



2026-2027 ANNUAL BUDGET



FISCAL YEAR ENDING JUNE 30, 2027





WAKE FOREST

Town of Wake Forest

Proposed Budget

Fiscal Year 2026-2027

301 S. Brooks St.

Wake Forest, NC 27587

<https://www.wakeforestnc.gov/budget-management/budget>

Town of Wake Forest

NAVIGATING THROUGH THE BUDGET DOCUMENT

The following guidance may be helpful to the reader in finding specific information in the budget document.

This budget document is organized by managerial/supervisory control of town operations, as that best aligns with our goal of displaying this content as a communication tool. The level of budgetary control is slightly different as it corresponds with the chart of accounts, and this is outlined in the Budget Ordinance. The reader may notice some variance from this structure, as the town may recognize a division as a department in a summary fiscal section of the document and outline that same division as part of a larger department in a more descriptive portion of the document. The Organizational Chart is the best depiction of managerial/supervisory control, and the Budget Ordinance is the best depiction of the level of budgetary control. Please refer to the Table of Contents to find specific items of interest.

Rounding of numbers in the budget document presentation has been used in the tables and text to make the budget document easier to understand and comparable with other data. Minor discrepancies in tables between totals and sums of components may occur due to rounding.

The web version of the **Table of Contents** is hyperlinked (click on the item and/or number). The **Introduction** provides general information about the town's governing body, leadership, the Strategic Plan (which serves as a compass for the budget development process), and the community at large.

The **Town Manager's Message** provides an executive summary of the budget and highlights major components of the recommended budget, goals for the upcoming fiscal year, and any changes to appropriation levels, programs, and policies. This message is required by general statute.

The **Budget Ordinance** is the legal document that is adopted by the Board of Commissioners and is expected to be structured in a way that the board considers most efficient in enabling it to make fiscal policy decisions.

The **Budget Overview** section contains highlights of the current budget, how we tie performance to the strategic priorities, major fund forecasts, and a statement of the revenue-neutral property tax rate during years following a county-wide revaluation.

The **Budget Summary** section contains items that represent a comprehensive picture for the town; Key Impacts to the Strategic Plan, government-wide financials and position information. Revenue assumptions can also be found in this section.

The funds begin with the **General Fund**, which contains summary information of revenues by class and expenditures by activity and department. The following information is provided for each department: a brief narrative, a list of accomplishments, performance measures/metrics, and financial summaries. The **Other Funds** section of the budget includes **Debt Service** (including information on current debt obligations, the legal debt limit, the relationship between the two, bond debt outstanding, net bonded debt, and the effects of existing debt levels on current operations), **Wake Forest Business and Industry Partnership**, **Downtown Municipal Service District** and **Wake Forest Renaissance Centre Funds**. The document also includes two enterprise funds, the **Electric Fund**, operated by Wake Forest Power, and the **Stormwater Utility Fund**.

Capital Funding shows itemized capital outlay and follows the annually adopted update of the town's Capital Improvement Plan (CIP).

The **Appendix** includes financial and budgetary policies, the glossary, and acronyms.

The reader should note that FY25-26 figures used in the budget document are unaudited.

If you have specific questions or comments concerning the budget, contact Michelle Daniels at (919) 435-9482 or mdaniels@wakeforestnc.gov.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Wake Forest
North Carolina**

For the Fiscal Year Beginning

July 01, 2025

Christopher P. Morill

Executive Director

TOWN OF WAKE FOREST BOARD OF COMMISSIONERS



Mayor
Ben Clapsaddle



Commissioner
Haseeb Fatmi



Commissioner
Faith Cross



Commissioner
R. Keith Shackleford



Commissioner
Nick Sliwinski



Commissioner
Adam Wright

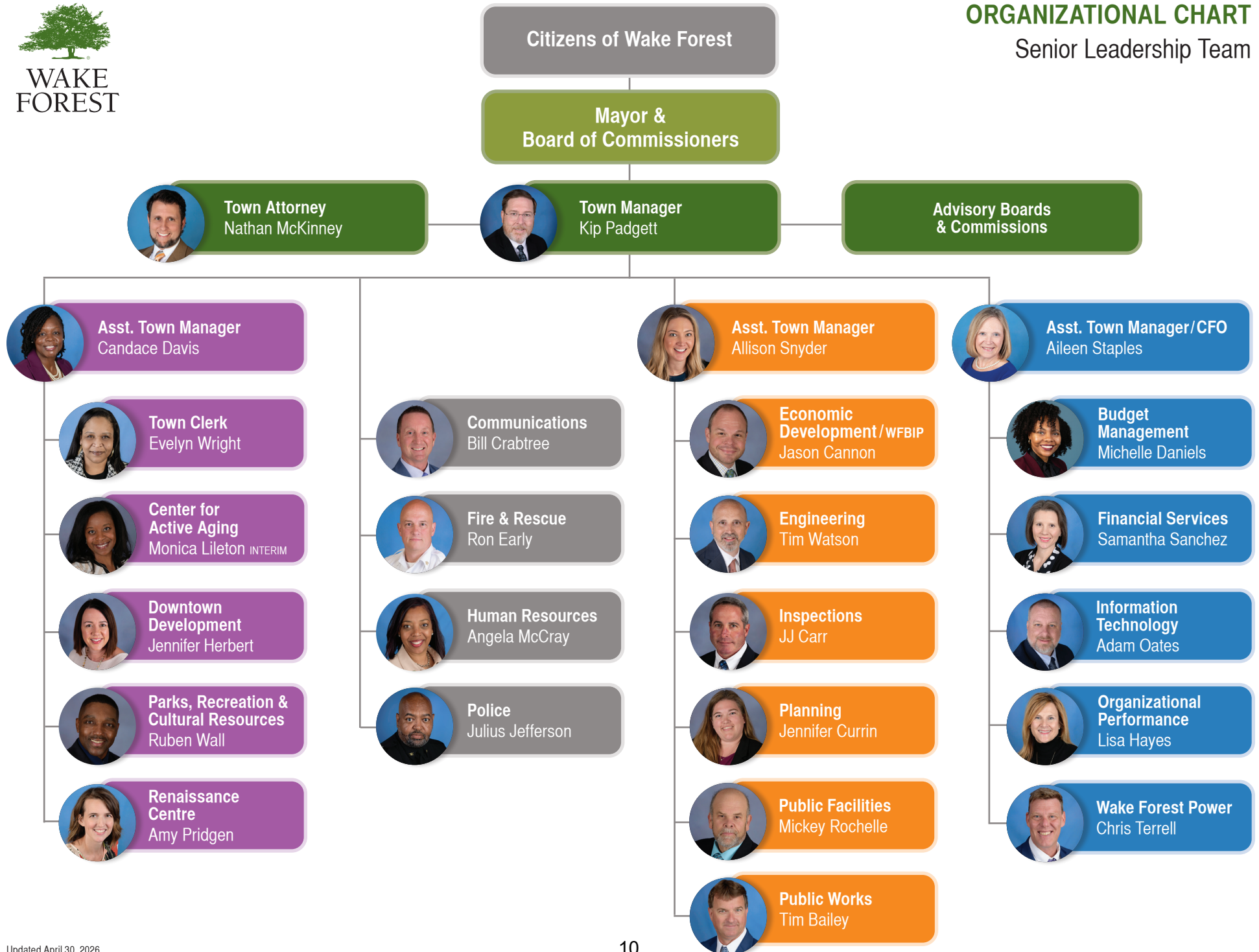
TOWN OF WAKE FOREST STAFF	
Kipling D. Padgett Town Manager	Candace R. Davis Assistant Town Manager
Allison Snyder Assistant Town Manager	Aileen J. Staples Assistant Town Manager/CFO
Nathan McKinney Town Attorney	Evelyn Wright Town Clerk
Angela McCray Human Resources Director	Bill Crabtree Communications and Public Affairs Director
Julius Jefferson Police Chief	Ron Early Fire Chief
Ruben Wall Parks Recreation Director	Jennifer Herbert Downtown Development Director
Amy Pridgen Renaissance Centre Director	Jason Cannon Economic Development Director
Tim Watson Engineering Director	J J Carr Inspections Director
Jennifer Currin Planning Director	Mickey Rochelle Public Facilities Director
Tim Bailey Public Works Director	Samantha Sanchez Finance Director
Adam Oates Chief Information Officer	Lisa Hayes Organizational Performance Director
Chris Terrell Electric Utility Director	Ben Naprstek Risk Manager
Michelle Daniels Budget & Performance Director	Ben Blevins Budget & Performance Analyst
Davianna Humble Budget & Performance Analyst	Jack Cassidy Grants Program Manager

ADVISORY BOARDS AND COMMISSIONS	
Planning and Zoning Board Matt Davis, Chair	Public Art Commission Lisabeth McGinnis, Chair
Historic Preservation Commission Elizabeth V. Miller, Chairperson	Technology Advisory Board Colman C. Keane, Chair
Human Relations Council Steven Schlossberg, Chair	Parks, Recreation and Cultural Resources Advisory Board Daniel Hupp, Chair
Board of Adjustment William Hedrick, Chair	



ORGANIZATIONAL CHART

Senior Leadership Team



STRATEGIC PLAN

Our VISION

Wake Forest's vibrant, diverse, and welcoming community fosters its distinct character, thriving economy, and high quality of life.



Our VALUES



CARING

Demonstrating respect, honesty, understanding, helpfulness, and positivity



COMMITMENT

Displaying a strong sense of dedication to the organization and your fellow employees



CHARACTER

Demonstrating integrity, perseverance, and ethical behavior



COLLABORATION

Embracing the value of teamwork and interdepartmental cooperation to achieve common goals



Our MISSION

The Town of Wake Forest is committed to delivering superior services and celebrating the diversity of our organization.

Our GOALS



Sustaining Excellent Town Services

Wake Forest provides exceptional Town services by protecting and serving the community, empowering staff to seek creative solutions, and ensuring financial stability.

PRIORITIES

- Develop strategies to attract and retain Town staff, including outreach and workforce development opportunities for high school students
- Evaluate cost effective solutions for Town services
- Maintain public safety response times as road conditions change



Creating Accessible Housing Opportunities

Wake Forest is dedicated to supporting housing opportunities for all persons and across all income levels.

PRIORITIES

- Develop an affordable housing plan
- Develop a plan to actively advocate for redevelopment of quality public housing
- Preserve naturally occurring affordable housing



Fostering a Safe, Diverse, and Welcoming Community

Wake Forest is a safe and inclusive community with attractive neighborhoods and diverse, engaged residents.

PRIORITIES

- Create new and improved gateways and wayfinding
- Implement action items from the Northeast Community Plan
- Offer events that bring the community together and celebrate our diverse cultures



Investing in Transportation and Infrastructure

Wake Forest invests in sustainable and connected infrastructure to meet the needs, expectations, and values of the community.

PRIORITIES

- Develop a Town-wide sustainability plan inclusive of power, water, stormwater, open space, and other infrastructure
- Educate the community about transportation issues, challenges, and opportunities
- Evaluate options for transit expansion to include microtransit
- Explore revenue options to support infrastructure needs



Advancing Community and Economic Prosperity

Wake Forest attracts and retains a diverse mix of businesses and employment opportunities.

PRIORITIES

- Develop a business attraction and retention plan that includes job creation strategies and incentives
- Encourage and protect small and entrepreneurial businesses
- Evaluate options for a performing arts center
- Continue to provide a business- friendly environment

2026

Wake Forest Community Profile



Wake Forest is a vibrant, thriving community in North Carolina's renowned Research Triangle Region, just minutes from downtown Raleigh. Powered by engaged residents, innovative businesses, and driven entrepreneurs, and underpinned by a strong local economy, our town continues to grow with purpose and momentum. Recently hailed as **"THE BEST SUBURB TO MOVE TO IN THE U.S. RIGHT NOW"** by *Travel + Leisure*, Wake Forest is known for its strong appeal to young professionals and families, delivering big-city energy while preserving its warmth and palpable small-town charm.



Big city energy. Small town charm.



Top 3% among 551 municipalities across NC

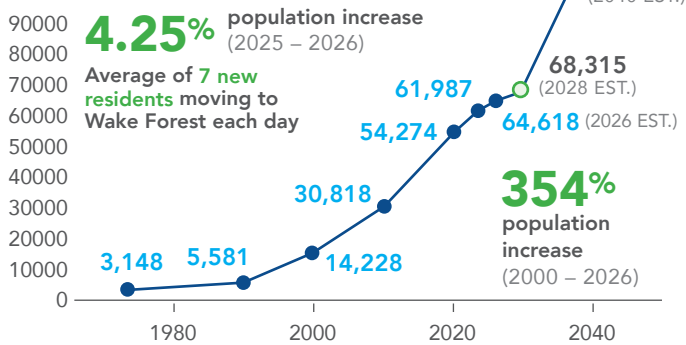


Location



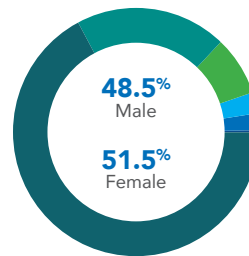
Population Characteristics

WAKE FOREST POPULATION GROWTH (1970 – 2026)



Source: Office of State Budget and Management, US Census and Wake Forest Planning Department

GENDER & ETHNICITY



Ethnicity distribution:

- 67.3%** White
- 19.8%** Black or African American
- 7.7%** Two or more races
- 2.7%** Some other race
- 2.4%** Asian
- 0.1%** American Indian or Alaska Native

7.9% of the population is recorded as being of Hispanic or Latino Origin (of any race)

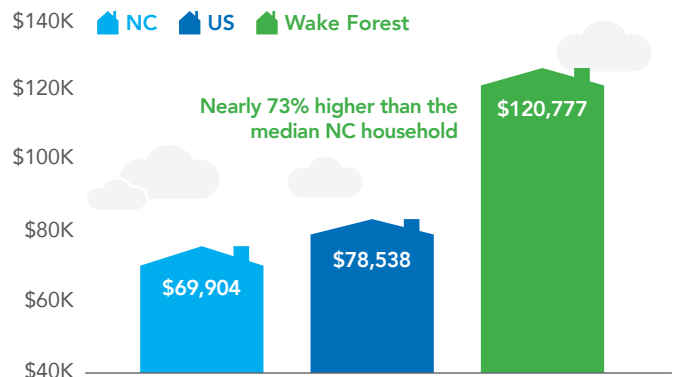
Source: 2023 American Community Survey (ACS) 5-Year Estimates

RETAIL & TRADE

	3 Mile Radius	5 Mile Radius	Trade Area
2025 Estimated Population	50,844	121,164	232,941
Daytime Population	52,375	102,548	181,306
Median HH Income	\$125,165	\$132,754	\$132,587
No. of Households	19,928	45,132	84,739

Source: ESRI Forecasts 2025 and Retail Strategies

MEDIAN HOUSEHOLD INCOME



Source: 2023 American Community Survey (ACS) 5-Year Estimates

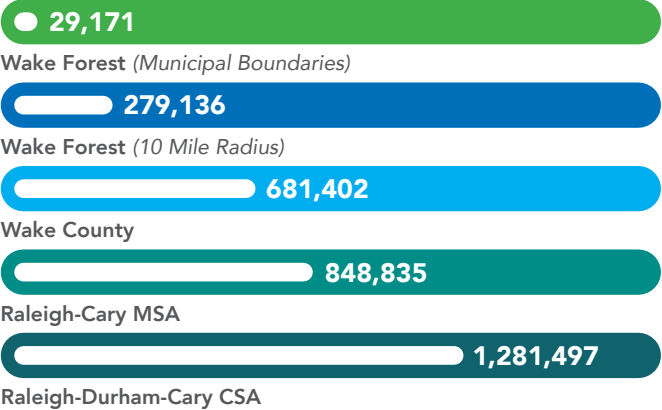




Workforce

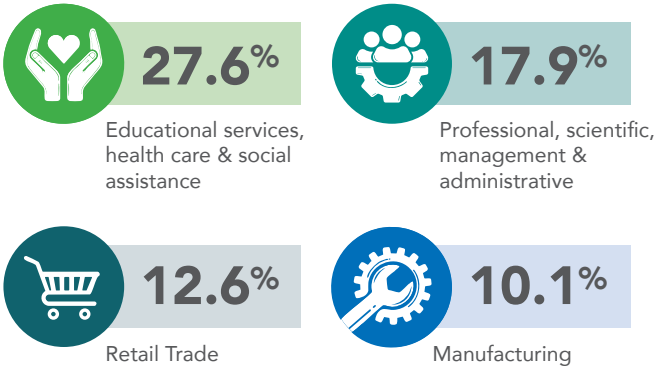
Transportation

LABOR FORCE



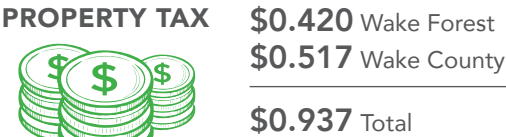
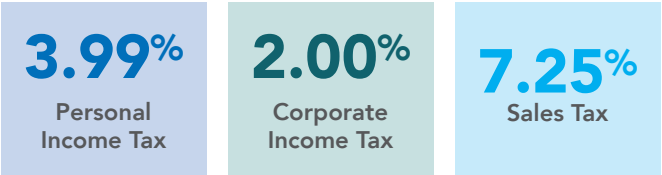
Source: Wake Forest 10-mile radius: 2023 ACS 5-Year Estimates (via JobsEQ); Other data: Local Area Unemployment Statistics (LAUS) Program, a partnership between the U.S. Bureau of Labor Statistics (BLS) and the North Carolina Department of Commerce.

TOP 4 INDUSTRY SECTORS BY EMPLOYMENT (AGE 16+)



Source: 2023 American Community Survey 5-Year Estimates

State & Local Taxes



AIR



RDU serves approximately **15.5 million** passengers annually, with about **165,000** departures to **86** nonstop destinations on **20** airlines worldwide.

Learn more: www.rdu.com

RAIL



\$1.1 Billion federal grant awarded, reviving passenger rail by constructing the S-Line from Raleigh to Wake Forest. Learn more: www.ncbytrain.org.

BUS



Wake Forest- Raleigh Express (WRX) www.wakeforestnc.gov/transportation/bus-service.

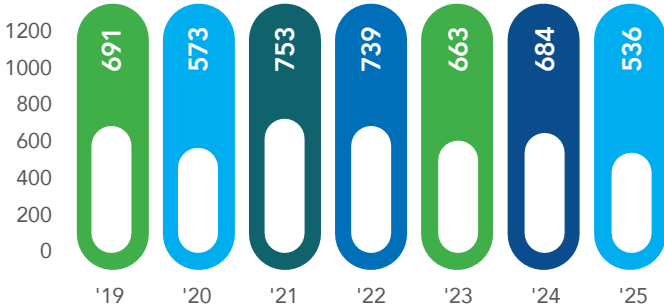
VAN



GO WAKE FOREST Townwide on-demand micro transit service city.ridewithvia.com/wake-forest.

Development Activity

RESIDENTIAL BUILDING PERMITS ISSUED (NEW STARTS, BY YEAR)



Source: 2018-2025 Wake Forest Planning and Inspections Department

Entrepreneurship

175+ Startups nurtured directly through support from Wake Forest Founders, Wireless Research Center, Wake Forest Area Chamber of Commerce and Loading Dock Wake Forest



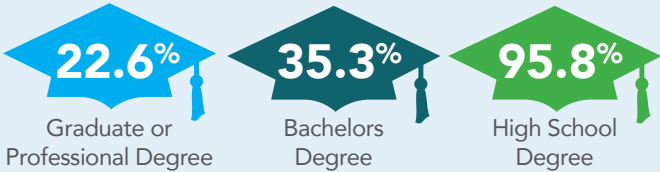


Education

K-12 EDUCATION

Wake Forest is part of the award winning Wake County Public School System, the 15th largest district in the nation. Learn more at wcpss.net.

Wake Forest students enjoy access to:

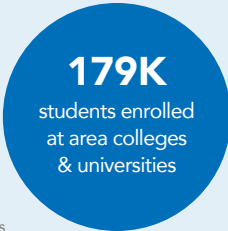


57.9%

of Wake Forest residents have a bachelor's degree or higher

21.7% higher than the U.S. average

Source: 2023 American Community Survey 5-Year Estimates



HIGHER EDUCATION

Wake Forest has proximal access to three Tier One research universities, eight four-year colleges & universities, & multiple community colleges.

NC STATE
Duke



NC State, Duke & UNC combine to conduct more than **\$3.5** billion in research every year

Wake Tech provided customized training to **1,279** private-sector employees in 2024



Southeastern Baptist Theological Seminary serves **5,400+** students & generates a direct annual economic impact of over **\$48** million



WAKE FOREST
BUSINESS & INDUSTRY PARTNERSHIP

Town of Wake Forest

QUALITY OF PLACE

CLIMATE

With about 220 sunny days a year, the future is bright in Wake Forest. Centrally located between the Blue Ridge Mountains in the west and the beaches in the east, Wake Forest offers the best of both worlds. An average snowfall of 7.5 inches temporarily transforms the rolling hills of the Triangle into a short-lived winter wonderland. Balmy summer days, with average temperatures in the mid-to-high 80's, sends residents packing for the lakes and beaches. An average yearly temperature of 60 degrees Fahrenheit is one reason why the area is known as "the great outdoors."



CULTURE

The success of The Greater Wake Forest Region lies in its cultural and ethnic diversity. The region's international flavor and rich heritage comes to life in its cultural and historical attractions. From the North Carolina Symphony and Broadway-style theatrical performances to the state's museums of art, history and natural sciences, as well as professional hockey, minor league baseball, arena football and Atlantic Coast Conference college basketball, the region is living proof that "variety is the spice of life."

EDUCATION



The secret of The Greater Wake Forest Region's success can be found in the classroom. Business and government leaders know that knowledge is power. The Triangle offers traditional public schools, magnet schools, as well as private and charter schools. As for colleges and universities, the Triangle ranks at the top of the class in several degree programs at nationally acclaimed Duke University,

University of North Carolina at Chapel Hill and North Carolina State University.

EVENTS

The Greater Wake Forest Region's atmosphere can be described in one word: "festive." From January through December, one can always find a reason to celebrate life beyond the traditional holiday celebrations. Whether it's cheering for your favorite college or professional sports team, participating in Wake Forest's "Six Sundays in Spring" or the annual "Meet in the Street" festival that draws over 10,000 residents to our downtown area, or simply enjoying the sights and sounds of the annual state fair, the social calendar will never be boring. Visit our [Community Calendar](#) for a complete listing of local events.



HISTORY

Since its beginnings, The Greater Wake Forest Region has been driven by a pioneering spirit fueled by the quest for knowledge. Founded in 1823, the "Wake Forest Academy for Boys" was later expanded to include girls. In 1834, the campus was bought by the North Carolina Baptist Convention and named the "Manual Labor Institute." By 1840, the laying of the Raleigh and Gaston Railroad Track sparked an enrollment growth leading the school to change its name to "Wake Forest College." The late 1880s brought the relocation of the railroad station from Forestville to Wake Forest spawning an economic boon that continues today. Wake Forest College



moved to Winston-Salem, N.C., in 1956 leaving the campus to its current occupants - Southeastern Baptist Theological Seminary and Southeastern College at Wake Forest. Then in the 1970s, the Triangle region was catapulted into national prominence with the creation of the Research Triangle Park, the first planned research park of its kind in the U.S. Today, the region continues to lead the way in cutting-edge technology and

state-of-the-art engineering. When it comes to being a trailblazer, the Triangle has history on its side.

