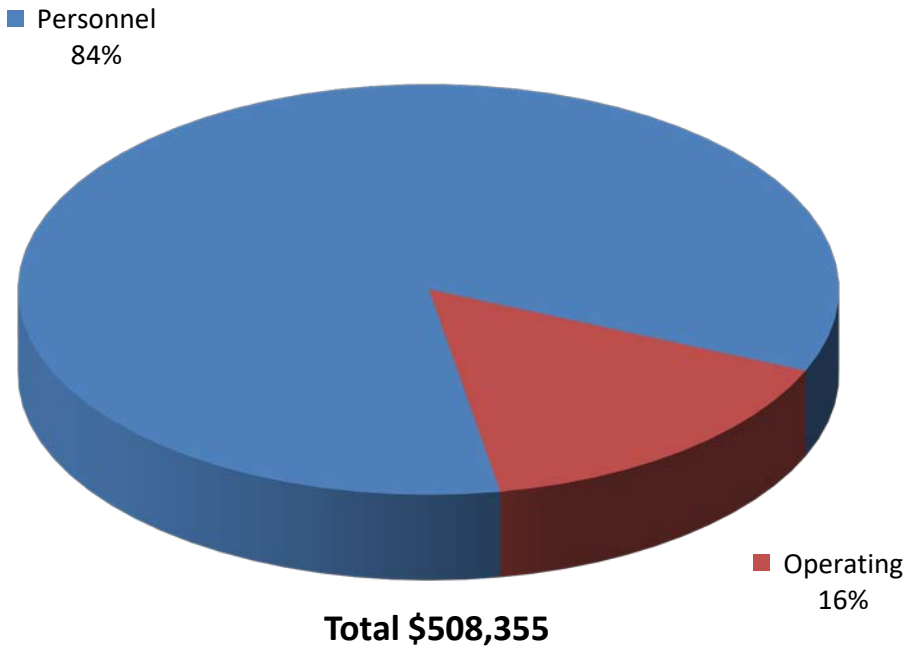
DEPARTMENT SUMMARY

Tree Trimming	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Requested	FY 2022 Proposed
Personnel	$ 384,050	$ 412,350	$ 371,173	$ 416,370	$ 428,415
Operating	46,815	84,930	70,870	83,440	79,940
Capital Outlay	-	-	-	85,500	-
Total	**$ 430,865**	**$ 497,280**	**$ 442,043**	**$ 585,310**	**$ 508,355**

BUDGET HIGHTLIGHTS

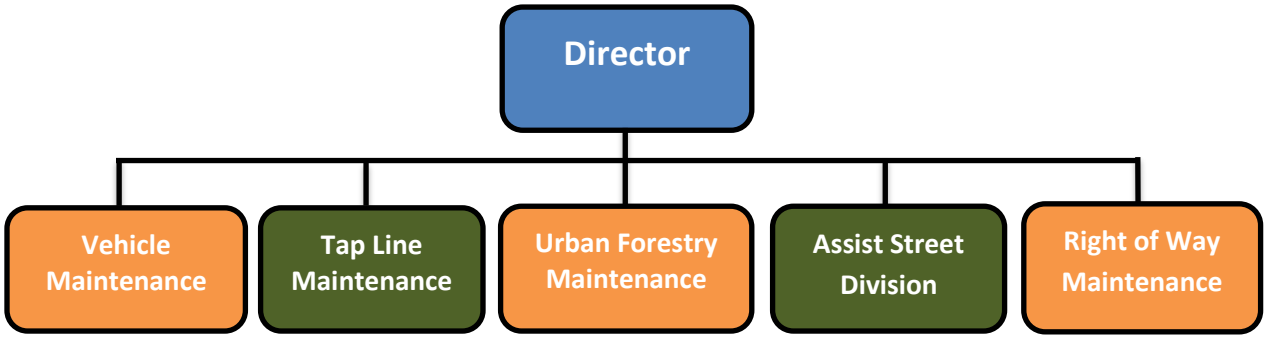
- No significant changes - slight budget increase from FY 20-21