HOUSING

After a hectic day at work, nothing can compare to the peace and tranquility of a place called home. The Triangle's housing market prides itself in satisfying the most discerning tastes. Choose from the architectural classics of the picturesque historic districts to the stylish modern homes being built throughout the region's well-planned neighborhoods.

LABOR

Ranked by FORTUNE magazine as the number one region to find knowledgeable workers, one-third of the Triangle's population, 25 and older, hold bachelor's degrees or higher. Meanwhile, the manufacturing sector employs more than 80,000 workers skilled in producing computers, medical devices, food products, communication and electrical equipment, precision fabricated metal products and industrial machinery.



RECREATION

In a state known as the "Variety Vacationland," the Triangle places you right in the middle of the action from the mountains to the coast. In the winter, hit any of the state's nine ski resorts located just a few hours away. During the summer, cool down by the region's recreational lakes spanning more than 75,000 acres ideal for swimming, fishing and boating. Surrounded by thousands of acres of natural parks, golf courses, and tennis courts, the opportunities are limitless.



TOWN *of* WAKE FOREST

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

www.wakeforestnc.gov

May 5, 2026

Honorable Ben Clapsaddle, Mayor
Honorable Keith Shackleford, Mayor Pro-tem
Honorable Faith Cross, Commissioner
Honorable Haseeb Fatmi, Commissioner
Honorable Nick Sliwinski, 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, 2026. 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) 2027.

INTRODUCTION

The Town of Wake Forest continues to stand as one of North Carolina's most dynamic and desirable communities—defined by strong economic fundamentals, a high quality of life, and sustained, intentional growth. As we present this year's budget, it is important to recognize that our financial plan is being shaped within the context of both significant opportunity and complex challenges.

Wake Forest's economy remains resilient and robust. With median household incomes significantly above the state average and a highly educated workforce, the Town continues to attract new residents, businesses, and investment. Wake County is among the fastest-growing regions in the state, and Wake Forest itself is adding new residents at a steady pace—bringing energy, innovation, and long-term economic stability to our community.

However, this growth also presents real and pressing challenges. Rapid population increases place demands on infrastructure, transportation networks, public safety, and essential services. The need to expand and maintain roads, utilities, parks, and facilities must be carefully balanced with fiscal responsibility and the expectations of our residents. At the same time, rising costs for construction, labor, and service delivery continue to impact local governments nationwide, requiring thoughtful prioritization and disciplined financial management.

Additionally, maintaining the character and livability that define Wake Forest—while accommodating growth—remains a central challenge. Strategic investments must not only address today’s needs but also position the Town for long-term sustainability, ensuring that we preserve our sense of community even as we evolve.

This budget reflects that balance. It is a forward-looking plan that supports continued economic vitality, invests in critical infrastructure and services, and responds to the realities of a growing community—all while remaining committed to responsible stewardship of public resources.

LINKING STRATEGY TO BUDGET

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 developed to address the needs of our community. The strategic plan is reviewed regularly with staff and updates are provided to the BOC on a quarterly basis. Listed below are the five goals of the strategic plan and a summary of key initiatives:

Sustaining Excellent Town Services - This recommendation includes funding for performance-based merit increases, career ladder adjustments, and implementation of recommendations from the compensation and classification study. This study reviews approximately one-third of our positions each year to ensure we remain competitive in the labor market and continue to be an employer of choice. For the first time in seven years, we have experienced an increase in our insurance rates; however, we are able to absorb the increase without passing it on to our employees.

Renovations to the annex and third floor of Town Hall have been completed to support both current operations and future growth. These improvements provide the space needed for key departments, including Legal, Economic Development, Planning, and Engineering.

Construction of Fire Station 6 is currently underway, with completion anticipated in early summer 2027. This budget includes the personnel needed to adequately staff the station upon opening. The impact of required staff adds an additional \$1.2 million to the budget. In addition, a fire engine has already been ordered to ensure it is delivered and ready for service in alignment with the station’s completion.

Creating Accessible Housing Opportunities - The budget includes a \$15,000 increase to the housing rehabilitation program, bringing the total investment to \$80,000. This adjustment reflects rising construction and labor costs while ensuring the program can continue supporting critical home repairs and improvements within the northeast community, consistent with the adopted Northeast Area Community Plan.

In addition to the \$2.3 million that has been set aside in the Housing Initiatives Capital Reserve Fund, this budget proposes adding one half cent, \$617,000, in FY27. Planning staff have been actively coordinating with both public and private sector partners to identify priority areas where

these funds can have the greatest impact. It is anticipated that these resources will be directed toward infrastructure investments and strategic land acquisition to advance the Town's housing goals, in alignment with the Board's adopted housing plan.

Fostering a Safe, Diverse, and Welcoming Community - The budget continues to support a wide range of programs that enhance the Town's cultural and recreational offerings. Signature events such as Six Sundays in Spring and Friday Night on White provide live music in distinct settings, helping to appeal to a broad spectrum of musical tastes and audiences.

Programming at the Renaissance Centre further enriches the community through art shows, theatrical performances, and other cultural experiences designed to engage residents of all ages. In addition, youth camps introduce children to the arts early, fostering creativity and lifelong appreciation.

Longstanding traditions like Boo Bash, the Egg Hunt, Independence Day celebration and outdoor movie nights remain highly popular, with attendance continuing to grow alongside the community. The proposed budget includes funding to sustain these valued programs and ensure they remain a vibrant part of the Town's quality of life.

Investing in Transportation and Infrastructure - The final phase of the Town's three-year, \$18 million pavement program is now underway. Over the course of this initiative, more than 40 miles of Town streets will have been resurfaced. As this effort concludes, the proposed budget transitions to a more cost-effective pavement preservation strategy aimed at extending the life of existing infrastructure and maximizing the use of taxpayer dollars.

The Town continues to leverage public-private partnerships to accelerate project delivery and reduce costs. Major projects, including the four-lane expansion of Franklin Street to Rogers Road and the streetscape improvements along Roosevelt Avenue and North White Street, are nearing completion. These projects are funded by the 1.5 cent transportation allocation. Additionally, construction is beginning on a new traffic signal at the intersection of Forestville Road and Coach Lantern Way.

Improving connectivity remains a key priority. Dunn Creek Phases 3 and 4 have been completed, along with the Miller Park Stream Restoration project. The second issuance of the 2022 Bond referendum is planned for Fall 2026 that includes the construction of Smith Creek Phases 2 and 3. Work continues with the Friendship Chapel Road connection linking South Main Street to Jones Dairy Road. These investments reflect the Town's ongoing commitment to enhancing mobility, connectivity, and safety.

Stormwater infrastructure also remains a critical focus. The budget includes \$2 million for the construction of the remaining phases of the Crenshaw Stormwater Improvement Project, as well as for ongoing pipe rehabilitation and replacement efforts. In addition, design work is funded to address critical infrastructure needs and improve water quality within the Richland and Toms Creek watersheds.

Advancing Community and Economic Prosperity - The Wake Forest Business and Technology Park (WFBTP), a partnership with Southeastern Baptist Theological Seminary (SEBTS), is experiencing growing interest from prospective developers. The Town continues discussions with UNC Health regarding the potential development of a community hospital campus, along with conversations involving other private sector partners to optimize the site in a manner that aligns with the shared goals of the Town and SEBTS. A key component of these discussions is the need for supporting road infrastructure, particularly addressing the impacts and access considerations related to Capital Boulevard and Ligon Mill Road. Design work on the extension of Ligon Mill Road is anticipated to advance in the coming year.

In addition, funding is included in the Economic Development budget to support the Wake Forest Business and Industry Partnership (WFBIP) entrepreneurial initiatives. This includes programs such as the Founders program, along with workshops, training opportunities, and educational classes. This investment reflects the Town's continued commitment to strengthening the local entrepreneurial ecosystem and supporting business growth throughout the community.

REVENUE SUMMARY

The recommended property tax rate for the coming fiscal year remains unchanged at \$0.42. This rate is based on an estimated combined tax base of \$12,529,203,095 across Wake and Franklin Counties and a collection rate of 98.5%. The total proposed budget for the Town of Wake Forest, inclusive of all funds, is \$145,213,515.

The recommended tax rate for the Downtown Municipal Service District (MSD) is \$0.13 per \$100 of assessed value. This reflects a one-cent reduction, made possible by the completion of debt service payments on the 2019 White Street Streetscape project. While the Town has reduced the general fund tax rate in prior years due to rising property valuations, the MSD rate has remained steady until now to meet ongoing debt obligations. Revenues generated within the district continue to support key investments such as the Downtown Streetscape project, façade improvement initiatives, and other related needs.

Sales tax revenues, along with vehicle taxes and fees, are projected to see modest growth in the coming year. Given broader economic uncertainty, a conservative increase of approximately 3% over FY26 year-end projections has been assumed.

No increase in the electric rate is recommended. Although the Town continues to see growth in its customer base, rising material and supply costs remain a challenge. Ongoing evaluation of the system will be necessary to maintain long-term stability. As a reminder, the electric system operates as an enterprise fund and is intended to remain self-supporting through the revenues it generates.

\$0.42 Property Tax Rate No Change	\$25 Solid Waste and Recycling Fee \$1 Increase	\$0.13 MSD Tax Rate 1¢ Reduction
Recommended Rates and Fees		
.1434 Electric Rates (kWh) No Change	\$44-231 Stormwater Fees No Change	

Maintaining a conservative approach to revenue projections remains a cornerstone of the Town’s fiscal policy, particularly for revenues sensitive to economic fluctuations such as sales tax, interest income, and building and inspection fees.

To support General Fund needs, \$2,989,500 in fund balance is appropriated in the proposed budget. These funds are designated for one-time capital expenditures per town policy. While this appropriation may ultimately not be fully needed due to conservative revenue assumptions, it provides flexibility to ensure a balanced budget until actual revenues are realized in the coming fiscal year. Even with this planned use, the Town’s fund balance is expected to remain above the adopted policy threshold.

Maintaining a strong fund balance is essential to address emergencies and unforeseen expenditures, while also positioning the Town to secure more favorable interest rates when financing future projects. This financial strength has enabled the Board to pursue strategic land acquisitions over the past two years. Additionally, recent events such as Hurricane Helene—and the uncertainty surrounding federal reimbursements—underscore the importance of preserving adequate reserves to safeguard the Town’s financial stability.

EXPENDITURE SUMMARY

Personnel

Due to a mandate from the State Treasurer’s Office, an increase in the retirement contribution is needed. The new rates are 15.16% for general employees and 17.10% for law enforcement. LGERS still remains one of the best performing and solvent government pension plans in the Country.

The budget recommends funding for the following twenty-five (25) new full-time positions:

Position/Department	Justification
Fire Recruits (14)	Fourteen fire recruits are needed to staff Station 6 in preparation of its opening in the summer of 2027.
Human Resources Consultant	As we continue to grow as a town government, additional HR support is needed, especially in benefits administration.
Communications Specialist	This position will provide support for our Public Information efforts to provide support to various departments including public safety. This also provides for succession planning.
Applications Technician	This converts an existing part-time position to full-time to assist in handling increased technology demands on the town, especially in cyber security.
Public Facilities (2) Custodians and Facilities Maintenance Specialist	These positions will assist in the upkeep of our buildings as we have expanded office spaces and are adding a new fire station. We will also be able to reduce our current custodial contract.
Public Works - Fleet Apprentice Mechanic	This position converts a part-time position to full-time for an apprentice as it is becoming more difficult to recruit for mechanic positions. This follows the same practice as our Inspections Department. An apprentice will allow us to bring someone onboard who has the interest and aptitude to allow us to train them in this trade.
Assistant Parks, Recreation & Cultural Resources Director	As the department continues to add programs, greenways and facilities to its operations, it has become necessary to have a position to assist in the management of this large and diverse operation. This also provides for succession planning.
Utility Billing Specialist	Due to an increasing customer base, this position will assist in our billing efforts on stormwater and electric services.
Customer Service Representative (CSR)	This is a part-time position that is requested to move to full-time status to assist in the growing demand placed upon our current CSR team.
Economic Development Specialist	This is a part-time position that is requested to move to full-time to meet the growing demands of our two-person team.

Capital Outlay

Capital funding is planned for the General, Electric and Stormwater Funds. In the General Fund, we are relying on installment financing, capital reserve funds and fund balance to fund needed capital items. Installment financing will be used to acquire most of the rolling stock listed in the Capital Improvements Plan. 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. The capital funding plan for this year is \$8.9 million; a breakdown of each fund is below:

CAPITAL FUNDING PLAN		
GENERAL	ELECTRIC	STORMWATER
- Replacement patrol vehicles, radios - Ailey Young House (design construction drawings/structural analysis) - S-line design - ADA improvements - Building improvements - Wayfinding signage - Replacement equipment; chipper, excavator, leaf vacuum truck	- Line construction - Replacement vehicles and equipment; excavator, wire puller, diggers - Building improvements	- Crenshaw improvements - Toms/Richland Creek Watershed Improvements - Replacement equipment; dump truck, sweeper - Pipe repair and replacement
\$4.3M	\$2.4M	\$2.3M

Debt Service

Our debt service fund budgets \$11.45 million for FY27, which is 11.7% of the General Fund expenditures. All general fund debt is placed in this fund. This includes payments for Fire Station 6 and the O Forestville Road property. We expect to issue the second round of GO bonds from the 2022 referendum in the amount of \$23.5 million in late 2026 or early 2027. Projects include Ailey Young Park improvements, Smith Creek greenway and transportation improvements.

Other Agencies

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.

The following local nonprofits are included in the FY27 Proposed Budget:

- Birthplace Museum - \$25,000
- The Boys & Girls Club - \$10,000
- Chamber of Commerce - \$20,000

FUTURE NEEDS AND OTHER ISSUES

It is extremely important that 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.
- **Wake County Revaluation Cycle** – North Carolina law requires all counties to conduct a property tax revaluation of real estate at least once every eight years, Wake County is transitioning from a 4-year cycle to a 2-year cycle, scheduled to begin January 1, 2027. This strategy is designed to address rapid market growth and reduce “sticker shock” for homeowners.
- **Legislative Action** – Municipal governments are created by the State and action by the General Assembly could create unanticipated (and unfunded) mandates.

SUMMARY

Fiscal Year 2027 promises to be another active and impactful year for the Town. Projects such as Fire Station 6 and infrastructure endeavors represent important investments that will enhance both service delivery and overall quality of life. As we advance these and other initiatives, we remain focused on balancing immediate needs with long-term planning—positioning the Town to meet today’s challenges while embracing future opportunities and innovation. This work is made possible by a dedicated team of employees who demonstrate professionalism, commitment, and a strong sense of purpose in serving our community each day.

This budget continues to reflect the priorities outlined by the Board and in our strategic plan. It is grounded in a disciplined financial approach. We have taken a conservative stance on revenue projections while maintaining careful control over expenditures. This approach requires difficult choices, as not every need can be fully addressed; however, it ensures that we use available resources thoughtfully and effectively. Our goal is to invest in meaningful, sustainable solutions rather than simply allocating funds without clear outcomes.

Because of this philosophy, I am confident that the proposed budget is both realistic and responsive. It provides the necessary resources to advance the Town’s mission while highlighting the positive impact we can provide for our residents. It also underscores our commitment to remaining an employer of choice by supporting and investing in our workforce. Regardless of growth trends, challenges will always exist, but this budget positions Wake Forest to meet those challenges while continuing to provide high-quality services to a thriving and dynamic community.

I would like to express my sincere appreciation to our Assistant Town Managers and Department Directors for their leadership and dedication throughout the budget development process. Special thanks are due to the Budget Department led by Michelle Daniels, whose work was instrumental in preparing this balanced budget, as well as to Aileen for her continued financial expertise and steady guidance in maintaining our fiscal stability. Finally, I want to thank the Board for its ongoing commitment to sound fiscal policy—without which Wake Forest would not be the exceptional community it is today.

Please let me know if you have any questions or need additional information as we move forward in the budget process toward adoption in June.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Kip Padgett', with a long horizontal line extending to the right.

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

ORDINANCE 2026-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027

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, 2026, and ending June 30, 2027:

Current Year's Property Tax	\$51,833,300
Prior Year's Property Tax	41,000
Penalties and Interest on Property Taxes	82,500
Local Option Sales Taxes	19,778,190
Other Taxes	131,050
Utility Franchise Tax	3,916,250
Beer and Wine Tax	232,500
Permits and Fees	2,611,200
Solid Waste Fees	4,932,420
Recreation Revenues	1,103,500
ABC Revenues	205,500
Wake County – Fire Cost Share/SRO	3,527,040
Powell Bill	275,000
Go Triangle – Wake County Transit	1,241,100
Other Revenue	964,385
Sponsorship/Events Revenue	185,000
Sale of capital assets/surplus	470,000
Interest on Investments	855,500
Installment Purchase Proceeds	1,668,500
Interfund Transfers	502,065
Fund Balance Appropriated	2,989,500
Total General Fund Estimated Revenues	\$97,545,500

ORDINANCE 2026-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027

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, 2026, and ending June 30, 2027, in accordance with the chart of accounts heretofore established for this Town on June 16, 2026.

Board of Commissioners	\$ 302,750
Legal Services	504,080
Town Manager's Office	1,074,040
Town Clerk	314,800
Organizational Performance	799,500
Budget Management	674,000
Communications	1,556,500
Human Resources	1,510,295
Risk Management	1,325,000
Downtown Development	591,300
Financial Services	1,751,520
Information Technology	2,765,200
Building Inspections	2,341,950
Planning	6,152,520
Public Facilities	3,455,640
Police	19,819,350
Fire	15,998,500
Public Works Administration	346,350
Urban Forestry	759,130
Engineering	1,921,285
Fleet Maintenance	746,500
Streets	4,395,645
Solid Waste	7,182,500
Parks and Recreation Administration	623,430
Programs	1,650,175
Joyner Park Community Center	367,800
Park Maintenance	1,990,470
Athletics/Aquatics	1,621,430
Center for Active Aging	829,540
Transfers – Other Funds	14,174,300
Total General Fund Appropriations	\$ 97,545,500

ORDINANCE 2026-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027

Section 3. It is estimated that the following revenues will be available in the Electric Fund for the fiscal year beginning July 1, 2026, and ending June 30, 2027:

Sale of Power	\$ 26,452,650
Interest on Investments	45,000
Other Revenue	2,308,850
Installment Purchase Proceeds	904,000
Total Electric Fund Revenues	\$ 29,710,500

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, 2026, and ending June 30, 2027, in accordance with the chart of accounts heretofore approved for the Town:

Billing and Collections Division	\$ 988,620
Electric Distribution Division	28,167,235
Tree Trimming Division	554,645
Total Electric Fund Appropriations	\$ 29,710,500

Section 5. There is hereby levied a tax at the rate of forty-two cents (\$.42) 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 \$12,529,203,095 and an estimated rate of collection of ninety-eight (98.5%).

Allocations of tax rate inclusive in this ordinance are as follows:

- One and a half cents (\$.015) are hereby authorized for transportation initiatives - \$1,851,190.
- Half cent (\$.005) is hereby authorized for housing initiatives - \$617,080.

Section 6. There is hereby levied a vehicle fee of \$30.00 in which \$20.00 of the fee is collected in the General Fund and \$10.00 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 \$25.00*** per month for the cost of collecting solid waste, recyclables, and yard waste.

ORDINANCE 2026-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027

Section 8. There is hereby levied a tax at the rate of thirteen cents (\$.13) 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	\$ 195,265
Investment Earnings	17,500
Total Estimated Revenues	\$ 212,765
Interfund transfers	212,765
Total Appropriations	\$ 212,765

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, 2026, and ending June 30, 2027, in accordance with the chart of accounts heretofore approved for the Town:

Interfund Transfers – General Fund	\$ 9,255,945
Powell Bill Funds	1,670,630
Vehicle Fees	423,350
Investment Earnings	101,575
Total Estimated Revenues	\$ 11,451,500
Installment – Principal	\$ 4,904,170
Installment – Interest	918,610
GO Bond - Principal	3,374,250
GO Bond - Interest	1,558,150
Lease – Principal	590,700
Lease – Interest	105,620
Total Appropriations	\$11,451,500

ORDINANCE 2026-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027

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, 2026, and ending June 30, 2027, in accordance with the chart of accounts heretofore approved for the Town:

Interfund Transfers – General Fund	\$ 719,750
Other Revenues	13,500
Total Estimated Revenues	\$ 733,250
WF BIP/Economic Development	\$ 733,250
Total Appropriations	\$ 733,250

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, 2026, and ending June 30, 2027, in accordance with the chart of accounts heretofore approved for the Town:

Sales and Services	\$ 319,165
Other Revenue	197,500
Interfund Transfers – General Fund	930,335
Interfund Transfers – Others	90,000
Total Estimated Revenues	\$ 1,539,500
Renaissance Centre	\$ 1,539,500
Total Appropriations	\$ 1,539,500

ORDINANCE 2026-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027

Section 12. The following amounts are hereby appropriated in the Stormwater Utility Fund for the operation and activities for the fiscal year beginning July 1, 2026, and ending June 30, 2027, in accordance with the chart of accounts heretofore approved for the Town:

Stormwater Fees	\$ 3,985,000
Investment Earnings	35,500
Total Estimated Revenues	\$ 4,020,500
Stormwater Management	\$ 4,020,500
Total Appropriations	\$ 4,020,500

Section 13. 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 14. The Town Manager is hereby authorized to execute contractual documents under the following conditions:

- a) He may execute contracts for construction or repair projects 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) general and professional services which are within budgeted departmental appropriations.

ORDINANCE 2026-xx

BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST, NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027

- 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 contracts, as the lessor or lessee of real property, which are of one-year duration or less if funds therefore are within budgeted appropriations.

Section 15. 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 and make technical corrections as needed.

Section 16. 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, 2026.

Section 17. Operating funds encumbered on the financial records as of June 30, 2026, are hereby re-appropriated (carried forward) to fiscal year 2026-2027 as determined by the Chief Financial Officer.

Section 18. 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.

Section 19. In accordance with 2 C.F.R. § 200.320(a)(1)(iv) and the applicable provisions of North Carolina law, the Town of Wake Forest hereby self-certifies the following micro-purchase thresholds, each of which is a higher threshold consistent with State law" under 2 C.F.R. § 200.320(a) (I) (iv) (C) for the reasons set forth:

- a) \$30,000, for the purchase of "apparatus, supplies, materials, or equipment"; and
- b) \$30,000, for the purchase of "construction or repair work"; and
- c) \$30,000, for the purchase of services not subject to competitive bidding under North Carolina law; and
- d) \$50,000, for the purchase of services not subject to the qualifications-based selection process in the Mini-Brooks Act; provided that such threshold shall apply to a contract only if the Town of Wake Forest has exercised an exemption to the Mini-Brooks Act, in writing, for a particular project pursuant to NC G.S. 143064.32. If the exemption is not authorized, the micro-purchase threshold shall be \$ 0.

ORDINANCE 2026-xx

**BUDGET ORDINANCE OF THE TOWN OF WAKE FOREST,
NORTH CAROLINA FOR THE FISCAL YEAR 2026-2027**

Section 20. The self-certification made herein shall be effective as of the date hereof and shall be applicable until the end of the current fiscal year of the Town of Wake Forest but shall not be applicable to Federal financial assistance awards issued prior to November 12, 2020, including financial assistance awards issued prior to that date under the Coronavirus Aid, Relief, and Economic Support (CARES) Act of 2020 (Pub. L. 116-136).

Section 21. If the Town of Wake Forest receives funding from a federal grantor agency that adopts a threshold more restrictive than those contained herein, the Town of Wake Forest shall comply with the more restrictive threshold when expending such funds.

Section 22. The Town of Wake Forest shall maintain documentation to be made available to a Federal awarding agency, any pass-through entity, and auditors in accordance with 2 C.F.R. § 200.334.

Section 23. The Chief Financial Officer and Finance Director of the Town of Wake Forest is hereby authorized, individually and collectively, to revise the Purchasing Policy of the Town of Wake Forest to reflect the increased micro-purchase thresholds specified herein, and to take all such actions, individually and collectively, to carry into effect the purpose and intent of the foregoing actions.

Section 24. This ordinance is the basis of the financial plan for the Town during the 2026 - 2027 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 16th day of June 2026.

Ben C. Clapsaddle
Mayor

ATTEST:

APPROVED AS TO FORM:

Evelyn Wright
Town Clerk

Nathan McKinney
Town Attorney

TOWN OF WAKE FOREST PROPOSED FEE CHANGES

INSPECTIONS

PROPOSED RESIDENTIAL PERMIT FEES

TYPE	CURRENT FEE	PROPOSED FEE	CHANGE
NEW RESIDENTIAL DWELLINGS (Single Family, Townhomes, Duplex)			
Up to 1200 S.F.	\$500.00	\$600.00	20%
Over 1200 S.F.	\$500 + .25/sf	\$600 + .25/sf	20%
RESIDENTIAL ADDITION/RENOVATIONS (includes all trades)			
Up to 400 S.F.	\$240.00	\$300.00	25%
400 – 1200 S.F.	\$389.00	\$450.00	16%
Over 1200 S.F.	\$500.00 + .25/sf	\$600.00 + .25/sf	20%
MULTI-FAMILY DWELLINGS (includes all trades) (Subject to Commercial Plan Review Fees)			
For each unit	\$500.00	\$600.00	20%
MANUFACTURED HOUSING (including all trades)			
Modular units	\$500.00	\$600.00	20%
Mobile homes	\$240.00	\$300.00	25%
RESIDENTIAL TRADE FEES			
Building	\$65.00	\$80.00	23%
Electrical	\$65.00	\$80.00	23%
Mechanical	\$65.00	\$80.00	23%
Plumbing	\$65.00	\$80.00	23%
Residential accessory building and structures	Trade fee + .25/sf (over 200 sf)	\$80.00 + .25/sf	23%
Swimming Pool	\$130 + any trade fee	\$240.00	Flat fee
Generator Install	\$65.00 + any trade fee	\$240.00	Flat fee
PV/Solar Install	\$65.00 + any trade fee	\$240.00	Flat fee
Dwellings moved on lot	\$500.00	\$600.00	20%
Demolition	\$65.00 residential/\$240 comm.	\$240.00	Flat fee
Re-stamp plans (lost original)	\$65.00	\$100.00	54%
Plan change	50% of permit fee	\$100.00	Flat fee
Re-inspection fee	\$60.00 per inspection	\$80.00 per inspection	33%
Consultation (on-site)	\$65.00	\$80.00	23%

PROPOSED COMMERCIAL PERMIT FEES

COST PER TRADE	CURRENT FEE	PROPOSED FEE	CHANGE
\$0 – 2,500	\$120.00	\$250.00	108%
\$2,501 – 7,500	\$180.00	\$350.00	94%
\$7,501 – 20,000	\$240.00	\$500.00	108%
\$20,001 – 50,000	\$330.00	\$750.00	127%
\$50,001 – 75,000	\$530.00	\$1,500.00	183%
\$75,001 – 100,000	\$1,010.00	\$2,500.00	148%
\$100,001 – 200,000	\$2,020.00	\$3,500.00	73%
\$200,001 – 350,000.	\$3,540.00	\$4,500.00	27%
\$350,001 – 500,000.	\$4,680.00	\$6,000.00	28%
\$500,001 – 750,000	\$6,250.00	\$8,000.00	28%
\$750,001 – 1,000,000	\$7,830.00	\$10,000.00	28%
Cost over \$1,000,000.	Add .25% of each additional million dollars or portion thereof	Add .45% of each additional million dollars or portion thereof	80%

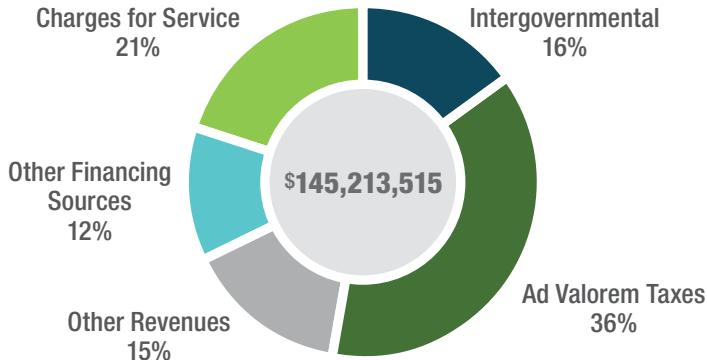
PUBLIC WORKS**PROPOSED SOLID WASTE FEE**

FEE	CURRENT FEE	PROPOSED FEE	CHANGE
Solid Waste Services	\$24/month	\$25/month	4.2%

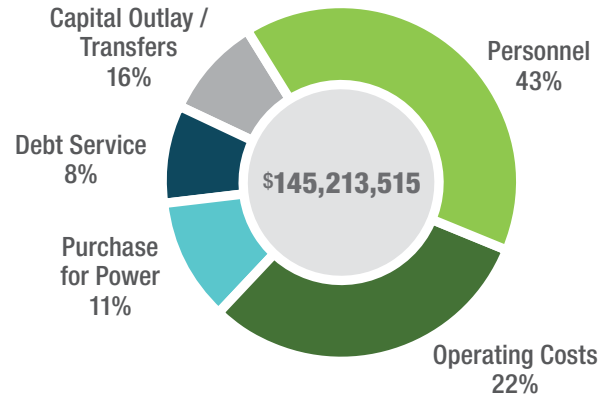
Budget Highlights



Revenues



Expenditures



Tax Rates & User Fees See complete list of fee changes in the budget document



Property Tax
No change in tax rate
*Per \$100 of assessed property valuation



Residential Solid Waste Fee
\$1 increase in fee



Vehicle Fee
No change in fee
\$20 for General Fund and \$10 for Debt Service Fund



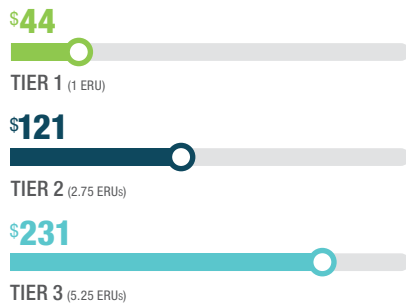
Residential Energy Charge Wake Forest Power
No change in rate
Increase in revenue is due to customer base growth



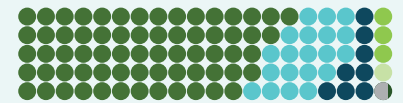
Downtown Municipal Service District Tax
1¢ decrease in tax rate
*Per \$100 of assessed property valuation



Stormwater Utility Fee
No change in rate



All Funds Summary



General	\$97,545,500
Electric	\$29,710,500
Debt Service	\$11,451,500
Stormwater Utility	\$4,020,500
WF Renaissance Centre	\$1,539,500
WF Business & Industry Partnership	\$733,250
Downtown Municipal Service District	\$212,765

Budget Highlights



Major Initiatives



- Fire Station 6 Recruit Academy
- 5-year Strategic Plan Refresh
- S-Line Design
- Ailey Young House Design
- Toms Creek Watershed Improvements
- Downtown Transportation Study

Workforce

POSITIONS RECOMMENDED



Wake Forest Power

1 Customer Service Rep
1 Utility Billing Specialist

Fire

14 Fire Recruits

General Government

1 Human Resources Consultant
1 Communications Specialist
1 Applications Technician
2 Custodians
1 Facilities Maintenance Specialist
1 Apprentice Mechanic
1 Assistant Director (PRCR)
1 Economic Development Specialist

PERSONNEL COSTS



Compensation & Benefits



Insurance Premiums

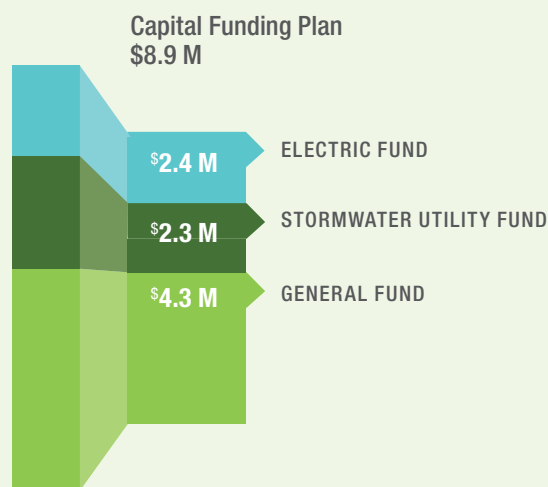
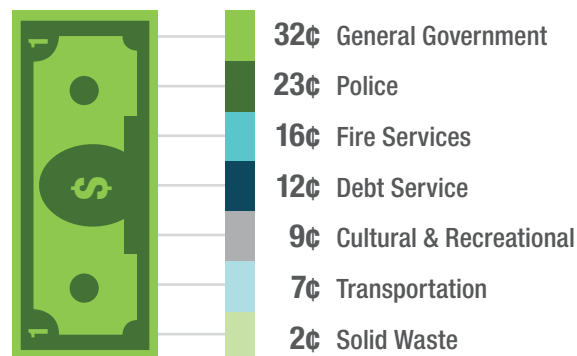
6% increase absorbed by Town



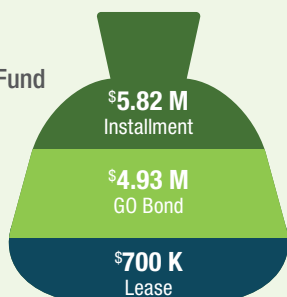
Local Governmental Employees' Retirement System (LGERS)

Mandated increase

How Your Tax Dollar is Budgeted (General Fund by function)



Debt Service Fund \$11.45 M



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 MANAGEMENT

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 ninth full year of data with the intent to make well-informed budgetary decisions based on the performance analysis of all departments.

PERFORMANCE AS A TOOL

ClearPoint Strategy is used to collect and report performance data for the Town. FY27 is the inaugural year and there are several items implemented that enhance the way this data is presented. Table and chart data is provided to help communicate the data in multiple ways. There are also status icons to show the progress of certain objectives and measures. This year's budget document leans into the connection between strategy and budget, linking several department goals, objectives and measures to the strategic plan. A future performance report will provide additional details at the measure-level, and this data will be used to support requests and initiatives moving forward. It's important to note that this is a new venture for the town and is a work in progress; it is expected to be fully operational when the Strategic Plan is refreshed and adopted.

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 Wake Forest Power (Electric Fund). With only two full years of the Storm Water Fund, a five-year forecast will be incorporated in future budget documents. The following items were considered when pulling together the forecasts:

Strategic Plan	Planned future debt issuances
Five-year Capital Improvements Plan (CIP)	Past trends
Existing Debt Service schedules	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 1 – Sustaining Excellent Town Services in our updated 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 dictate future revenue growth. 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) must be adopted and balanced by July 1. In the attached forecasts, projected revenues may exceed projected 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 accompanies the forecasts for the General Fund and Wake Forest Power (Electric Fund).

General Fund

Forecast Assumptions

- Four-year (FY 2022 – FY 2025) history of actual performance – audited per Annual Comprehensive Financial Report – schedules 1 and 2.
 - Includes General Fund and Debt Service Funds
- ***FY 2026 Information:***
 - Year to date as of March 31, 2026, included.
 - Anticipated at this time that fund balance will increase slightly for FYE 2026. Sales tax revenues and ad valorem taxes ahead of budgeted expectations.
 - Debt service fund expected to have reserves of over \$5.9 million at FYE June 30, 2026.
 - Will be used for remainder of 2022 Bond Referendum debt issuances in 2026 and 2028/2029.
- ***Assumptions for FY 2026 – FY 2030:***
 - Tax base growth – 2% increase for ad valorem taxes
 - Factored in estimated 12% increase for next revaluation which will be effective FY 2028
 - Other revenues - 2.5% - 3% - increase based on trends.
 - Residential solid waste fees (\$25.00 per month) included – increase in FY 26
 - Salaries and benefits – 4% increase
 - Debt service:
 - FY 2026 Proposed Budget includes impact of Fire Station 6 debt.
 - Future debt service planned includes potential bond sale in October 2026 G.O. Bond sale included – second issuance from 2022 Bond Referendum; annual rolling stock IPA; and fire apparatus on order.
 - Capital outlay is higher based on past few years and needs identified in Capital Improvements Plan

**Town of Wake Forest
General Fund Forecast
For Fiscal Years 2026-2030**

	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	AMENDED FY 2026 Budget	03/31/26 FY 2026 YTD	FY 2026 Projected	PROPOSED FY 2027 BUDGET	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
REVENUES											
Ad Valorem Taxes	\$ 35,375,578	\$ 36,894,135	\$ 40,037,372	\$ 49,886,477	\$ 51,065,310	\$ 49,769,638	\$ 51,175,225	\$ 51,956,800	\$ 58,191,616	\$ 59,355,448	\$ 60,542,557
Other Taxes	56,265	55,512	63,546	74,570	72,500	55,496	81,725	82,500	75,000	78,500	82,500
Unrestricted Intergovernmental	17,034,220	18,676,830	19,411,696	21,478,256	22,026,645	11,755,356	23,334,145	23,975,490	24,694,755	25,435,597	26,198,665
Restricted Intergovernmental	3,132,834	3,376,269	4,655,348	4,744,512	5,209,250	4,399,499	5,162,497	5,472,670	5,225,500	5,350,000	5,350,000
Permits and Fees	4,770,730	3,809,720	3,948,942	3,161,251	3,322,500	2,276,718	3,087,850	3,034,550	3,110,414	3,188,174	3,267,879
Sales and services	4,372,131	4,481,901	5,071,144	5,446,549	5,987,535	3,578,193	5,718,187	6,147,720	6,393,629	6,649,374	6,915,349
Other Revenue	1,579,584	2,422,778	2,201,387	2,087,451	3,234,635	2,049,281	3,148,790	2,954,185	2,275,000	2,275,000	2,275,000
Investment Earnings	39,922	1,229,044	1,725,372	1,550,271	1,091,850	819,906	1,041,815	957,075	950,000	950,000	975,000
Interfund Transfers	396,218	227,275	3,675,125	164,037	847,850	424,639	542,640	502,065	483,750	507,940	533,340
Installment Purchase Proceeds	1,763,260	1,142,990	1,359,595	1,405,950	1,432,500	-	1,432,500	1,668,500	1,500,000	1,650,000	1,650,000
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Wake Forest Fire Dept	-	-	-	-	-	-	-	-	-	-	-
Transfer from - NCCHIP	703,477	169,500	525,675	415,000	375,000	375,000	375,000	-	-	250,000	275,000
Lease Financing	716,888	195,124	4,651,834	242,651	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	4,359,433	-	-	2,989,500	-	-	-
TOTAL REVENUES	69,941,108	72,681,077	87,327,035	90,656,974	99,025,008	75,503,726	95,100,374	99,741,055	102,899,663	105,690,033	108,065,291
Expenditures											
Salaries & Benefits	31,663,227	36,392,449	41,437,688	45,853,155	49,644,710	35,601,481	49,117,360	54,149,260	56,315,230	58,567,840	60,910,553
Professional Services	1,367,902	1,314,673	1,936,608	1,623,596	2,155,446	1,017,542	1,468,928	1,879,720	1,750,000	1,802,500	1,856,575
Operating	14,850,098	16,332,347	18,403,243	19,071,861	22,870,214	15,457,898	21,026,378	23,019,245	23,479,630	23,949,222	24,428,207
Contributions	38,500	64,500	100,500	241,500	96,500	-	96,500	55,000	115,000	120,000	125,000
Transfers Out	2,897,682	2,215,514	2,493,887	5,106,272	5,688,455	4,557,091	5,688,455	4,918,355	3,500,000	4,500,000	5,500,000
TOTAL	50,817,410	56,319,484	64,371,926	71,896,384	80,455,325	56,634,011	77,397,621	84,021,580	85,159,860	88,939,562	92,820,335
Debt Service:											
Principal Retirement	6,437,659	6,224,798	6,572,392	6,864,882	9,136,915	5,507,658	8,289,364	8,869,120	7,945,345	7,313,555	6,989,790
Interest and fees	1,184,034	1,110,417	1,168,899	1,645,992	2,267,500	1,869,538	2,237,846	2,582,380	2,362,990	2,100,580	1,827,830
Future Debt Service (planned)	-	-	-	-	-	-	-	-	1,895,000	2,165,000	2,640,000
TOTAL	7,621,693	7,335,215	7,741,291	8,510,874	11,404,415	7,377,196	10,527,210	11,451,500	12,203,335	11,579,135	11,457,620
Non Operating Department											
Capital Outlay	3,698,419	3,487,328	12,703,315	4,185,566	7,165,268	4,004,950	5,590,174	4,267,975	5,500,000	6,500,000	6,500,000
TOTAL	3,698,419	3,487,328	12,703,315	4,185,566	7,165,268	4,004,950	5,590,174	4,267,975	5,500,000	6,500,000	6,500,000
TOTAL EXPENDITURES	62,137,522	67,142,027	84,816,531	84,592,823	99,025,008	68,016,158	93,515,005	99,741,055	102,863,195	107,018,697	110,777,955
Revenues Over (Under) Expenditures	\$ 7,803,586	\$ 5,539,050	\$ 2,510,504	\$ 6,064,151	\$ -	\$ 7,487,568	\$ 1,585,369	\$ -	\$ 36,468	\$ (1,328,664)	\$ (2,712,664)

Electric Fund

Forecast Assumptions

- Four-year (FY 2022 – FY 2025) history of actual performance – audited cash basis per Annual Comprehensive Financial Report – schedule 22 (FYE 2025 report).
- ***FY 2026 Information:***
 - Year to date as of March 31, 2026, included.
 - Projecting an increase for June 30, 2026
- ***Assumptions for FY 2027 – FY 2030:***
 - Sale of power – growth – consistent with rate study update from February 2023.
 - Reflective of small rate increase in FY 2028 - consistent with rate model and Board philosophy
 - Plans underway to conduct updated cost of service and rate study within next two years
 - Salaries & benefits – 4% increase
 - Allocated personnel costs increased from FY 2026
 - Power purchases for resale – consistent or higher than projections received from NCEMPA.
 - Debt service:
 - Ten-year installment note for Unicon Drive reflective in debt service – will be paid off in FY 2029.
 - Internal loan from General Fund for Generation Systems is accounted for through the balance sheet, however interest expense is reflected in the forecast.
 - 10-year loan – 3.5% - estimated payments per year - \$462,930
 - Capital outlay is reflective of five-year CIP (system improvements, additional equipment, and vehicles as well as replacements) and past actual trends.

**Town of Wake Forest
Electric Fund Forecast
For Fiscal Years 2026 - 2030**

	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	AMENDED FY 2026 Budget	03/31/26 FY 2026 YTD	FY 2026 PROJECTED	PROPOSED FY 2027 BUDGET	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
REVENUES											
Electric Fund Operating Revenues											
Sale of Power	\$ 20,454,450	\$ 20,727,816	\$ 24,219,559	\$ 25,495,974	\$ 25,826,750	\$ 19,983,009	\$ 25,893,270	\$ 26,452,650	\$ 28,039,809	\$ 29,161,402	\$ 30,327,861
Sales Tax	1,426,533	1,439,022	1,680,150	1,773,192	1,771,610	1,394,568	1,856,219	1,840,350	1,962,787	2,041,298	2,122,952
Reconnection Fees	121,308	129,566	133,783	150,383	135,000	123,636	155,800	152,500	145,000	150,000	150,000
Development Fees	-	21,617	283,897	443,796	207,640	266,524	266,525	100,000	200,000	200,000	150,000
Miscellaneous	552,466	430,948	174,694	258,480	220,000	110,119	134,420	173,500	175,000	195,000	205,000
TOTAL	22,554,757	22,748,969	26,492,083	28,121,825	28,161,000	21,877,857	28,306,234	28,719,000	30,522,596	31,747,701	32,955,814
Non Operating Revenues											
Interest Earned	3,410	59,967	56,346	27,895	40,000	66,527	72,215	45,000	35,000	37,500	40,000
Sale of Assets	9,393	49,101	102,136	62,459	40,000	29,546	42,824	42,500	125,000	125,000	125,000
TOTAL	12,803	109,068	158,482	90,354	80,000	96,073	115,039	87,500	160,000	162,500	165,000
Total Electric Revenues	22,567,560	22,858,037	26,650,565	28,212,179	28,241,000	21,973,930	28,421,273	28,806,500	30,682,596	31,910,201	33,120,814
Transfer in/(out)	73,790	149,500	(34,400)	-	-	-	-	-	-	-	-
Installment Purchase Proceeds	-	-	-	-	-	-	-	904,000	-	951,500	939,000
Appropriated Retained Earnings	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	22,641,350	23,007,537	26,616,165	28,212,179	28,241,000	21,973,930	28,421,273	29,710,500	30,682,596	32,861,701	34,059,814
Expenses											
Electric Operations											
Salaries & Benefits	4,852,836	4,734,873	4,616,033	5,040,340	5,610,540	3,827,762	5,567,810	6,113,565	6,327,540	6,549,004	6,778,219
Power Purchases for Resale	12,900,953	12,447,745	13,514,789	14,823,893	14,714,835	10,087,244	15,025,600	15,786,735	16,418,204	17,074,933	17,757,930
Utility Sales Tax	2,230,444	2,194,520	2,490,186	2,641,045	2,824,590	2,038,148	2,700,770	2,963,025	3,037,370	3,189,240	3,348,700
Repairs & Maintenance	241,158	245,491	200,129	265,760	312,000	277,912	369,120	312,000	325,000	350,000	365,000
Other Operating Expenditures	1,041,690	770,171	1,237,493	2,290,649	1,777,180	632,242	1,444,398	1,721,180	1,750,000	1,800,000	1,850,000
TOTAL	21,267,081	20,392,800	22,058,630	25,061,687	25,239,145	16,863,308	25,107,698	26,896,505	27,858,114	28,963,176	30,099,849
Debt Service:											
Principal Retirement	712,537	719,484	726,576	460,674	411,365	205,362	411,365	413,985	413,985	416,710	175,000
Interest and fees	87,559	77,353	52,460	53,976	40,910	22,060	40,905	28,010	28,000	14,985	2,575
General Fund repayment and future IPA	-	-	-	-	464,580	-	135,230	-	323,075	323,075	787,655
TOTAL	800,096	796,837	779,036	514,650	916,855	227,421	587,500	441,995	765,060	754,770	965,230
Non Operating Department											
Capital Outlay	1,327,134	1,493,451	2,597,172	4,840,074	2,085,000	1,532,168	2,072,366	2,372,000	2,000,000	2,687,500	2,487,500
TOTAL	1,327,134	1,493,451	2,597,172	4,840,074	2,085,000	1,532,168	2,072,366	2,372,000	2,000,000	2,687,500	2,487,500
TOTAL EXPENSES	23,394,311	22,683,088	25,434,838	30,416,411	28,241,000	18,622,897	27,767,564	29,710,500	30,623,174	32,405,446	33,552,579
Revenues Over (Under) Expenses											
	\$ (752,961)	\$ 324,449	\$ 1,181,327	\$ (2,204,232)	\$ -	\$ 3,351,033	\$ 653,709	\$ -	\$ 59,421	\$ 456,254	\$ 507,235