FY 2021 - 2022 – Budget



Total $508,355

DEPARTMENTAL FUNCTIONS:



GOALS AND KEY PERFORMANCE OBJECTIVES:

1. To provide for a reliable Electric Distribution System
   - Perform routine tree trimming on main Distribution circuits
   - Perform routine tree trimming on tap lines
   - Perform routine tree trimming for Urban Forestry
   - Assist Street Division on tree removal requests

KEY WORKLOAD INDICATORS:

Workload Indicators	FY 20 Actual	FY 21 YTD	FY 22 Target
Number of trees removed – Utility	223	10	100
Number of trees trimmed – Utility	1,110	69	500
Number of trees removed – Urban Forestry Crew	137	68	100
Number of trees trimmed – Urban Forestry Crew	259	178	100
Number of trees removed – Street Division	34	10	50
Number of trees trimmed – Street Division	88	11	100
Feet of Right of Way maintained – Utility	22,871	61,511	7,000
Feet of Right of Way maintained – Urban Forestry	650	2,584	500

KEY PERFORMANCE MEASURES:

Performance Measures	FY 20 Actual	FY 21 YTD	FY 22 Target
Percentage of distribution circuits trimmed	20.0%	16%	25.0%
Percentage of tap lines trimmed	13.0%	12%	25.0%
Percentage of work has been completed without a return visit	99.0%	99.0%	100.0%
Number of trees trimmed/removed Street Division	130	65	30

CAPITAL OUTLAY SUMMARY

Fiscal Year 2021-2022

The following capital expenditures are included in the budget.

Department/Division	CIP #	Description	P/T	Amount
General Fund:				
Downtown Development	n/a	Replace Town Christmas Tree	n/a	$ 24,500
Information Technology	IT-2	Hardware/Software Upgrades and Enhancements	M-3	90,000
	n/a	Document Scanning Service	n/a	137,000
Inspections	VR	Vehicle Replacement - SUV (#4801)	M-2	39,500
Public Facilities	PF-1	ADA Improvements for Compliance	H-1	25,000
	PF-2	Vehicle Addition - Service Truck	M-3	45,000
	AM-5	Town Hall - Carpet	M-2	200,000
	n/a	Town Hall - Renovations/ Office Upfits	n/a	77,300
	n/a	Card Access for Dumpster Enclosures	n/a	18,000
	n/a	Town Tree Property	n/a	10,000
Police	PS-2	New Officer Vehicles Additions, Taxes, Tags, and Cameras (5)	M-3	256,000
	n/a	New Officer Body Cameras Additions (5)	n/a	12,000
	VR	Vehicle Replacements, Taxes,Tags, and Cameras (15)	M-2	768,000
	n/a	Replacement Body Cameras (10)	n/a	24,000
Fire	F-2	Portable Radios (10)	M-2	80,000
	F-2	Mobile Radios (6)	M-2	30,000
	VR	Fire Engine Replacement (#5206)	M-2	586,500
	n/a	Boat Trailer	n/a	6,000
	n/a	Underwater ROV	n/a	60,000
Engineering	AM-4	Stormwater Infrastructure	M-2	75,000
	VR	Vehicle Replacement - SUV (#5402)	M-2	40,000
Fleet Maintenance	FM-2	Mobile Column Lift	M-2	82,000
Streets	S-1	Transportation - New Sidewalk Projects	M-3	100,000
	S-2	Town Roadway Lighting	M-1	50,000
	AM-1	Sidewalk Replacement	M-2	100,000
	VR	Vehicle Replacement - Heavy Duty Truck (#5632)	M-2	60,000
	VR	Vehicle Replacement - Heavy Duty Truck (#5638)	M-2	60,000
	VR	Equipment Replacement - Tractor (#5637)	M-2	10,000
	n/a	Electronic Message Boards (2)	n/a	28,000
Solid Waste	VR	Vehicle Replacement - Knuckleboom (#5814)	M-2	200,000
Parks and Recreation	PRCR-2	Multi-Use Tractor	M-3	35,000
	VR	Equipment Replacement - Lawnmower (#6202)	M-2	13,500
	VR	Equipment Replacement - Trailer (#6213)	M-3	8,000
	VR	Equipment Replacement - Lawnmower (#6234)	M-2	14,000
	VR	Equipment Replacement - Lawnmower (#6236)	M-2	14,000
	n/a	Fitness Council Marching Grant - Fitness Court	n/a	25,000
	n/a	Flaherty Park Storage Building	n/a	10,000
	n/a	Sprayer/Spreader	n/a	10,000
	n/a	UTV - Greenways	n/a	15,000
	n/a	Mower Addition	n/a	12,000
Transfers	n/a	Transportation Initiatives	n/a	434,835
	T-2	Rogers Branch Installment	H-4	253,000
	T-3	Endeavor Charter School	H-4	25,000
		General Fund - Subtotal		**4,163,135**
Electric Fund:				
Operations:	E-1	Electric Building Improvements - 5301 Unicon Dr.	M-3	250,000
	E-2	Line/Construction System Improvements	M-2	700,000
	E-3	LED Conversion	H-2	125,000
	E-4	Position Watt-Hour Meter Testing Board (2)	M-3	40,000
	VR	Vehicle Replacement - Cargo Van (#8523)	M-2	40,500
		Electric Fund - Subtotal		**1,155,500**
		GRAND TOTAL		**$ 5,318,635**