TOWN *of*
WAKE FOREST

Town of Wake Forest

Annual Budget Summary

	FY 2025 Actual	FY 2026 Budget	FY 2026 YTD (3/31/26)	FY 2026 Estimated	FY 2027 Proposed
100 General Fund					
Revenue					
Ad Valorem Taxes	\$ 49,886,477	\$ 51,065,310	\$ 49,769,638	\$ 51,175,225	\$ 51,956,800
Other Taxes	74,570	72,500	55,496	81,725	82,500
Unrestricted intergovernmental	21,478,256	22,026,645	11,755,356	23,334,145	23,975,490
Restricted Governmental	3,013,715	3,403,535	2,582,427	3,345,425	3,802,040
Permits and Fees	2,511,030	2,685,000	1,863,528	2,462,480	2,611,200
Sales and services	5,446,550	5,987,535	3,578,193	5,718,187	6,147,720
Other Revenue	2,087,451	3,234,635	2,049,281	3,148,790	2,954,185
Investment Earnings	1,421,732	985,500	703,783	905,500	855,500
Other Financing Sources	2,162,638	6,949,783	734,639	2,285,140	5,160,065
Revenue Total	88,082,418	96,410,443	73,092,341	92,456,617	97,545,500
Expenses					
Personal Service	45,853,155	49,644,710	35,601,481	49,117,360	54,149,260
Professional Services	1,623,596	2,155,446	1,017,542	1,468,928	1,879,720
Operating	19,071,861	22,870,214	15,457,973	21,026,378	23,019,245
Contributions	241,500	96,500	-	96,500	55,000
Capital Outlay	4,185,566	7,165,268	4,004,950	5,590,174	4,267,975
Debt Service	-	-	-	-	-
Transfers In (Out)	14,057,087	14,478,305	11,149,479	14,478,305	14,174,300
Expenses Total	85,032,764	96,410,443	67,231,424	91,777,645	97,545,500
100 General Fund Total	\$ 3,049,654	\$ -	\$ 5,860,917	\$ 678,972	\$ -
200 Debt Service Fund					
Revenue					
Restricted Governmental	\$ 1,730,798	\$ 1,805,715	\$ 1,817,072	\$ 1,817,072	\$ 1,670,630
Permits and Fees	650,220	637,500	413,190	625,370	423,350
Other Revenue	-	-	-	-	-
Investment Earnings	128,539	106,350	116,123	136,315	101,575
Other Financing Sources	9,015,815	8,854,850	6,657,388	8,854,850	9,255,945
Revenue Total	11,525,371	11,404,415	9,003,773	11,433,607	11,451,500
Expenses					
Professional Services	-	-	-	-	-
Operating	-	-	-	-	-
Debt Service	8,510,874	11,404,415	7,377,196	10,527,210	11,451,500
Expenses Total	8,510,874	11,404,415	7,377,196	10,527,210	11,451,500
200 Debt Service Fund Total	\$ 3,014,498	\$ -	\$ 1,626,577	\$ 906,397	\$ -
360 Wake Forest Power					
Revenue					
Charges for Services	\$ 25,646,357	\$ 26,006,750	\$ 20,151,094	\$ 26,100,930	\$ 26,653,650
Permits and Fees	443,796	207,640	266,524	266,525	100,000
Sales Tax - Utility	1,773,192	1,771,610	1,394,568	1,856,219	1,840,350
Other Revenue	320,938	215,000	95,405	125,384	167,500
Investment Earnings	27,895	40,000	67,217	72,215	45,000
Other Financing Sources	-	-	-	-	904,000
Revenue Total	28,212,178	28,241,000	21,974,808	28,421,273	29,710,500
Expenses					
Personal Service	5,861,052	5,610,540	3,827,762	5,567,810	6,113,565
Professional Services	94,323	175,000	63,877	157,980	115,000
Operating	18,941,849	19,443,605	12,966,670	19,371,908	20,657,940
Contributions	10,000	10,000	5,000	10,000	10,000
Capital Outlay	4,840,074	2,085,000	1,532,168	2,072,366	2,372,000
Debt Service	51,440	916,855	227,421	587,500	441,995
Transfers In (Out)	-	-	-	-	-
Expenses Total	29,798,738	28,241,000	18,622,897	27,767,564	29,710,500
360 Wake Forest Power Total	\$ (1,586,560)	\$ -	\$ 3,351,911	\$ 653,709	\$ -

Town of Wake Forest

Annual Budget Summary

	FY 2025 Actual	FY 2026 Budget	FY 2026 YTD (3/31/26)	FY 2026 Estimated	FY 2027 Proposed
370 Stormwater Utility Fund					
Revenue					
Ad Valorem Taxes	\$ 1,288	\$ -	\$ -	\$ -	\$ -
Charges for Services	3,893,058	3,610,510	3,969,599	3,982,700	3,985,000
Investment Earnings	50,750	25,000	37,558	41,290	35,500
Other Financing Sources	-	-	-	-	-
Revenue Total	3,945,096	3,635,510	4,007,158	4,023,990	4,020,500
Expenses					
Personal Service	252,951	423,800	238,105	426,300	721,560
Professional Services	138,324	200,000	230,689	273,570	650,000
Operating	118,398	452,675	177,789	310,775	373,940
Capital Outlay	-	2,553,000	666,883	2,013,800	2,275,000
Debt Service	124	6,035	-	-	-
Transfers In (Out)	2,850,000	-	-	-	-
Expenses Total	3,359,796	3,635,510	1,313,465	3,024,445	4,020,500
370 Stormwater Utility Fund Total	\$ 585,299	\$ -	\$ 2,693,693	\$ 999,545	\$ -
400 DMSD Special Revenue Fund					
Revenue					
Ad Valorem Taxes	\$ 203,963	\$ 209,200	\$ 213,259	\$ 214,150	\$ 195,265
Other Revenue	-	-	-	-	-
Investment Earnings	20,383	12,500	12,930	17,325	17,500
Other Financing Sources	-	-	-	-	-
Revenue Total	224,346	221,700	226,189	231,475	212,765
Expenses					
Transfers In (Out)	111,388	221,700	66,000	129,900	212,765
Expenses Total	111,388	221,700	66,000	129,900	212,765
400 DMSD Special Revenue Fund Total	\$ 112,958	\$ -	\$ 160,189	\$ 101,575	\$ -
415 Wake Forest B.I.P.					
Revenue					
Unrestricted intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Governmental	-	-	-	-	-
Other Revenue	500	500	-	-	-
Investment Earnings	11,443	15,000	8,793	13,705	13,500
Other Financing Sources	498,000	567,355	425,891	567,355	719,750
Revenue Total	509,943	582,855	434,684	581,060	733,250
Expenses					
Personal Service	258,375	274,895	208,671	299,030	371,750
Professional Services	20,275	47,500	19,225	40,000	85,000
Operating	228,652	260,460	154,950	253,412	276,500
Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Expenses Total	507,301	582,855	382,846	592,442	733,250
415 Wake Forest B.I.P. Total	\$ 2,642	\$ -	\$ 51,838	\$ (11,382)	\$ -
425 Wake Forest Renaissance Centre					
Revenue					
Sales and services	\$ 184,593	\$ 322,700	\$ 257,796	\$ 291,025	\$ 319,165
Other Revenue	163,788	184,375	166,610	186,500	197,500
Investment Earnings	252	450	-	-	2,500
Other Financing Sources	950,839	996,625	694,969	926,625	1,020,335
Revenue Total	1,299,472	1,504,150	1,119,375	1,404,150	1,539,500
Expenses					
Personal Service	792,558	893,980	624,196	868,980	937,835
Professional Services	91,794	70,264	34,626	70,265	90,000
Operating	399,921	539,906	405,666	459,702	503,565
Capital Outlay	-	-	-	-	8,100
Debt Service	-	-	-	-	-
Transfers In (Out)	-	-	-	-	-
Expenses Total	1,284,273	1,504,150	1,064,487	1,398,947	1,539,500
425 Wake Forest Renaissance Centre Total	\$ 15,199	\$ -	\$ 54,888	\$ 5,203	\$ -
Revenue Grand Totals	133,798,826	142,000,073	109,858,327	138,552,172	145,213,515
Expenditure Grand Totals	128,605,135	142,000,073	96,058,314	135,218,153	145,213,515
Net Grand Totals	\$ 5,193,691	\$ -	\$ 13,800,013	\$ 3,334,019	\$ -

AUTHORIZED POSITIONS BY DEPARTMENT

	2024 Actual	2025 Actual	2026 Actual	2027 Requested	2027 Proposed
GENERAL FUND					
Legal Services	2	2	2	3	2
Town Manager's Office	4	4	4	4	4
Risk Management	2	2	2	2	2
Town Clerk's Office	2	2	2	2	2
Organizational Performance	3	3	4	4	4
Budget Management	2	2	4	4	4
Communications	7	7	8	9	9
Human Resources	5	5	5	6	6
Downtown Development	3	3	3	3	3
Finance	12	12	12	12	12
Information Technology	9	10	11	12	12
Inspections	19	19	19	19	19
Planning	14	16	16	16	16
Public Facilities	9	9	9	13	12
Police	114	121	121	122	121
Fire	100	101	102	118	116
Public Works	51	52	52	54	53
Engineering	13	12	12	12	12
Parks, Recreation & Cultural Resources	27	28	30	33	31
Wake Forest Center for Active Aging	0	0	5	5	5
TOTAL GENERAL FUND	398	410	423	453	445
Wake Forest Power					
ELECTRIC FUND	TOTAL				
	33	33	33	35	35
Stormwater Management					
STORMWATER UTILITY FUND	TOTAL				
	0	2	7	7	7
Economic Development					
WFBIP FUND	TOTAL				
	2	2	2	3	3
Renaissance Centre					
RENAISSANCE CENTRE FUND	TOTAL				
	7	7	7	7	7
TOTAL AUTHORIZED POSITIONS	440	454	472	505	497

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

(2) Reflects FY24 and FY26 Reorganizations

(3) Includes a mid-year authorization for Fire (FY25)

FY 2026-2027 STRATEGIC PLAN KEY IMPACTS

Goal - Strategy/Objective

Department



Goal 1 - Sustaining Excellent Town Services

One cent tax rate reduction for Downtown Municipal Service District
 Performance management enhancements
 Pay and classification study
 Financial forecast updated
 Continued partnership with NCHIP - 6% increases for medical insurance
 5-year Strategic Plan Refresh
 Operational Performance Management Improvements
 Various staff in departments to assist with growing demands and efficiencies

DMSD Fund
 Town-wide
 Town-wide
 Town-wide
 Town-wide
 Town-wide
 Town-wide



Goal 2 - Creating Accessible Housing Opportunities

Renovations and rehabilitation of homes in the northeast community
 Half cent housing initiatives allocation – dedicated fund in place

Planning
 Planning



Goal 3 - Fostering a Safe, Diverse and Welcoming Community

Six Sundays in the Spring
 Friday Night on White
 Funding for wayfinding signage
 14 Fire Recruits Fires Station 6 Operations
 Shop with a Cop/Turkey Drive/Coffee with a Cop – community relations
 Fish Fry/Fire Prevention – community relations
 Building Safety Month

PRCR
 Downtown Development
 Streets
 Fire
 Police
 Fire
 Inspections



Goal 4 - Investing in Transportation and Infrastructure

Appropriated fund balance - one-time capital items per fiscal policy
 Funds allocated for future debt: Fire Station 6
 Funds allocated for transportation initiatives
 Funds allocated for affordable and workforce housing initiatives
 Stormwater initiatives/repair

Town-wide
 Debt Service
 Streets/Transfers
 Planning/Transfers
 Stormwater
 Management
 Planning
 Stormwater
 Engineering



Goal 5 - Advancing Community and Economic Prosperity

Wake Forest Business and Industry Partnership
 (WFBIP) Entrepreneurial program
 Funding for Chamber of Commerce

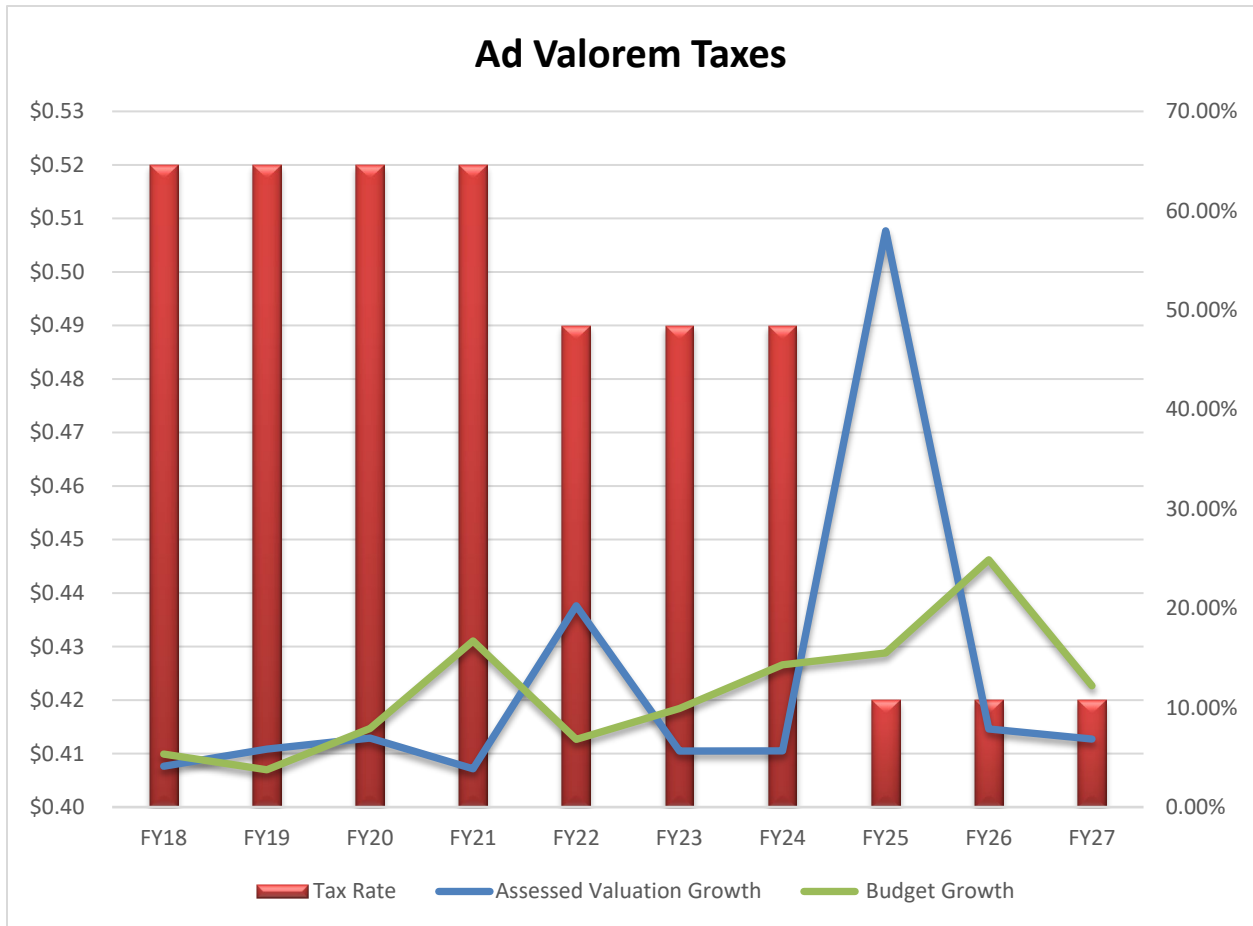
Economic Development
 Board of Commissioners

Town of Wake Forest
REVENUE ASSUMPTIONS
Fiscal Year 2026-2027

The following information defines the major sources of revenue for the Town of Wake Forest for the fiscal year 2026-2027. The Town’s anticipated revenues have been determined using historical financial trends, property tax values from Wake County and Franklin County and projections provided by the North Carolina League of Municipalities (NCLM, may also be referred to as “the League”).

AD VALOREM TAXES

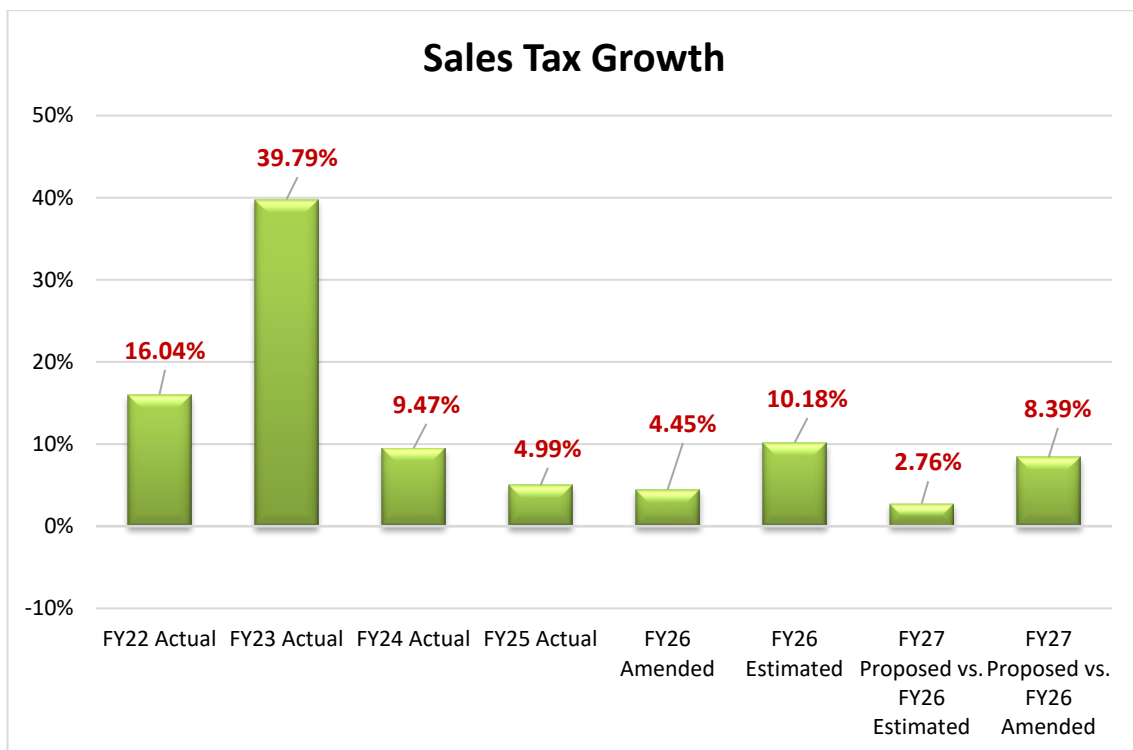
Ad Valorem taxes represent 53.15% of General Fund revenues and are based upon a \$.42 tax rate per one hundred (\$100) of assessed property valuation. The estimated assessed valuation which includes tax and tag estimates as provided by Wake County and Franklin County totals \$12,529,203,095 and is budgeted 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 20.23% of General Fund revenues for FY 2027. With consideration to both positive factors, such as our location and steady population growth, and factors of uncertainty, such as inflation and international conflicts, projecting sales tax continues to be a challenge. NCLM notes that sales tax growth has moderated over the last few years, when compared to the immediate post-COVID years. Historically, Wake County trends have been higher than the North Carolina average. The Town's FY 2026 sales tax revenue growth is projected to be 5.73% over prior year, and FY 2027 growth is budgeted at approximately 2.8% more than FY 2026 estimated, slightly less than NCLM's statewide average projection of 3.1%, and 8.4% higher than FY 2026 amended budget. These projections are based on analysis and other external information that aligns with the growth actuals seen in FY 2026 and the expectation that it will continue through the rest of FY 2026 and into FY 2027.

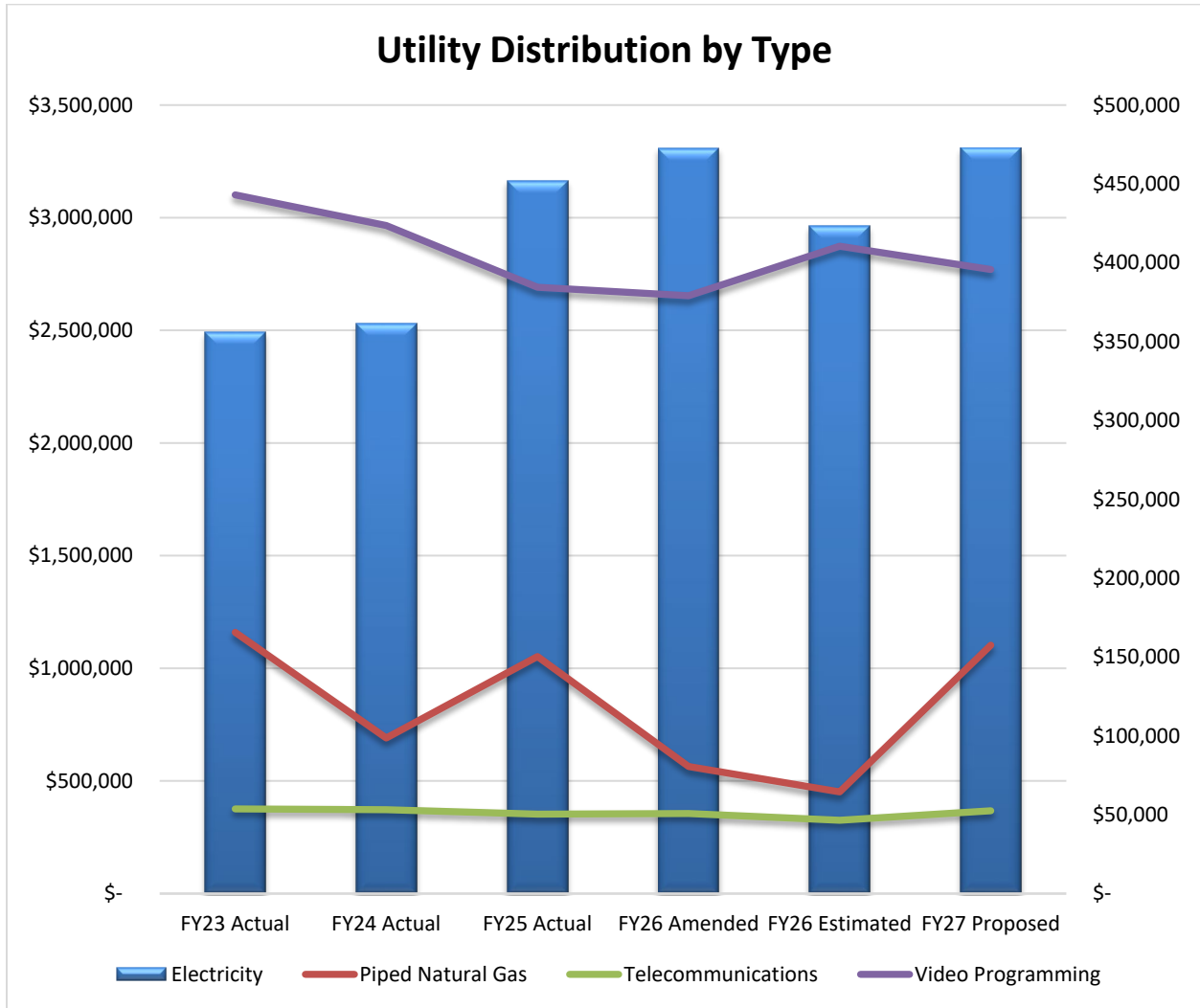


- **UTILITY DISTRIBUTION**

Utility Distribution represents 3.2% of General Fund revenues for FY 2027. Staff budgeted total utility distribution at 4.4% more than FY 2025 actual received and 2.5% more than projected for FY 2026.

- Electricity Sales Tax – 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. For many years, this tax remained relatively stable and predictable; however, in recent years, the increases have fluctuated due to rising prices and volatility in weather patterns, both of which influence consumption and taxable sales. NCLM is projecting modest statewide growth of .85%. Based on the town’s analysis and trends we remain relatively flat for the FY 2027 budget.
- 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. These distributions fluctuate more than the other utility revenues, largely due to the inconsistent weather patterns and more extreme-than-usual cold and snow events experienced in our region. The statewide projection for FY 2027 is an increase of 5%. Based on the town’s prior year collections, analysis and trends, staff is projecting this revenue source to almost double in FY 2027.
- 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 are expected to decline by .5% in FY 2026, and the same trend is applied to the projection for FY 2027, with a 3.25% decrease. 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 trends, we have projected a slight increase of 3.49% for FY 2027.
- Local Video Programming Sales Tax – 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 that has seen multiple years of decline. The decline in this revenue is attributable to cable TV customers moving away from traditional services in favor of streaming

service options. Statewide, it is projected that these funds will decrease 9.75% for FY 2026, and the projection for FY 2027 is a 6.75% decline. Based on the town's actual collections, analysis and trends, an increase of 4.39% in the upcoming fiscal year is projected.

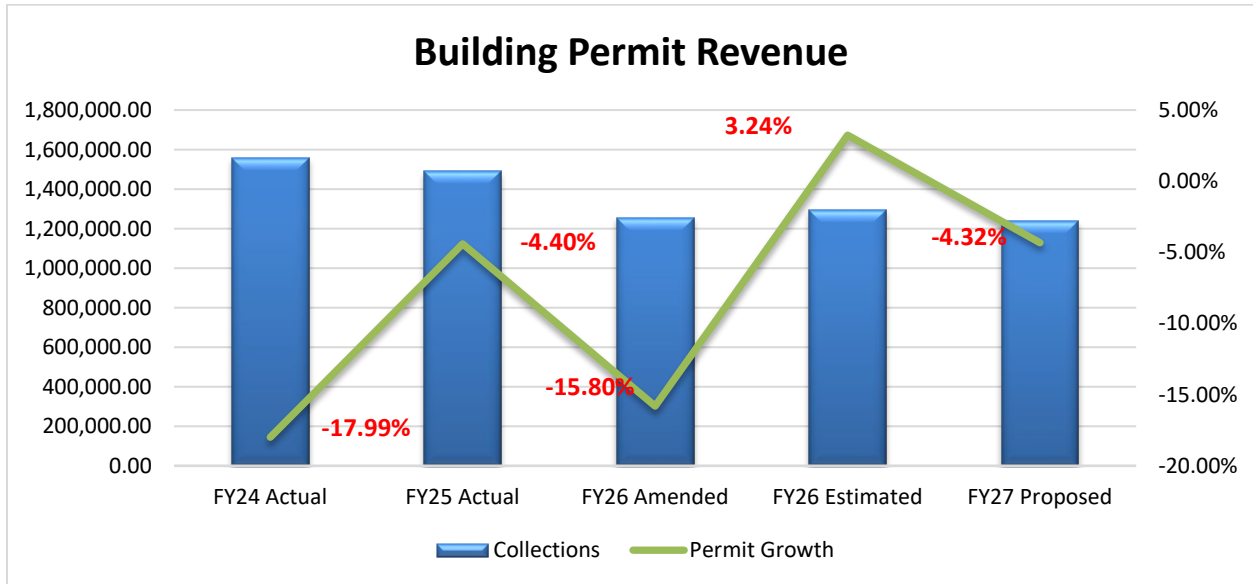


- POWELL BILL**

Based on the most recent Office of State Budget and Management (OSBM) estimates, the total allocation for FY 2027 is expected to experience minimal change. Staff continue to research and review legislation regarding appropriations. A slight increase in Powell Bill funds is budgeted as compared to FY 2026 and the budgeted amount is more aligned with FY 2026 actuals due to an increase in streets.

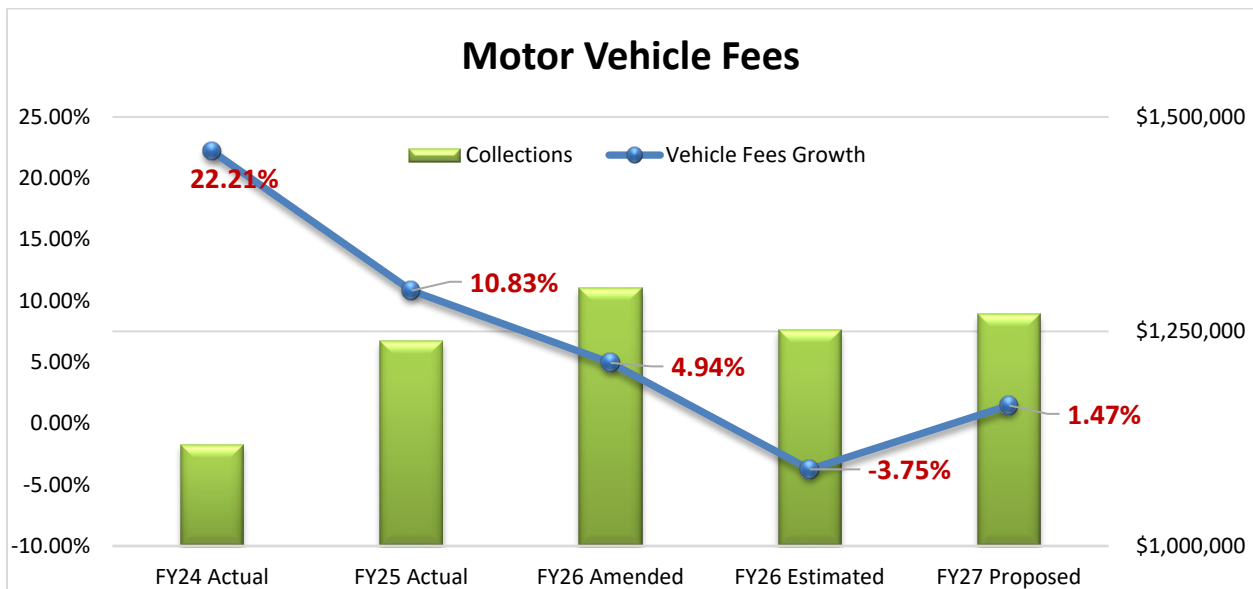
BUILDING PERMITS

The Town collects permit fees for residential and commercial construction, expansion, and remodeling. The Town is projecting a 3.2% increase in building permit revenue for FY 2026, and is budgeting a 4.32% decrease in FY 2027.



VEHICLE FEES

The Town collects an annual fee of \$30 for each vehicle registered within the town limits. Of this amount \$20 is used to offset street operational costs while the balance of \$10 is used to service transportation related debt. Management is projecting 1.5% increase in this revenue source for FY 2027 based on projections received from Wake County.



OTHER FINANCING SOURCES

- Installment Purchase Proceeds – Staff budgeted \$1.7M for vehicle and equipment additions and replacements for FY 2027, a slight decrease from the previous year adopted budget.
- Appropriated Fund Balance – the town limits this funding source for one-time purchases. The FY 2027 budget recommendation is \$3M, which is a slight increase to the previous year adopted budget.

ELECTRIC FEES

The Town provides electricity to about 10,000 residents and commercial establishments combined. Rate increases for residential and commercial tiers were implemented April 1, 2023. Additional rate increases were included in both the FY 2024 and FY 2025 budgets. For FY 2026, an increase of 3% to the residential energy charge was proposed and was effective September 1, 2025. There is no rate increase for the FY 2027 budget. The growth in revenue is attributed to the growth in customers.

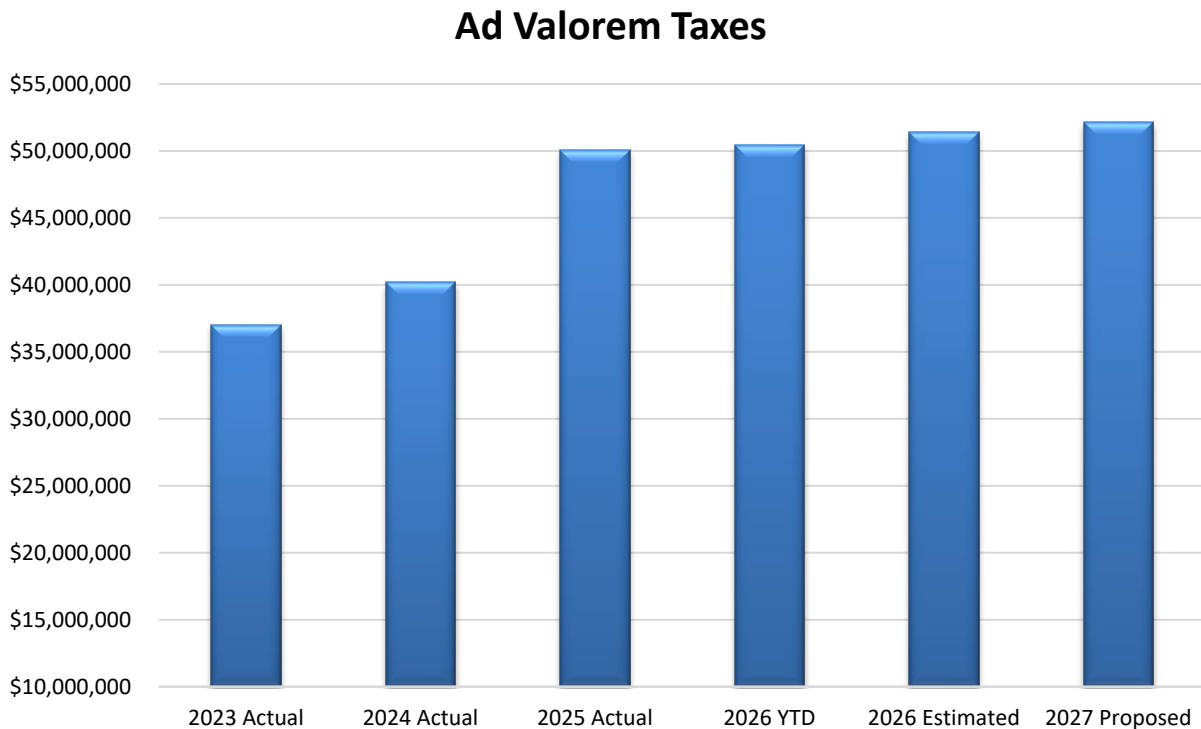
Sale of power for the proposed budget is approximately a 7% increase over FY 2025 actual receipts and a 4% increase when compared with FY 2026 estimates. Sale of power represents 89% of Electric Fund total revenues.

Town of Wake Forest Detailed Revenue

Description of major revenue sources and their related trends follow. The graphs present four years of actual data, estimated revenues for FY 2026, and proposed budget revenues for FY 2027.

Ad Valorem Taxes

The property tax is the Town's main revenue source. Property taxes are assessed and collected by Wake and Franklin Counties and remitted to the town throughout the year. The proposed property tax rate for FY 2027 is \$.42 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 due to 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 results in a portion 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.

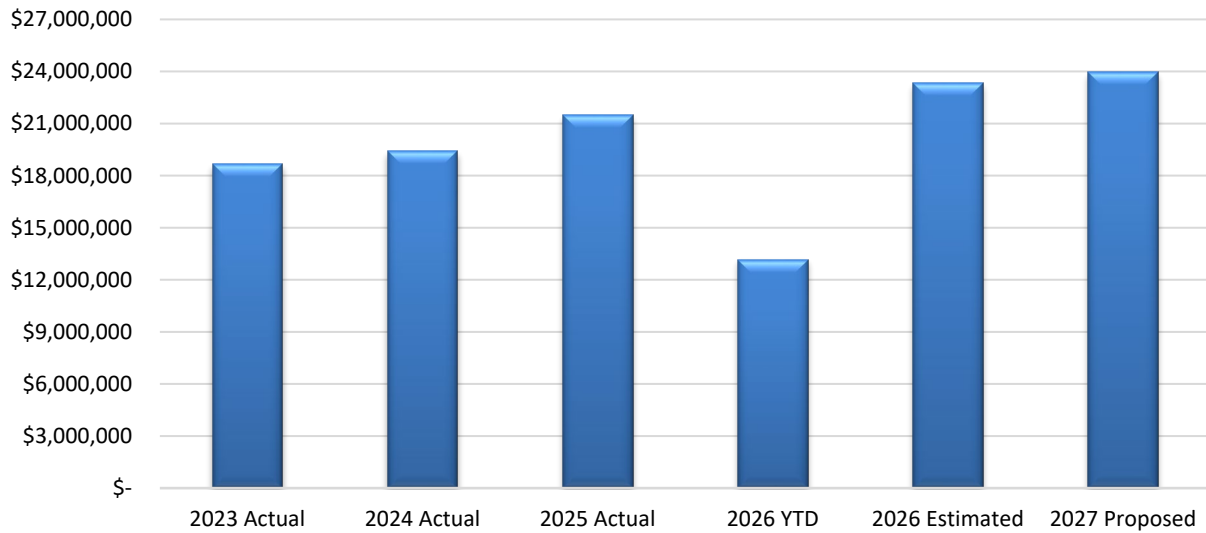
Beer and Wine Tax

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.

Unrestricted Intergovernmental



Permits and Fees

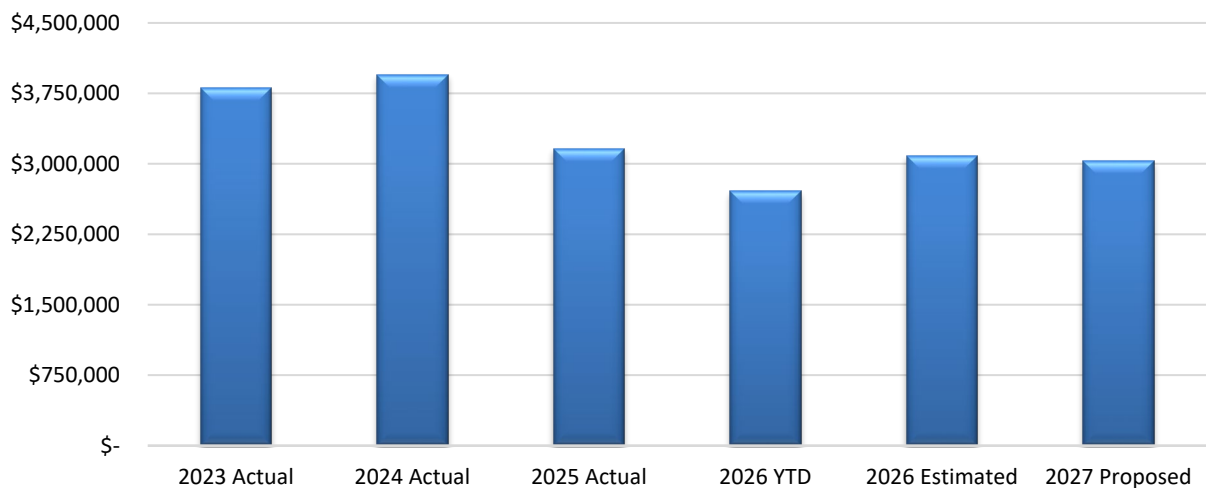
Motor Vehicles Fees

The Town collects an annual fee for each motor vehicle registered within the town limits as allowed by the North Carolina General Statutes. The current collection rate is \$30 per vehicle, of which \$10 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.

Permits & Fees



Restricted Governmental

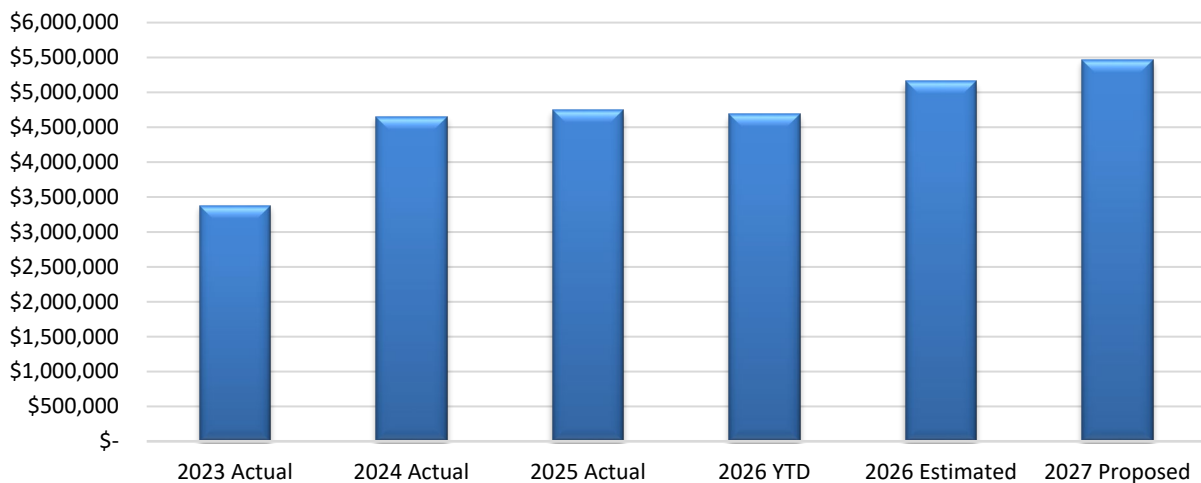
Powell Bill

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

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 \$3,527,040 from the county which represents 22% of the fire department's budget. The town also expects to receive money to cost-share certain capital items.

Restricted Intergovernmental



Sales and Services

Recreation Fees

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

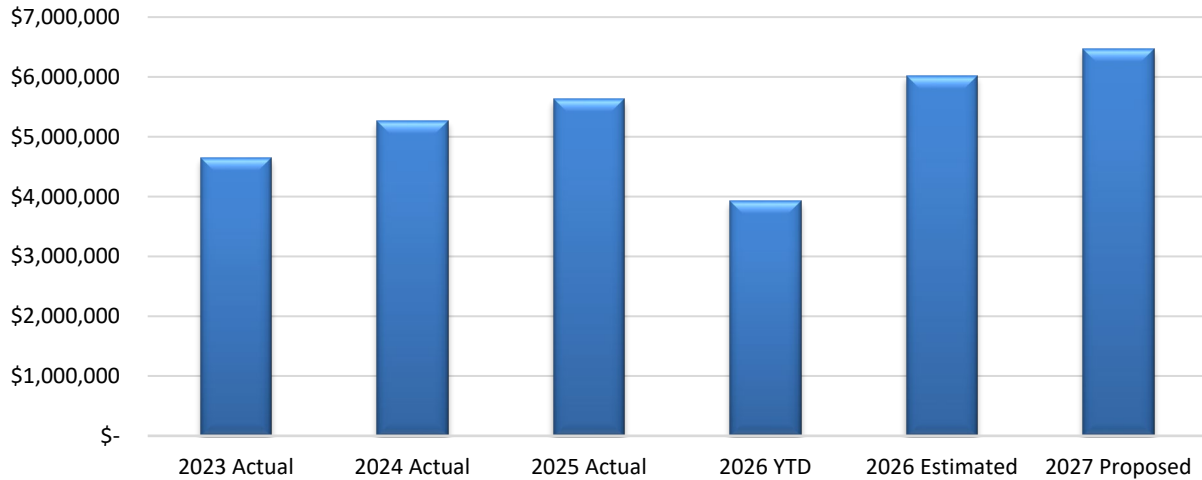
Solid Waste

The Town contracts with the City of Raleigh to include a solid waste fee of \$25.00 per month on all residential water and sewer bills effective July 1, 2026.

Communication Tower

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

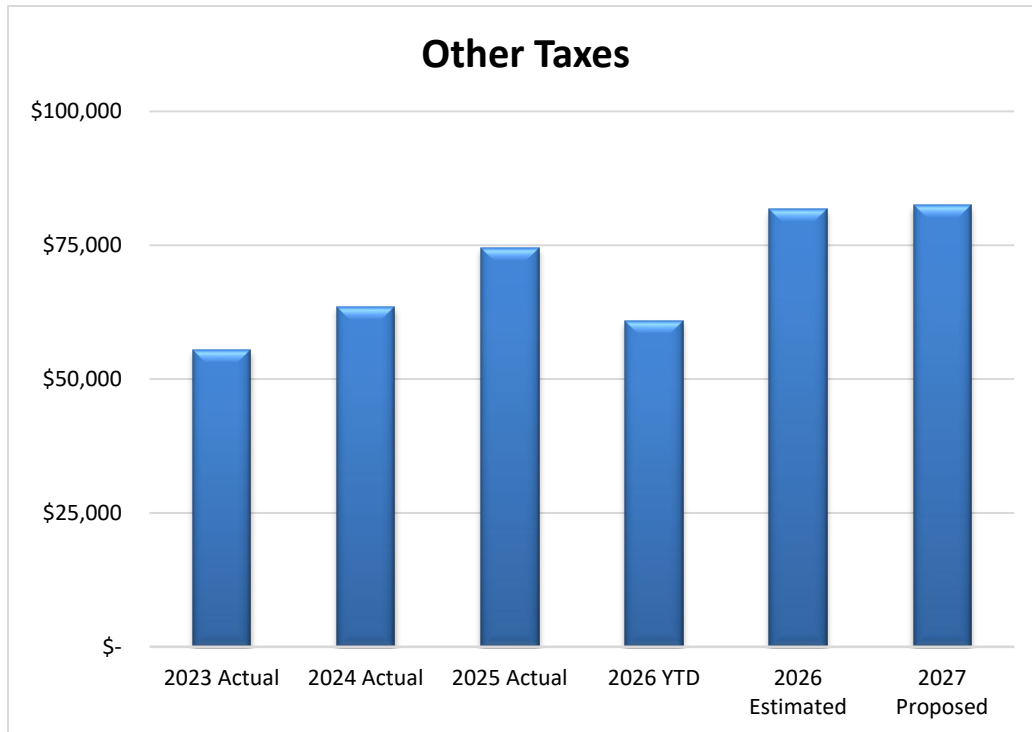
Sales and Services



Other Taxes

Rental Vehicle Tax

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



Other 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.