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 is used to present planned maintenance projects that 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 to sufficiently manage the operating costs the need to maintain our aging assets remains.

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 2021-22 through 2025-26. 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 2021-22 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 2021-2022

PAGE	DEPARTMENT/DIVISION	PROJECT DESCRIPTION	PRIORITY TYPE	1ST YEAR CAPITAL COST	EXTERNAL FUNDING	PROPOSED BUDGET
	LEVEL A					
PF-1	Public Facilities	ADA Improvements for Compliance	H-1	50,000	-	25,000
PF-6	Public Facilities	City of Raleigh Water and Sewer Connection - Fire Station #5	H-1	105,000	-	-
PS-1	Police	Communications Radio Console Replacement & Back-up Communications	H-2	950,000	-	-
S-2	Streets	Town Roadway Lighting	M-1	50,000	-	50,000
E-3	Electric	LED Conversion	H-2	125,000	-	125,000
AM-5	Asset Maintenance	Town Hall	H-2	200,000	-	200,000
AM-6	Asset Maintenance	Wake Forest Reservoir Improvements	H-2	319,000	-	-
		TOTAL LEVEL A		1,799,000	-	400,000
	LEVEL B:					
GG-1	General Government	NCDOT S-Line Project	H-4	50,000	-	-
IT-1	Information Technology	Fiber Infrastructure Project	M-4	215,000	-	-
IT-2	Information Technology	Hardware/Software Upgrades	M-3	115,000	-	90,000
PF-2	Public Facilities	Vehicle Addition	M-3	45,000	-	45,000
PF-3	Public Facilities	Emergency Generator - 317 Brooks St.	M-3	40,000	-	-
PF-4	Public Facilities	Evidence Room at Main Police Station	M-3	15,200	-	-
PF-5	Public Facilities	Board Chambers - AV/Camera System	M-2	47,000	-	-
F-1	Fire	Fire Equipment Replacement	M-2	108,000	-	-
F-2	Fire	Mobile & Portable Radios Replacement	M-2	110,000	-	110,000
T-1	GTP	Ligon Mill Operational Improvements	H-3	674,600	-	-
T-2	GTP	Rogers Branch Road Extension	H-4	253,300	-	253,000
T-3	GTP	Endeavor Charter School Expansion Offsite Improvements	H-4	250,000	-	25,000
T-4	GTP	Dunn Creek Greenway - Phase 4	H-4	157,600	-	-
PRCR-1	PRCR	Vehicle Additions	M-3	74,000	-	-
PRCR-2	PRCR	Multi-Use Tractor	M-3	35,000	-	35,000
SW-1	Solid Waste	Clean CUBES - Downtown & Greenway Trash Compactors	M-2	45,000	-	-
S-1	Streets	Transportation New Sidewalk Projects	M-3	100,000	-	100,000
S-3	Streets	Vehicle Addition - Single Axle Dump Truck	M-3	215,000	-	-
S-4	Streets	Town Wide Wayfinding Designs/Signage	M-3	25,000	-	-
VR	General Government	Vehicle Replacements	M-2	1,929,000	-	1,690,500
E-1	Electric	Electric Building Location - 5301 Unicon Dr.	M-3	300,000	-	250,000
E-2	Electric	Line Construction/System Improvements	M-2	980,000	-	700,000
E-4	Electric	Four Position Watt-Hour Meter Test Board	M-3	90,000	-	40,000
VR	Electric	Vehicle Replacements	M-2	562,000	-	40,500
AM-1	Asset Maintenance	Transportation Sidewalk Replacement	M-2	100,000	-	100,000
AM-2	Asset Maintenance	Street Preservation and Maintenance	M-2	200,000	-	-
AM-3	Asset Maintenance	Street Resurfacing	M-2	100,000	-	-
AM-4	Asset Maintenance	Stormwater Infrastructure Maintenance and Funding	M-2	325,000	-	75,000
		TOTAL LEVEL B		7,160,700	-	3,554,000
	LEVEL C:			-	-	-
		TOTAL LEVEL C		-	-	-
		GRAND TOTALS		$ 8,959,700	$ -	$ 3,954,000