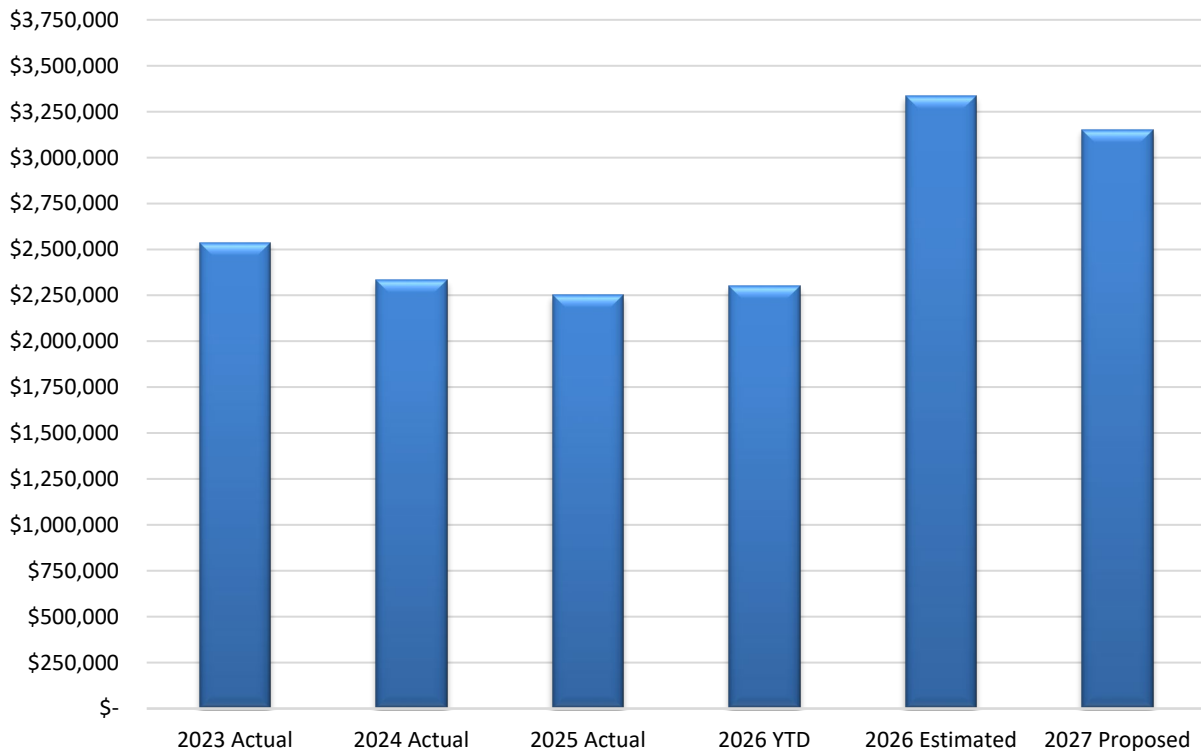
Miscellaneous

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

Sale of capital assets and surplus

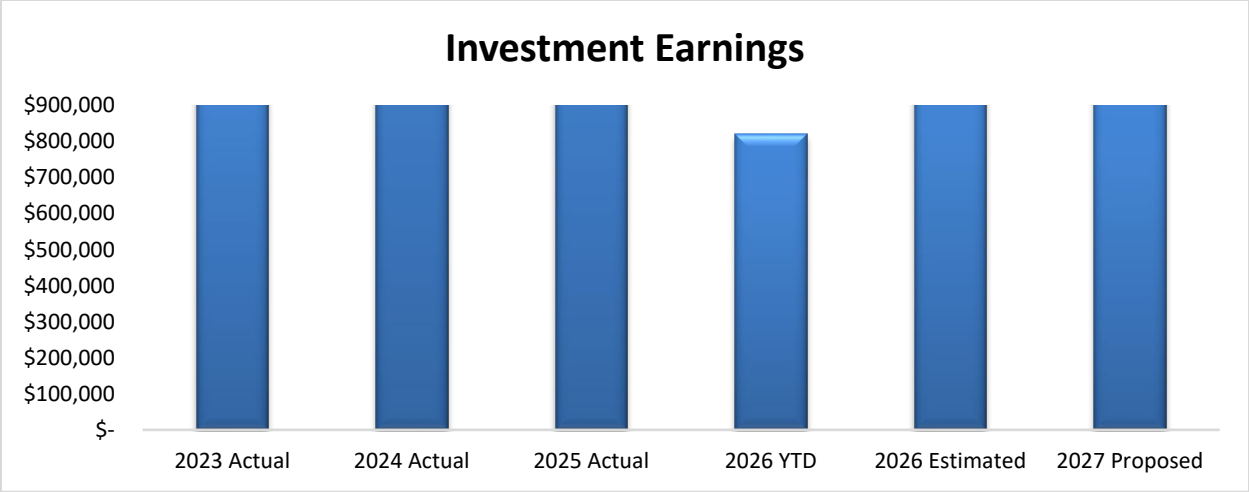
Through the purchase of replacement vehicles and equipment, the town intends to sell, via approval of the Town Manager, surplus equipment and vehicles no longer used by the town.

Other Revenue



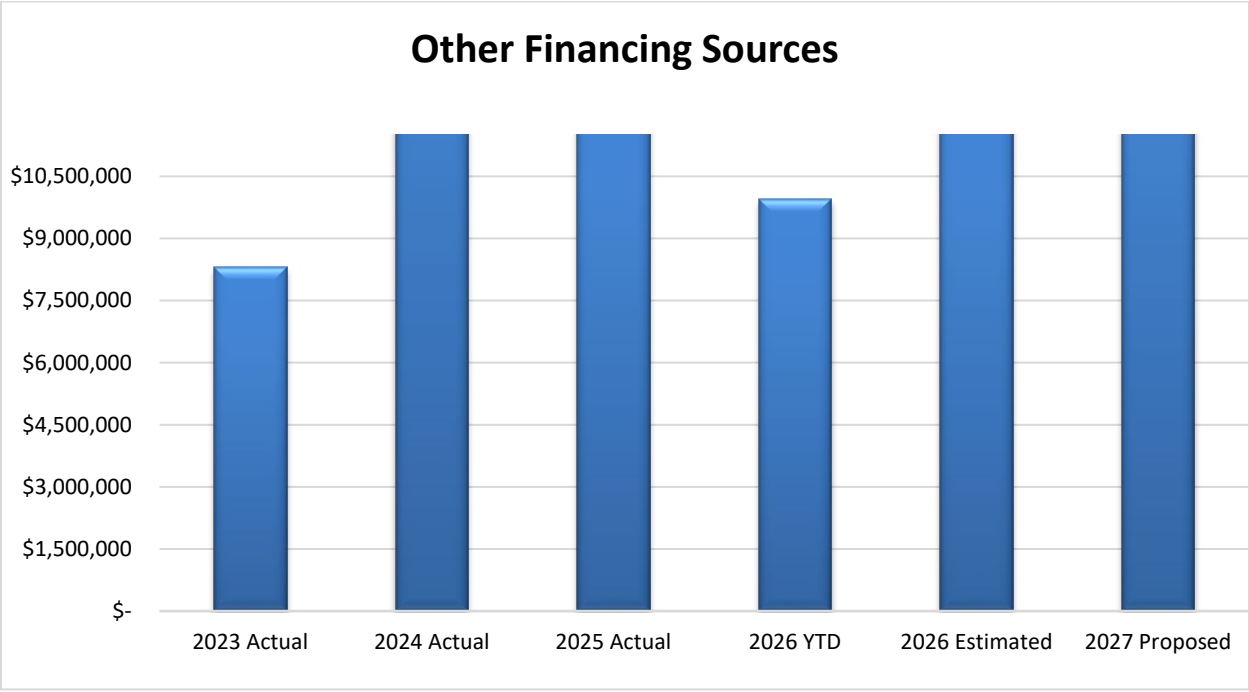
Investment Earnings

This category of revenue significantly depends on current market conditions, financial and monetary policy, and the overall dollar amount available for investment. It reflects interest earned on the Town's accounts with various financial institutions. Although recent Federal Reserve rate hikes have increased interest earnings in FY 2024, current market conditions are suggesting a slowdown in the economy, which has prompted the town to make fiscally responsible investment strategy adjustments.



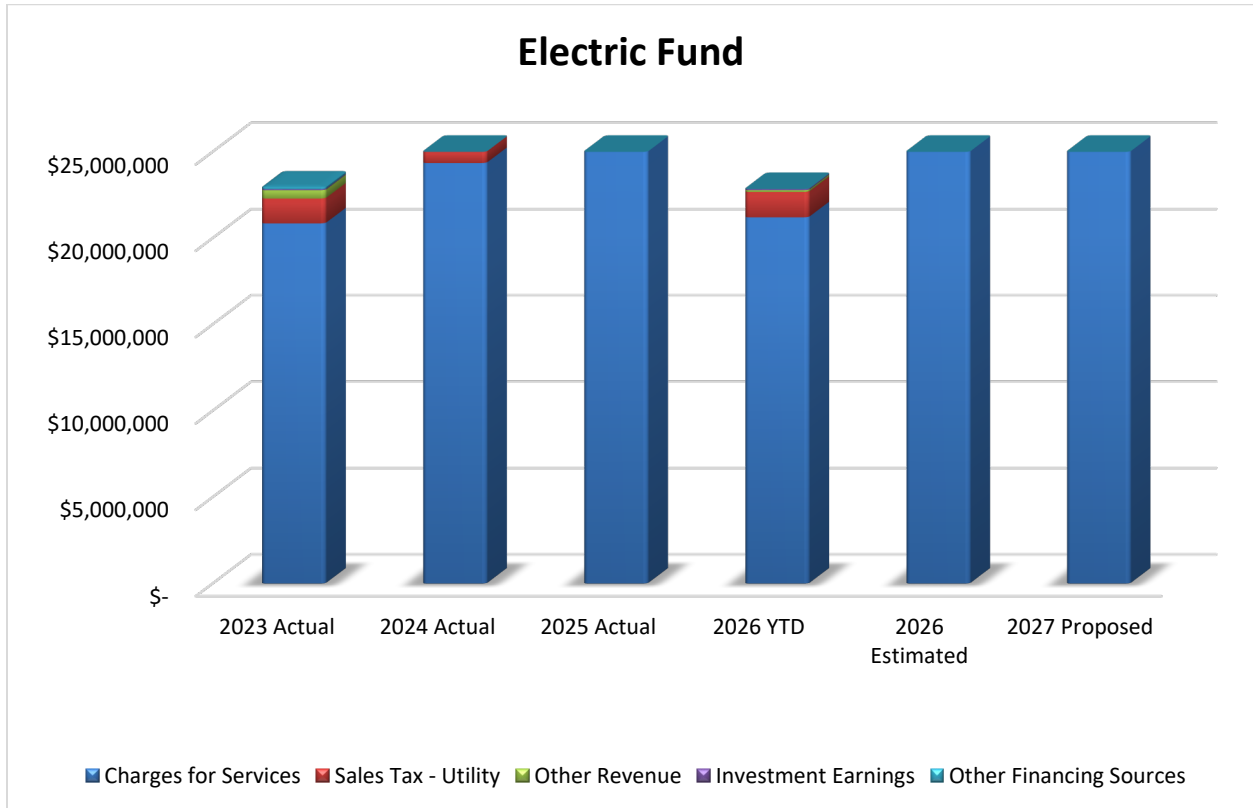
Other Financing Sources

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



Electric Fund

Most of these funds are received from 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

	2025 Actual	2026 Adopted Budget	2026 Amended Budget	2026 YTD (3/31/26)	2026 Projected	2027 Requested	2027 Proposed Budget
Revenue							
Ad Valorem Taxes	\$ 49,886,477	\$ 51,031,310	\$ 51,065,310	\$ 49,769,638	\$ 51,175,225	\$ 51,121,050	\$ 51,956,800
Other Taxes	74,570	72,500	72,500	55,496	81,725	80,500	82,500
Unrestricted intergovernmental	21,478,256	20,816,945	22,026,645	11,755,356	23,334,145	22,792,650	23,975,490
Restricted Governmental	3,013,715	3,403,535	3,403,535	2,582,427	3,345,425	3,526,925	3,802,040
Permits and Fees	2,511,030	2,615,000	2,685,000	1,863,528	2,462,480	2,657,900	2,611,200
Sales and services	5,446,550	5,898,535	5,987,535	3,578,193	5,718,187	6,310,300	6,147,720
Other Revenue	2,087,451	3,142,825	3,234,635	2,049,281	3,148,790	2,881,990	2,954,185
Investment Earnings	1,421,732	985,500	985,500	703,783	905,500	825,000	855,500
Other Financing Sources	2,162,638	6,009,350	6,949,783	734,639	2,285,140	2,929,185	5,160,065
Revenue Total	\$ 88,082,418	\$ 93,975,500	\$ 96,410,443	\$ 73,092,341	\$ 92,456,617	\$ 93,125,500	\$ 97,545,500
Expenses							
Personal Service	\$ 45,853,155	\$ 49,542,060	\$ 49,644,710	\$ 35,601,481	\$ 49,117,360	\$ 54,562,830	\$ 54,149,260
Professional Services	1,623,596	1,920,140	2,155,446	1,017,542	1,468,928	3,776,220	1,879,720
Operating	19,071,861	22,552,380	22,870,214	15,457,973	21,026,378	23,942,505	23,019,245
Contributions	241,500	96,500	96,500	-	96,500	55,000	55,000
Capital Outlay	4,185,566	5,386,115	7,165,268	4,004,950	5,590,174	58,873,231	4,267,975
Debt Service	-	-	-	-	-	-	-
Transfers In (Out)	14,057,087	14,478,305	14,478,305	11,149,479	14,478,305	14,776,225	14,174,300
Expenses Total	\$ 85,032,764	\$ 93,975,500	\$ 96,410,443	\$ 67,231,424	\$ 91,777,645	\$ 155,986,011	\$ 97,545,500
Revenue Total	\$ 88,082,418	\$ 93,975,500	\$ 96,410,443	\$ 73,092,341	\$ 92,456,617	\$ 93,125,500	\$ 97,545,500
Expenses Total	\$ 85,032,764	\$ 93,975,500	\$ 96,410,443	\$ 67,231,424	\$ 91,777,645	\$ 155,986,011	\$ 97,545,500
Fund 100 - Net Total	\$ 3,049,654	\$ -	\$ -	\$ 5,860,917	\$ 678,972	\$ (62,860,511)	\$ -

General Fund Budget Summary by Department

	2025	2026	2026	2026	2026	2027	2027
	Actual	Adopted Budget	Amended Budget	YTD (3/31/26)	Projected	Requested	Proposed Budget
Revenue							
000 Non-Departmental	\$ 88,082,418	\$ 93,975,500	\$ 96,410,443	\$ 73,092,341	\$ 92,456,617	\$ 93,125,500	\$ 97,545,500
Revenue Total	\$ 88,082,418	\$ 93,975,500	\$ 96,410,443	\$ 73,092,341	\$ 92,456,617	\$ 93,125,500	\$ 97,545,500
410 Board of Commissioners	454,940	409,250	409,250	225,846	361,321	439,670	302,750
412 Legal Services	477,131	489,630	494,130	366,557	490,322	594,750	504,080
420 Town Manager's Office	1,062,140	1,059,335	1,069,335	735,075	1,068,770	1,096,095	1,074,040
421 Town Clerk	279,719	299,600	299,600	194,138	271,370	322,860	314,800
422 Organizational Performance	575,374	745,350	745,350	460,656	637,440	890,960	799,500
423 Budget Management	330,565	491,600	507,600	374,870	521,080	675,125	674,000
425 Communications	1,252,850	1,450,765	1,450,765	1,056,182	1,427,410	1,654,915	1,556,500
430 Human Resources	1,253,445	1,290,105	1,290,105	920,984	1,260,400	1,390,760	1,510,295
431 Risk Management	568,464	1,205,650	1,250,650	1,180,422	1,228,320	1,366,730	1,325,000
435 Downtown Development	572,341	588,200	588,200	375,735	559,165	604,140	591,300
440 Financial Services	1,729,613	1,674,505	1,674,505	1,392,184	1,638,506	1,873,580	1,751,520
445 Information Technology	2,475,688	2,381,430	2,381,430	1,676,166	2,317,062	2,881,190	2,765,200
480 Inspections	2,134,983	2,367,660	2,405,510	1,687,063	2,256,652	2,738,340	2,341,950
490 Planning	3,131,082	5,544,775	5,573,396	2,998,349	4,397,100	18,362,690	6,152,520
500 Public Facilities	3,431,750	3,157,980	3,883,150	2,583,662	3,553,278	9,964,342	3,455,640
510 Police Department	18,988,811	19,363,325	19,396,633	13,969,763	19,374,878	20,496,385	19,819,350
520 Fire Department	13,826,557	13,950,725	14,518,730	11,198,022	14,988,427	16,653,487	15,998,500
530 Public Works Administration	295,545	329,535	329,535	221,695	312,805	409,633	346,350
535 Urban Forestry Division	486,093	742,995	745,495	449,076	704,661	932,855	759,130
540 Engineering	1,742,346	2,066,010	2,448,356	1,514,796	2,039,435	5,671,335	1,921,285
550 Fleet Maintenance Division	638,099	727,290	727,290	458,818	646,218	791,435	746,500
560 Streets Division	3,693,305	4,692,595	5,089,139	2,766,876	4,232,985	5,210,353	4,395,645
580 Solid Waste Division	6,236,074	6,875,705	6,923,154	4,816,560	6,565,725	7,652,930	7,182,500
616 PRCR Programs (AM/FP/CH)	-	-	-	-	-	1,703,560	1,650,175
617 PRCR Joyner Park CC	-	-	-	-	-	491,569	367,800
618 PRCR Park Maintenance	-	-	-	-	-	5,126,732	1,990,470
619 PRCR Athletics/Aquatics	-	-	-	-	-	1,683,970	1,621,430
620 PRCR Admin	5,338,760	6,940,425	6,940,425	4,056,240	5,879,025	28,543,255	623,430
630 Senior Center	-	652,755	790,405	402,211	566,985	986,140	829,540
999 Transfers	14,057,087	14,478,305	14,478,305	11,149,479	14,478,305	14,776,225	14,174,300
Expenses Total	85,032,764	93,975,500	96,410,443	67,231,424	91,777,645	155,986,011	97,545,500
Grand Total: 100 General Fund	\$ 3,049,654	\$ -	\$ -	\$ 5,860,917	\$ 678,972	\$ (62,860,511)	\$ -

Town of Wake Forest
FUND BALANCE - PROJECTED
Fiscal year ending June 30, 2026

	General Fund
Fund balance at June 30, 2025	<u>\$45,266,252</u>
Projected revenues and other sources	95,100,374
Projected expenditures and other uses	<u>(93,515,005)</u>
Revenue over/(under) expenditures	1,585,369
Projected fund balance at June 30, 2026	<u>46,851,621</u>
Less:	
Restricted - Stabilization By State Statute - estimated	(13,800,000)
Assigned - Debt Service - estimated	(5,947,300)
Assigned - Subsequent years expenditures	<u>(2,989,500)</u>
*Unassigned fund balance - estimated	<u><u>\$24,114,821</u></u>
 FY 2026-2027 Proposed Budgeted Expenditures	 \$99,741,055
Unassigned fund balance as a percentage of budget expenditures	24.18%
Total fund balance as a percentage of budgeted expenditures	46.97%

NOTE: Includes General and Debt Service Funds.

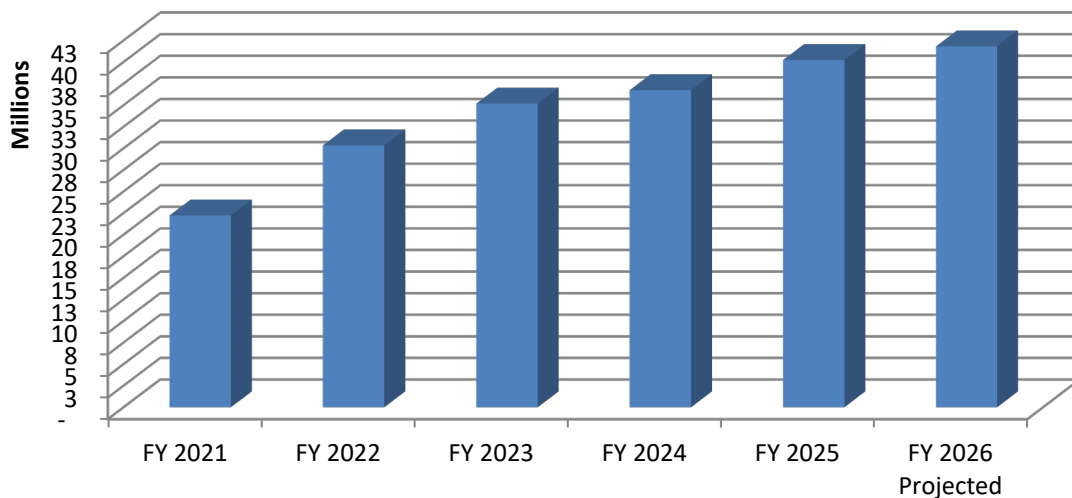
		Amount to Retain Per Policy	PROJECTED Additional Funds over/(under) Target %
	Target %	Available Fund Balance*	
Policy Approved by BOC			
Unassigned Fund Balance	20 - 25%	\$19,948,211	\$4,166,610

**calculated at lowest threshold*

General Fund - Fund Balance

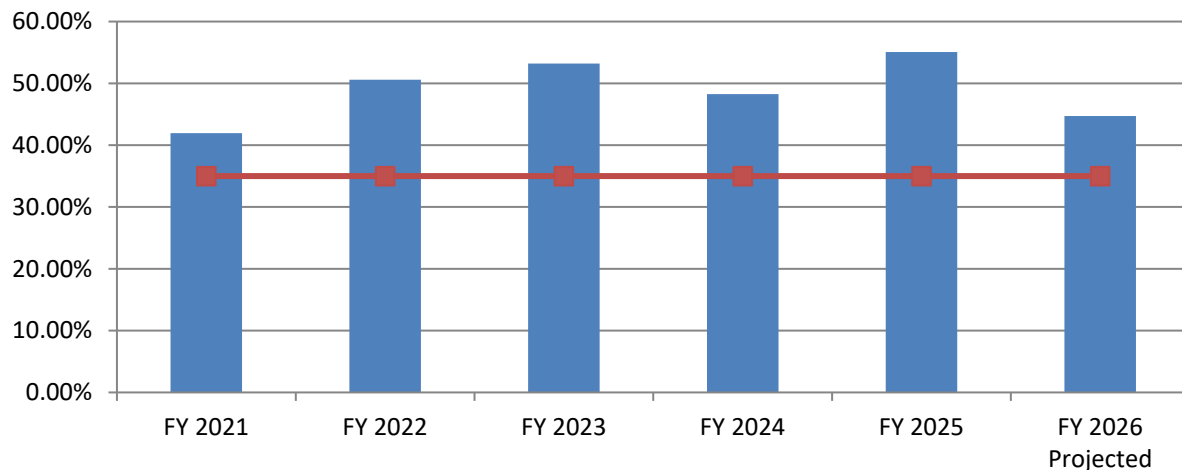
It is important to maintain a fund balance level that would be sufficient for the town in the event of an unanticipated crisis or event, such as a loss or major reduction of a revenue source, a sudden economic downturn, or a natural disaster. In addition, fund balance assists the town in avoiding cash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

Total General Fund Fund Balance as an Dollar Value



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 2027 budget year the 35% projected requirement total is \$34,909,369 and the 20% projected requirement total is \$19,948,211

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



Department Summary

Board of Commissioners

Description

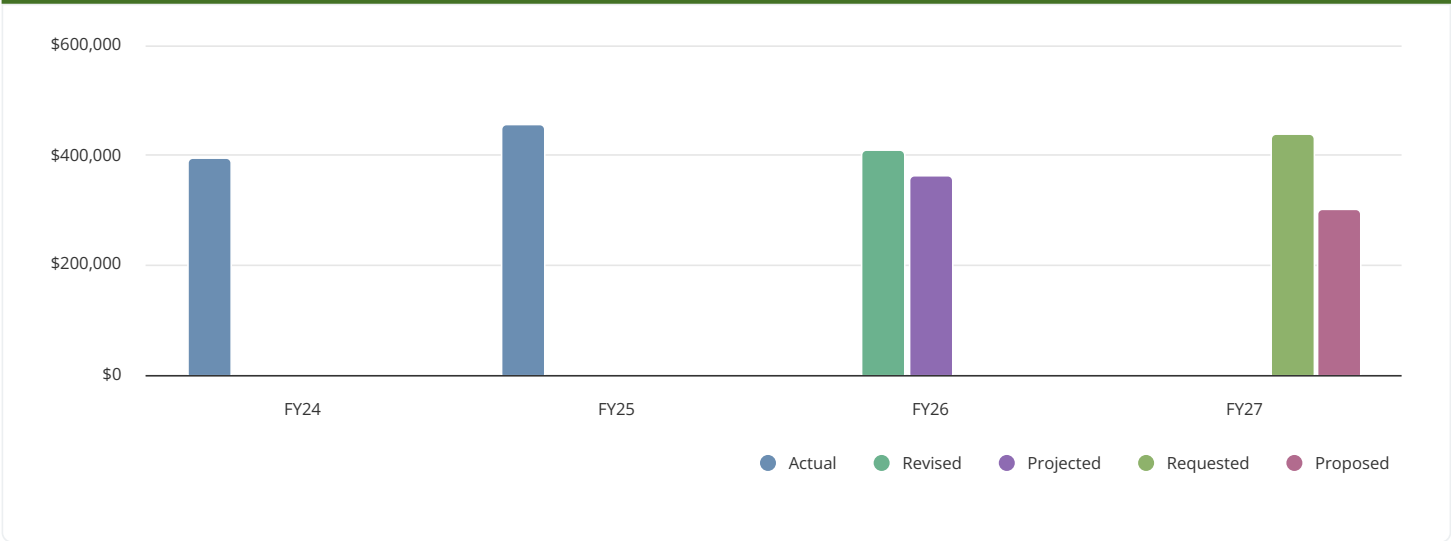
The Wake Forest Board of Commissioners sets policies governing the operations of the Town. They convenes on the first and third Tuesday each month in the Town Hall Board Chambers, 301 S. Brooks St. The Board is interested in the concerns of all residents and welcomes their input on the issues facing our community.

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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$86,659	\$94,052	\$99,850	\$101,910	\$131,520	\$102,120
Operating	\$247,989	\$159,389	\$254,400	\$204,411	\$253,150	\$145,630
Contributions	\$60,500	\$201,500	\$55,000	\$55,000	\$55,000	\$55,000
Total	\$395,148	\$454,941	\$409,250	\$361,321	\$439,670	\$302,750

Budget Comparison
Total



Budget Highlights

- Funds for contributions to outside agencies, such as Wake Forest College Birthplace, and Boys and Girls Club
- Funds for Wellness Fair transferred to Board's budget

Positions

6 - Mayor | Commissioners (5)

Accomplishments

- Continued success in strategic land acquisition opportunities
- Project development is progressing in several greenways and parks
- Maintained AAA credit rating
- Successful transition of newly elected and appointed Board members
- Enhancements in initiatives such as food security, mental wellness, and building community

Function Chart



Strategic Plan Alignment



Outside Agency Funding				
Agency	Department	FY25	FY26	FY27
Wake Forest College Birthplace	Board of Commissioners	\$25,000	\$25,000	\$25,000
Boys and Girls Club	Board of Commissioners	\$10,000	\$10,000	\$10,000
Wake Forest Chamber of Commerce	Board of Commissioners	\$20,000	\$20,000	\$20,000
Resources for Seniors, Inc.	Board of Commissioners	\$150,000		
Other	Board of Commissioners	\$1,500		
TOTAL		\$206,500	\$55,000	\$55,000



TOWN *of*
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Department Summary

Legal Services

Description

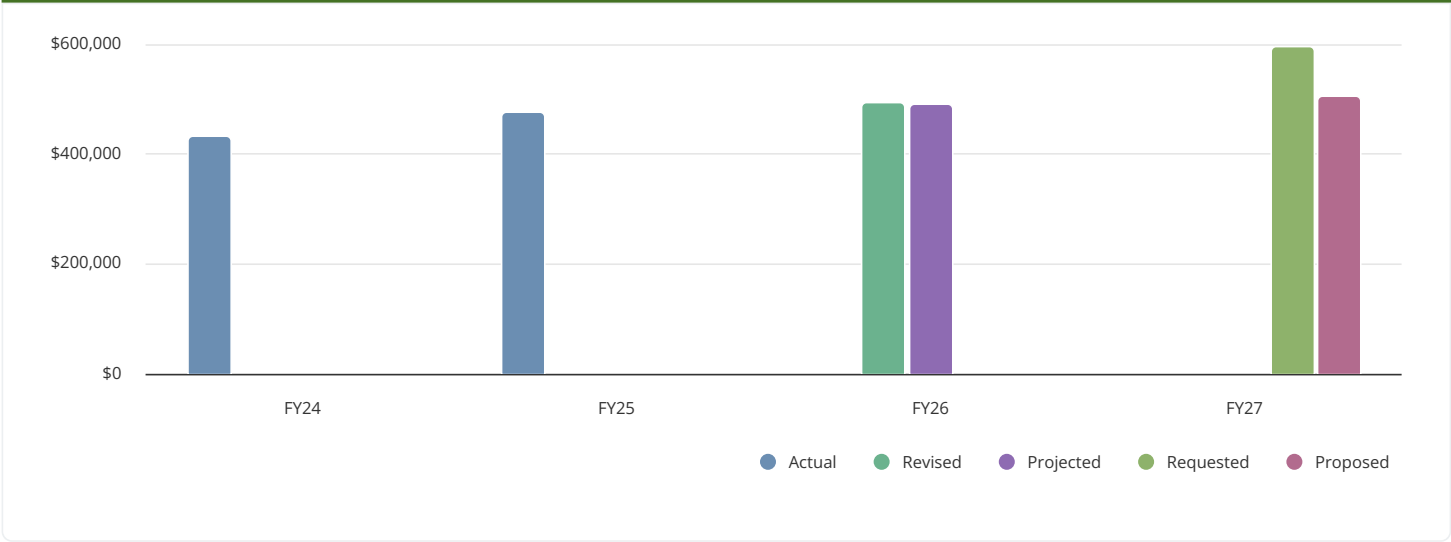
The Legal Services Department advises and provides legal service to the Board of Commissioners, Town Manager and Town staff.

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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$242,953	\$207,790	\$342,430	\$316,270	\$398,200	\$355,930
Professional	\$176,034	\$254,229	\$130,000	\$160,950	\$175,000	\$127,500
Operating	\$14,598	\$15,114	\$21,700	\$13,102	\$21,550	\$20,650
Total	\$433,585	\$477,132	\$494,130	\$490,322	\$594,750	\$504,080

Budget Comparison
Total



Budget Highlights

FY27 budget remains relatively flat when compared to current year, slight increase is due to increased expenses directly related to existing positions

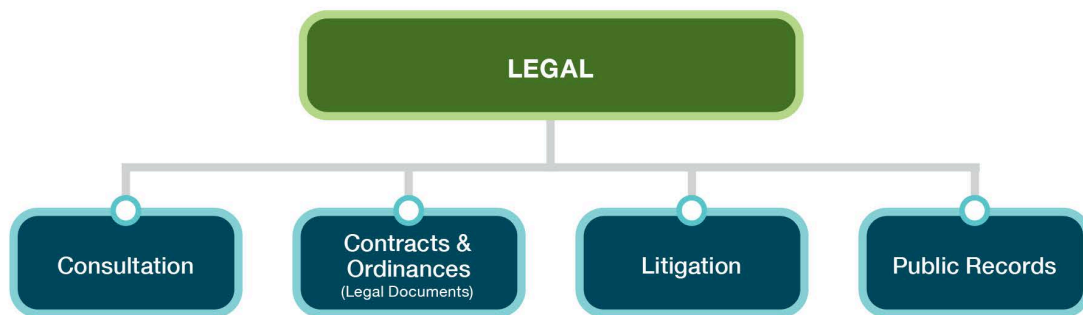
Positions

2 - Town Attorney | Paralegal

Accomplishments

- Onboarded a full-time Paralegal
- Successfully implemented several process improvements
- Increased collaboration across the organization

Function Chart



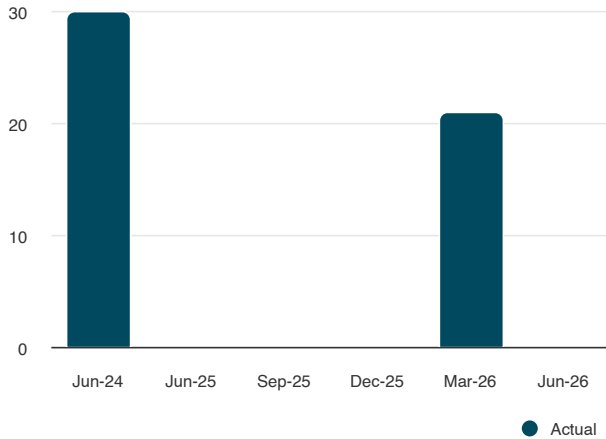
Strategic Plan Alignment





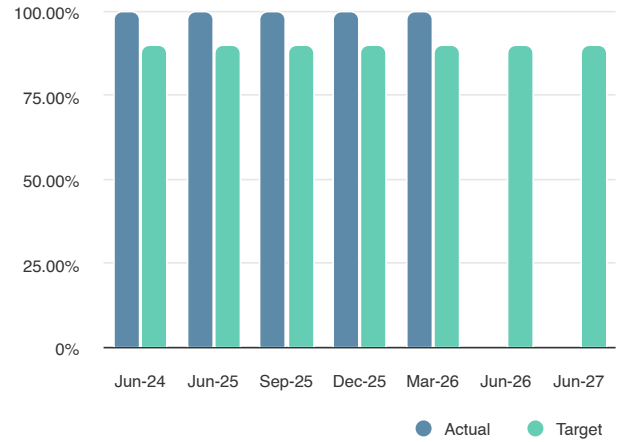
Number of public record requests

Number of public record requests



Percent of response for review of public records re...

Percent of response for review of public records request withi...



Data Type

Period

Jun-24

Jun-25

Mar-26

Jun-26

Jun-27

PERFORMANCE MEASURE

↑ **Percent of contracts reviewed within 3-day deadline**

STRATEGIC GOAL

Sustaining Excellent Town Services

Actual	100.00%	100.00%	100.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%

PERFORMANCE MEASURE

↑ **Percent of response for review of public records request within 3-day deadline**

STRATEGIC GOAL

Sustaining Excellent Town Services

Actual	100.00%	100.00%	100.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%

PERFORMANCE MEASURE

↑ **Percent of review or drafting of resolutions and/or ordinances within 7-day deadline**

STRATEGIC GOAL

Sustaining Excellent Town Services

Actual	100.00%	100.00%	100.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%

PERFORMANCE MEASURE

↑ **Percent of response to outside legal counsel inquiries within 3-day deadline**

STRATEGIC GOAL

Sustaining Excellent Town Services

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
Actual	100.00%	100.00%	90.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%
PERFORMANCE MEASURE					
 Percent of lawsuit, motion, lawsuit answer, motion response, and/or discovery filings 3 days before deadline					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%
PERFORMANCE MEASURE					
 Percent of response to internal legal questions, preparation of legal opinions within 3-day deadline					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of contracts	378	37	234
Number of public record requests	30		21
Number of resolutions and ordinances	123		12
Number of outside counsel inquiries	44		12
Number of lawsuits, motions, lawsuit answers, motion responses, and discovery filings	36		2
Number of internal legal questions or opinion requests	350		200

Department Summary
Town Manager's Office

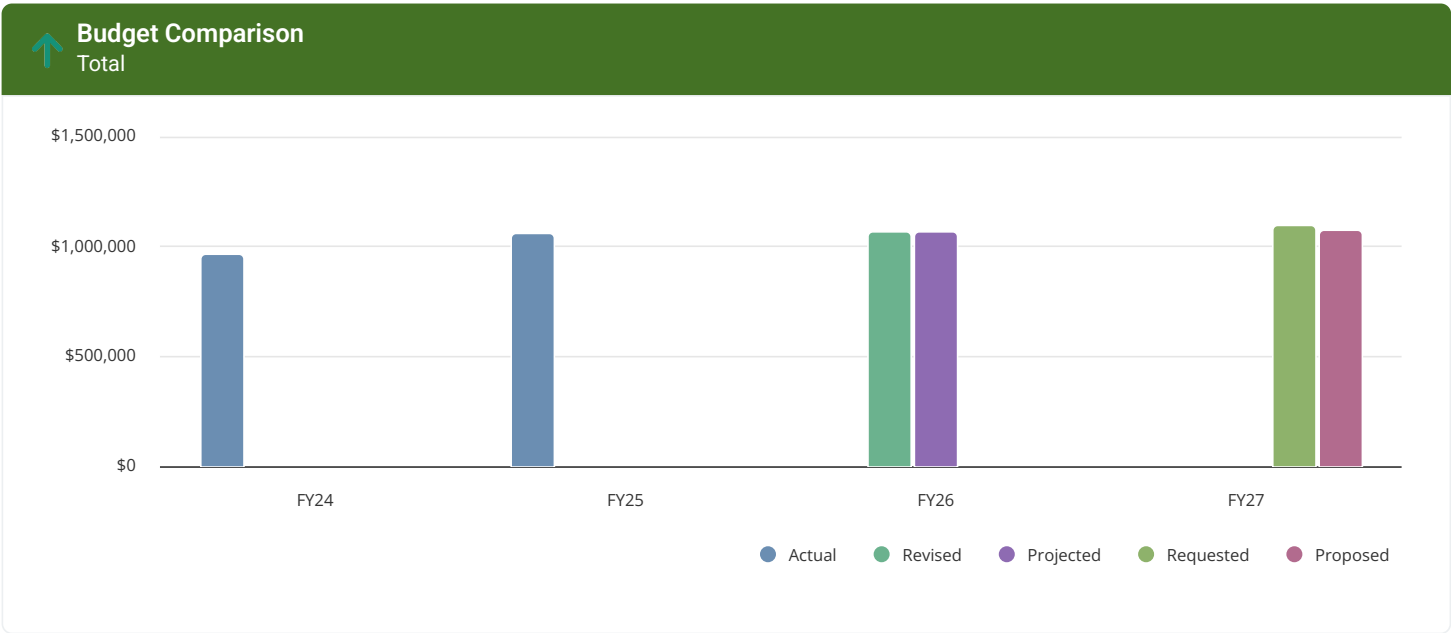
Description

The Town Manager and Assistant Town Managers along with the 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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$800,085	\$852,578	\$902,330	\$899,555	\$947,670	\$964,745
Professional	\$104,815	\$152,587	\$84,000	\$87,460	\$47,500	\$31,500
Operating	\$59,401	\$56,976	\$83,005	\$91,755	\$100,925	\$77,795
Total	\$964,300	\$1,062,141	\$1,069,335	\$1,068,770	\$1,096,095	\$1,074,040



Budget Highlights

- Continued partnerships with regional professional and collegiate organizations
- Overall investments and continued contributions across all strategic priorities

Positions

4 - Town Manager | Assistant Town Manager (3)

Accomplishments

- Facilitated transition of Center for Active Aging (formerly Northern Wake Senior Center) from Resources for Seniors to Town effective July 1, 2025
- Assisted the Board of Commissioners with recruitment of Town Attorney
- Completed recruitment of key director positions due to retirements: Police Chief and Renaissance Centre Director
- Finalized property acquisitions at 0 Forestville Road and 325 S White Street
- Coordinated contract for construction and facilitated debt issuance for Fire Station 6
- Completed significant renovations to third floor in town hall and town hall annex located at 221 Brooks St.
- Onboarded new Board of Commissioners – facilitated process to fill vacant commission seat – completed orientation for new Mayor and Commissioner

Function Chart



Strategic Plan Alignment



Goal/Function	Performance Objectives
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
Personnel Supervision	↕ Use performance management as part of the organization's commitment to accountability, open communication, and continuous improvement
Organizational Excellence	↕ Develop and communicate an efficiency plan of best practices
	↕ Develop and implement a community engagement plan to build transparency and public trust
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
Policy Compliance	↑ Review contracts in a timely and proficient manner

Department Summary
Town Clerk's Office

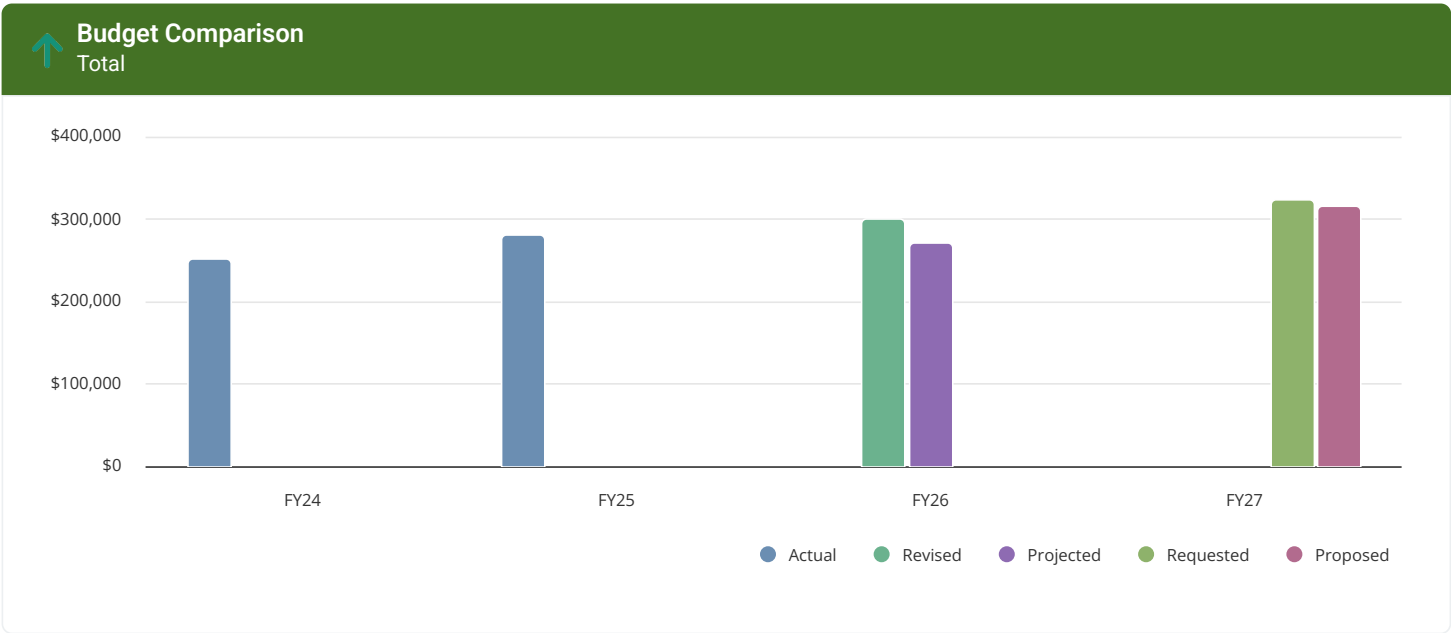
Description

The Town Clerk manages and preserves the official records of the Town, assists the public in accessing public documents and information and supports the needs of the Board of Commissioners (BOC).

Purpose Statement

Maintain excellence in records management and provide support in citizen requests for the Town of Wake Forest.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$230,946	\$235,299	\$253,550	\$242,865	\$251,610	\$253,950
Professional		\$25,200	\$1,000	\$300	\$1,000	\$1,000
Operating	\$20,221	\$19,222	\$45,050	\$28,205	\$70,250	\$59,850
Total	\$251,167	\$279,720	\$299,600	\$271,370	\$322,860	\$314,800



Budget Highlights

FY27 budget remains relatively flat, additional funds are allocated for professional development and ongoing technology needs

Positions

2 - Town Clerk | Deputy Town Clerk

Accomplishments

Various enhancements to processes and procedures; implemented templates to encourage consistency across the organization and set forth new practices to help departments plan ahead for agenda items

Function Chart



Strategic Plan Alignment



Division Summary

Risk Management

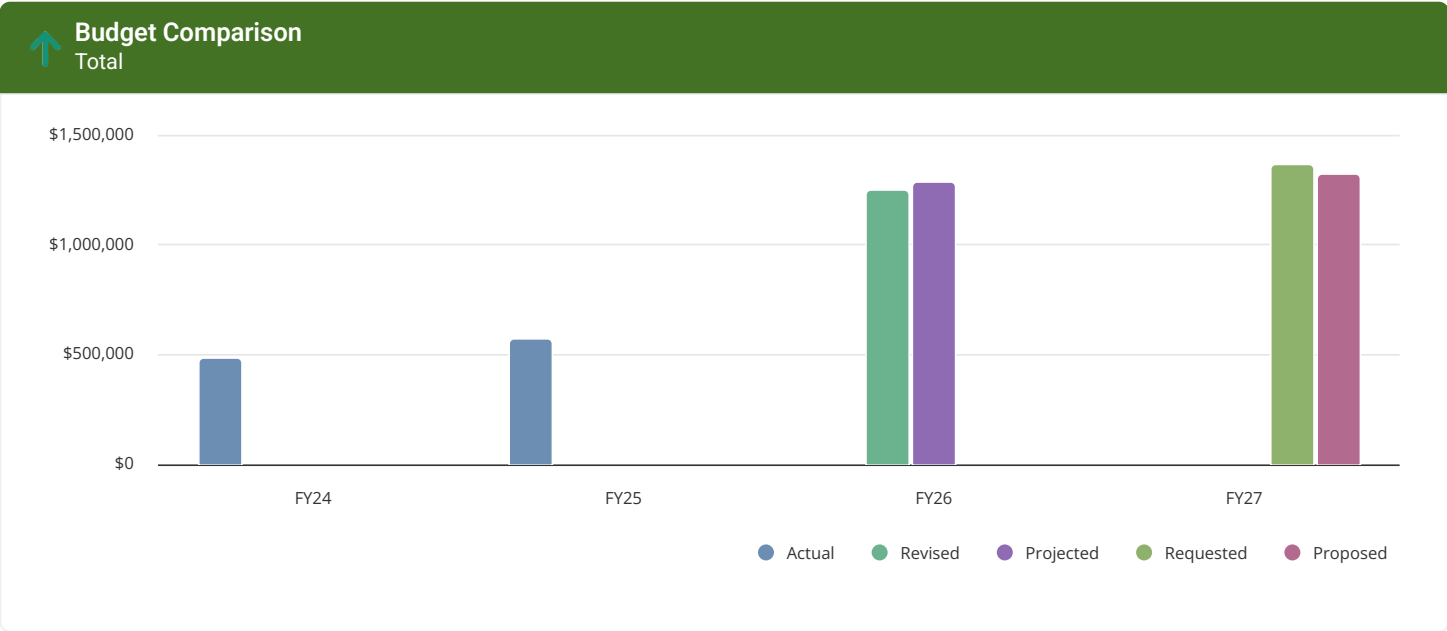
Description

Safety and Risk Manager and staff oversee the risk management functions of the Town.