Amount funded outside General Fund/Electric Fund	-
Other amounts funded, not included in the 1st Year Capital Improvement	1,364,635
Amounts funded in non-capital outlay General Fund/Electric Fund account	-
Reconciled to Capital Outlay Summary Presented	$ 5,318,635

*External funding represents **ONLY** amounts that have been secured or officially awarded to the Town (i.e. Grants Awarded and Authorized Bond Funding). Projects with bond authorization funding will be presented until the debt is actually issued.

Capital Improvement Plan
FUNDING SUMMARY

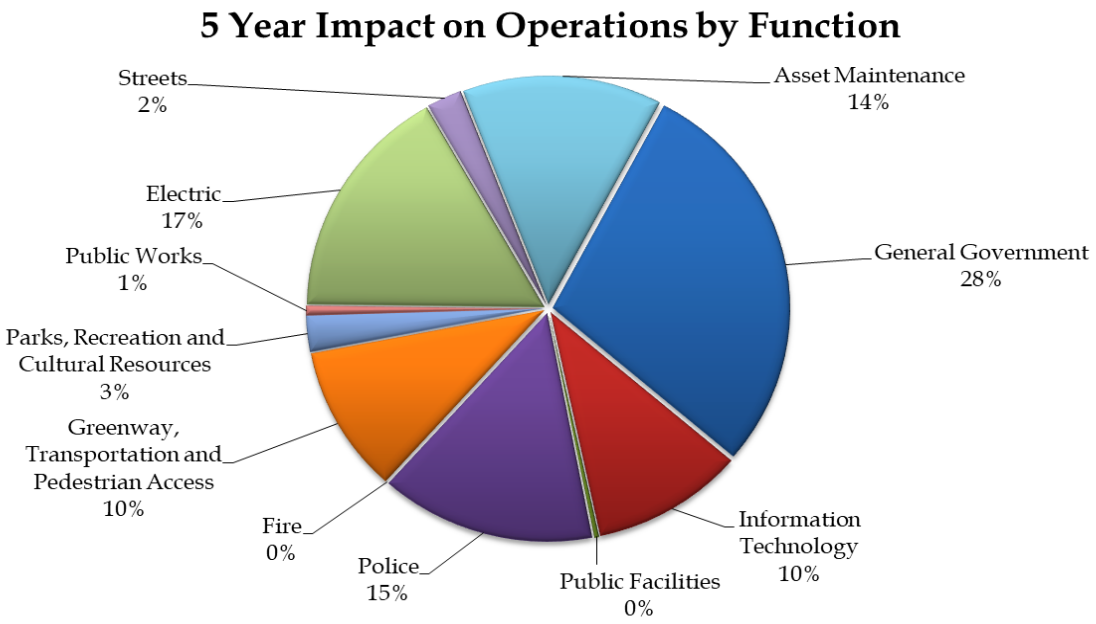
DIVISION DESCRIPTION	PRIOR	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	TOTALS	Beyond 2026 Memo Only
USES:								
GENERAL FUND								
General Government	$ -	$ 50,000	$ 898,400	$ 5,938,000	$ 4,761,000	$ 11,856,700	$ 23,504,100	$ 17,396,700
Information Technology	2,750,000	330,000	2,280,000	285,000	120,000	270,000	6,035,000	-
Public Facilities	331,900	302,200	749,500	450,000	150,000	17,575,300	19,558,900	23,948,900
Police	-	950,000	600,000	739,000	-	423,000	2,712,000	-
Fire	-	218,000	1,008,000	233,000	-	-	1,459,000	4,200,000
Transportation	7,185,500	1,335,500	1,638,300	12,217,400	9,031,900	160,000	31,568,600	710,000
Parks and Recreation	175,000	109,000	555,000	685,000	1,467,000	5,458,000	8,449,000	13,180,400
Solid Waste	-	45,000	230,000	-	-	-	275,000	-
Fleet Division	-	-	172,000	-	-	-	172,000	-
Streets Division	150,000	390,000	525,000	805,000	100,000	240,000	2,210,000	-
Asset Maintenance	771,200	1,244,000	2,620,000	5,234,500	3,356,000	9,447,550	22,673,250	8,513,000
Vehicle/Equipment Replacements	-	1,929,000	2,348,500	2,239,500	2,290,500	3,507,500	12,315,000	5,022,000
	11,363,600	6,902,700	13,624,700	28,826,400	21,276,400	48,938,050	130,931,850	72,971,000
ELECTRIC FUND								
Electric/Tree Trimming	$ 1,000,000	$ 1,495,000	$ 1,865,000	$ 1,240,000	$ 1,405,000	$ 1,505,000	$ 8,510,000	$ -
Vehicle/Equipment Replacements	-	562,000	385,500	316,500	55,000	671,500	1,990,500	1,805,500
TOTAL USES	$ 12,363,600	$ 8,959,700	$ 15,875,200	$ 30,382,900	$ 22,736,400	$ 51,114,550	$ 141,432,350	$ 74,776,500
SOURCES:								
GENERAL FUND								
Current G.O. Referendum - Issued	1,136,000	-	-	-	-	-	1,136,000	-
Current G.O. Referendum - Not Yet Issued	1,725,000	-	-	-	-	-	1,725,000	-
Future G.O. Referendum - Estimated - FY 2022	-	100,000	985,000	14,626,100	10,096,900	6,969,500	32,777,500	1,070,000
Future G.O. Referendum - Estimated - FY 2024	-	-	-	-	1,959,500	5,931,300	7,890,800	16,891,300
Future Installment Purchase - Other	2,500,000	950,000	637,400	5,796,000	-	22,356,700	32,240,100	26,427,800
Future Installment Purchase - Vehicles/Equipment	-	2,298,000	3,498,500	3,548,500	2,415,500	4,200,500	15,961,000	5,052,000
Grant Funds - Awarded	3,675,900	-	-	-	-	-	3,675,900	-
Grant Funds - Future Application/Application Submitted	-	589,700	50,000	-	-	2,798,000	3,437,700	2,670,000
Capital Reserve Funds	-	-	353,000	-	-	-	353,000	-
Downtown Municipal Service District	-	-	55,000	15,000	-	-	70,000	-
Pay As You Go - User Fees/Other Revenues/Reserves	-	-	-	-	-	-	-	-
Special Obligation Bonds	-	-	-	-	3,000,000	3,000,000	6,000,000	9,000,000
Other Available Sources (Timing & Amounts TBD)	2,326,700	2,965,000	8,045,800	4,840,800	3,804,500	3,682,050	25,664,850	11,859,900
ELECTRIC FUND								
Vehicles/Equipment Installment Purchase	-	562,000	645,500	316,500	55,000	671,500	2,250,500	1,805,500
Pay As You Go - User Fees/Other Revenues/Reserves	1,000,000	1,495,000	1,605,000	1,240,000	1,405,000	1,505,000	8,250,000	-
TOTAL SOURCES	$ 12,363,600	$ 8,959,700	$ 15,875,200	$ 30,382,900	$ 22,736,400	$ 51,114,550	$ 141,432,350	$ 74,776,500

FY 2021 – 2026 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	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total
General Government	920,000	1,224,500	2,238,750	2,532,000	2,634,000	9,549,250
Information Technology	699,000	699,250	699,300	699,300	699,300	3,496,150
Public Facilities	9,900	17,050	21,550	21,550	35,150	105,200
Police	75,000	820,000	1,461,250	1,042,500	1,530,000	4,928,750
Fire	-	-	-	-	-	-
Greenway, Transportation and Pedestrian Access	68,000	323,000	1,011,000	1,034,000	1,034,000	3,470,000
Parks, Recreation and Cultural Resources	31,750	98,500	209,750	276,000	250,500	866,500
Public Works	2,500	31,250	60,000	60,000	60,000	213,750
Electric	682,500	789,000	1,172,250	1,455,500	1,455,500	5,554,750
Streets	27,000	86,250	183,750	250,000	253,000	800,000
Asset Maintenance	477,500	927,500	1,025,000	1,025,000	1,125,000	4,580,000
						-
	$ 2,993,150	$ 5,016,300	$ 8,082,600	$ 8,395,850	$ 9,076,450	$ 33,564,350



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).

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 $50,000 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 Directors are responsible for estimating departmental expenditures and providing their department's current performance measure data. The Chief Financial Officer will make the determination of the revenue projections. The budget reflects the service priorities of the Board and the Citizens of the Town of Wake Forest. The service needs of the community are determined by public hearings and feedback through the Mayor and the Board of Commissioners. After final service priorities have been established and agreed upon, a balanced funding plan is formulated. Through careful assessment of funding requirements, financing methods, and current performance measure data, a proposed budget document is organized into final format and submitted to the Board for their consideration and approval.

The Board reviews the proposed budget with the Town Manager and staff during the Town's work session. A copy of the proposed budget 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 Directors.
2. CIP Public Hearing on capital needs held.

DECEMBER

1. Complete and return CIP budget request to Finance Department.
2. Meet with Department Directors 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 Directors.
4. Public Hearing to receive input on budget needs.

MARCH

1. Complete and return budget request to Finance Department.

APRIL

1. Meet with Department Directors to review budget requests.

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

April – May

1. Finalize proposed budget.

MAY

1. Present proposed 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 $50,000. Any revisions to transfer budgeted amounts over $50,000 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	BIP Fund
Legal Services	X				
Administration	X	X			
Downtown Development	X		X		
Economic Development	X				X
Renaissance Centre				X	
Communications	X				
Finance	X	X			
Human Resources	X				
Information Technology	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			
Environmental Services	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 Chief Financial Officer in the name of the Town. All non-certificated investment will be held in book-entry form in the name of the Town with the Town's third party custodian (safekeeping agent).

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 Chief Financial Officer.

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

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.

Town Manager's (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 along with 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.

Five Year Financial Forecast. Long range forecast of revenues and expenditures based on historical trends and expected growth patterns for the town over the next five years.

***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 and vehicles in which payments are spread out over a three to five year period.

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

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 that is restricted for use on maintenance of local streets and roads.

***Performance Objective(s*).** Overall steps outlining key initiatives and goals of a department during the fiscal year.

Performance Measures. Method to define the amount of work performed or services provided along with the relationship of work performed and resources required to carry out objectives.

***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 infrastructure, streets, fleet, cemetery 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.

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

Workload Indicators: Significant accomplishments or tasks completed during a given fiscal year by a department.

TOWN *of* WAKE FOREST