Purpose Statement

The mission of the Risk Management Division is to provide risk management services to Town of Wake Forest departments so they can effectively and efficiently deliver services to the citizens of Wake Forest.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$222,189	\$212,646	\$209,690	\$198,515	\$212,460	\$202,240
Professional	\$35	\$3,195	\$8,250	\$4,050	\$10,250	\$9,750
Operating	\$260,156	\$345,169	\$1,032,710	\$1,025,755	\$1,144,020	\$1,113,010
Capital	\$0	\$7,455	\$0	\$0	\$0	\$0
Total	\$482,379	\$568,464	\$1,250,650	\$1,288,320	\$1,366,730	\$1,325,000



Budget Highlights

Budget remains relatively flat with FY26 projections; centralization of most town property and liability insurance as well as workers compensation premiums has proven to be a succes in year one and will continue in FY27. Budget includes funding for ongoing indoor air quality investigations and occupational hearing tests.

Positions

Division of the Town Manager's Office | 2 - Safety & Risk Manager | Safety Coordinator

Accomplishments

- Updated insurance requirements and built Laserfiche contract tools, integrating Risk Management into approvals
- Ensured Active Aging sponsors and instructors signed agreements with adequate insurance to transfer risk
- Expanded NEOGOV training, reduced utility damage claim costs by 90%, saving the Town \$6,700
- Inspected and audited Town facilities and sites to proactively prevent injuries and property damage
- Continued delivering exceptional service to Town staff and Wake Forest residents.

Function Chart

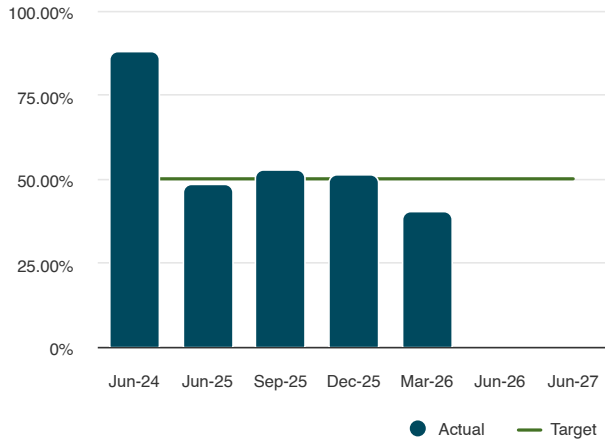


Strategic Plan Alignment

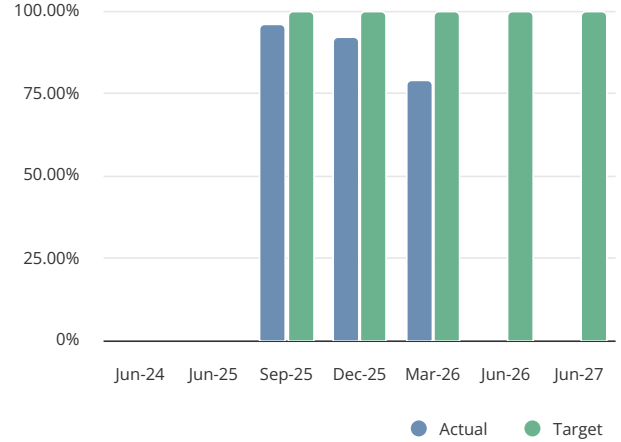




Percent of Incident Investigations resulting in insurance claims



Percent of training courses assigned that were completed



Goal/Function	Performance Objectives
Claims Processing	 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
Enhance and promote a safe and connected community	 Ensure that a system is in place for responding to emergency situations including development of a plan and its implementation

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
 Percent of Incident Investigations resulting in insurance claims					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	88.00%	48.10%	40.40%		
Target	50.00%	50.00%	50.00%	50.00%	50.00%
PERFORMANCE MEASURE					
 Percent of training courses assigned that were completed					
STRATEGIC GOAL					
Actual			79.00%		
Target			100.00%	100.00%	100.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of hazards identified during facility or jobsite inspections			25
Number of training courses assigned			545
Number of Town Facilities inspected			26
Number of Incident Investigation Reports received and reviewed	62	156	47
Number of Property and Liability claims processed	24	30	5
Number of Workers Compensation claims processed	31	45	9



TOWN *of*
WAKE FOREST

Department Summary

Organizational Performance

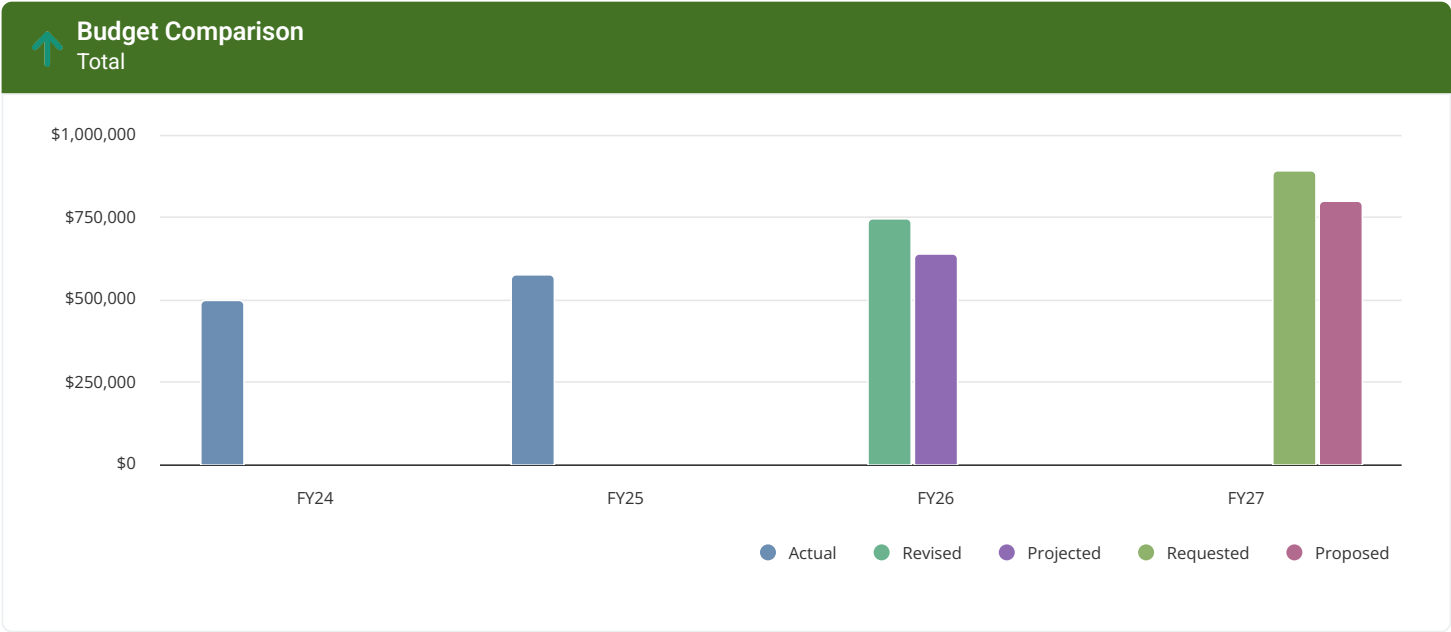
Description

The Organizational Performance department focuses on measuring the results of strategic initiatives to provide new and improved programs and services with an emphasis on customer service. In addition, staff consults with town departments to continuously improve policies and procedures for excellent service delivery.

Purpose Statement

Develop and implement strategic policies to Town programs and services while providing support to the citizens of the Town.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$431,503	\$464,874	\$558,310	\$529,450	\$577,520	\$573,240
Professional	\$21,630	\$20,600	\$75,000	\$12,500	\$99,500	\$74,500
Operating	\$42,116	\$89,901	\$112,040	\$95,490	\$213,940	\$151,760
Total	\$495,249	\$575,375	\$745,350	\$637,440	\$890,960	\$799,500



Budget Highlights

This budget includes funding for the 5-year Strategic Plan refresh. It also continues to support food insecurity initiatives. Leadership and employee recognition across the organization are still priorities for the department.

Positions

4 - Organizational Performance Director | Organizational Performance Coordinator | Community Outreach Manager | Community Outreach Assistant

Accomplishments

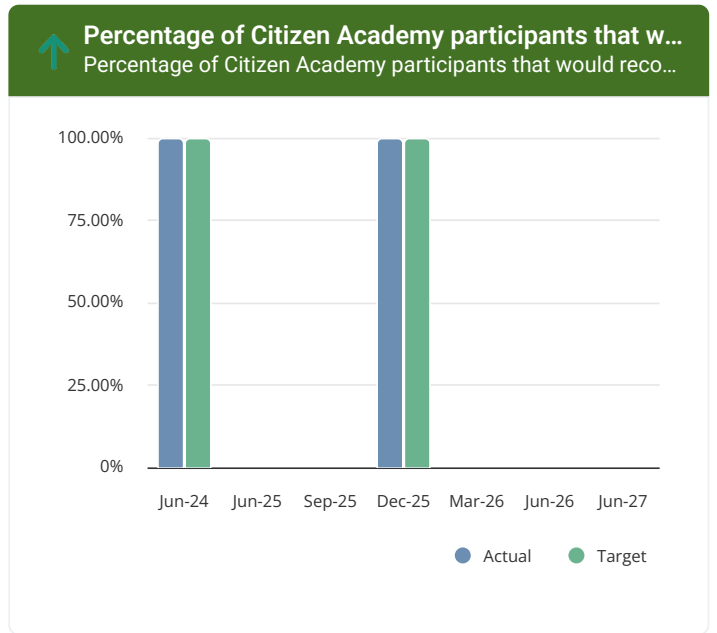
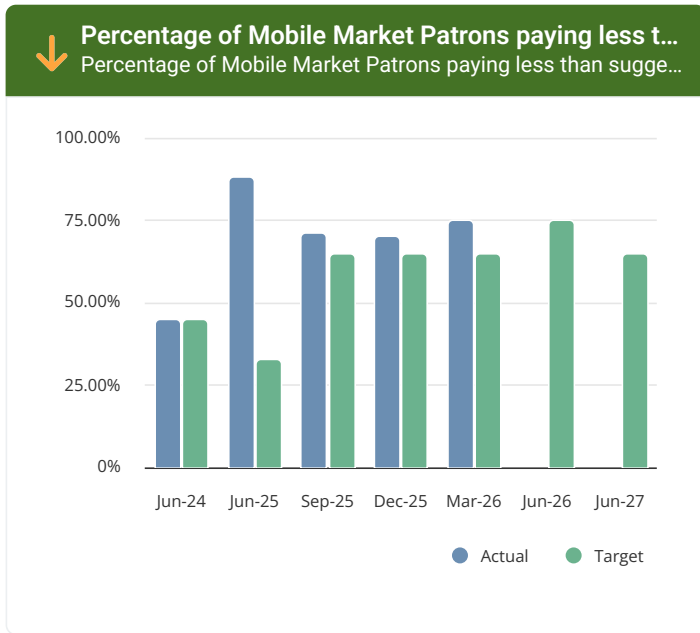
- Continued focus on employee recognition programs including a revamped Austin T. Smith Core Values award program, continuing education class for Leadership Academy graduates, a successful launch of the Toastmasters program, and maintaining relationships with over 50 community outreach partners and a high level of volunteer engagement and hours
- Provided ongoing support of food security initiatives
- Successful 2026 Mental Wellness Fair with growing attendance and interest
- Updated processes for Special Event Permitting
- Successful completion of the 2026 Citizens Academy

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
Strategic Initiatives	↑ Focus on how the Town's strategic plan frames organizational responsibilities and operational assumptions and converts them into expectations for performance and accomplishment
Continuous Improvement	↑ Evaluate and revise processes, methods and practices within the organization
Service Delivery	↑ Deliver considerate and responsive service to external and internal customers

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↑ Percentage of Citizen Academy participants that would recommend the program to others					
STRATEGIC GOAL					
Fostering a Safe Diverse & Welcoming Community					
Actual	100.00%				
Target	100.00%				
PERFORMANCE MEASURE					
↓ Percentage of Mobile Market Patrons paying less than suggested amount					
STRATEGIC GOAL					
Fostering a Safe Diverse & Welcoming Community					
Actual	45.00%	88.00%	75.00%		
Target	45.00%	33.00%	65.00%	75.00%	65.00%

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
 Percentage of employee survey participation					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	73.00%	65.00%			
Target		79.00%			

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Volunteer hours for Guest Service Volunteers	1,035	1,968	444
Number of Mobile Market Patrons served through Food Security Initiatives	936	1,569	827
Number of employee outreach efforts (programs, initiatives)	37	37	8
Number of SeeClickFix tickets assigned to a department	59	72	13

Department Summary

Budget Management

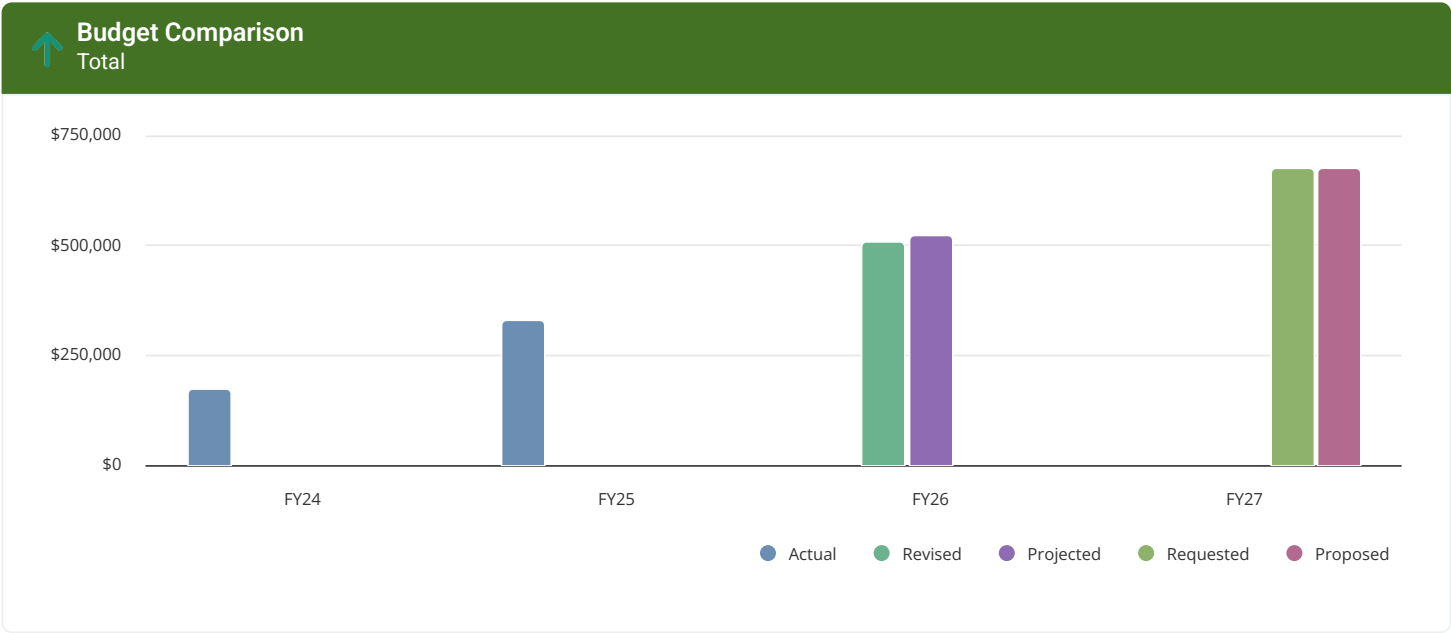
Description

The Budget Management department responsibly manages public funds and investments through effective budgeting, capital improvement planning, performance oversight, and grant management, ensuring taxes, user fees and other revenue sources are used efficiently, equitably, and in ways that strengthen the community today and for future generations to come. The department collaborates with departments town-wide throughout the year to help link strategy to budget.

Purpose Statement

To maintain excellence in budget monitoring, development and execution; exercise thoughtful planning for capital spending plans; collect and present data in transparent formats that is accessible to residents and patrons; and explore grant opportunities with intention and diligence.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$160,855	\$303,313	\$441,195	\$463,500	\$597,540	\$598,940
Professional	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Operating	\$12,417	\$17,254	\$56,405	\$47,580	\$67,585	\$65,060
Total	\$173,273	\$330,566	\$507,600	\$521,080	\$675,125	\$674,000



Budget Highlights

Budget increase primarily due to: fully burdened cost for additional Budget and Performance Analyst and Grants Program Manager, approved for October 1 and April 1 start dates, respectively, in the FY26 budget; and annual cost of software packages (ClearPoint (Performance), ClearGov (Transparency), PlanIt! (Capital))

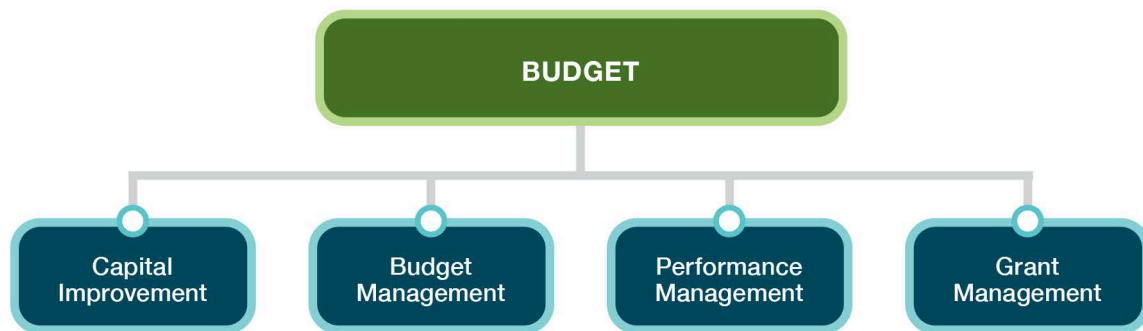
Positions

4 - Budget & Performance Director | Budget Analyst (2) | Grants Program Manager

Accomplishments

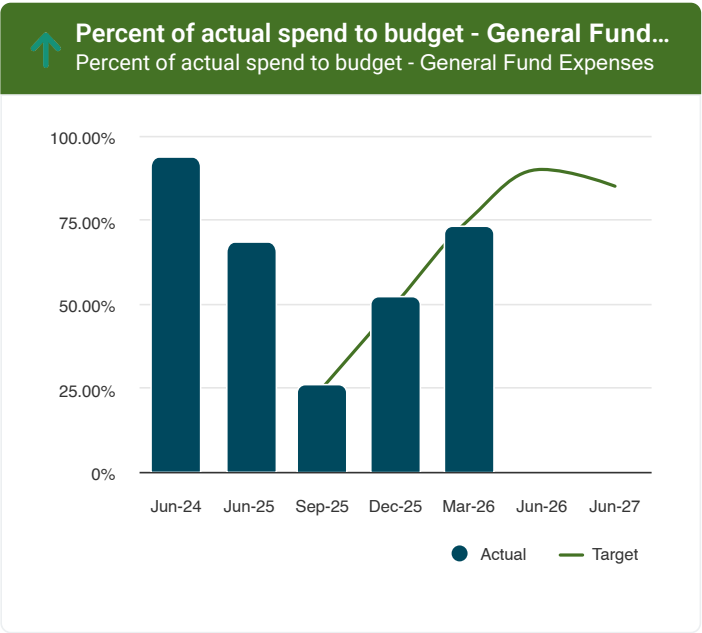
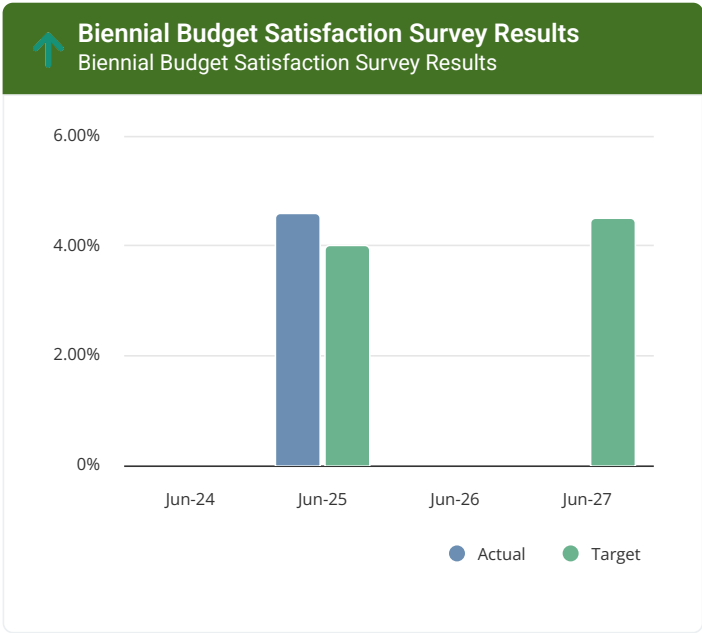
- Developed a Capital Improvement Plan (CIP) Manual to help departments navigate through the CIP process
- Implemented new CIP software, PlanIt!, to enhance the data collection, entry and historical preservation of projects
 - Saved the Fleet Management Division over 120 hours contributing to data validation efforts
- Enhanced the budget document by adding accomplishments, navigation guide, modifying the document presentation based on operations, and color-coding the document by operational portfolio
- Earned the Distinguished Budget Presentation Award from GFOA
- Budget & Performance Director received the NC Certified Local Government Finance Officer credentials

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
Capital	↕ Variance Analysis & Control: Regularly monitoring the market and status of projects against budget constraints and forecasting to maintain stability and ensure attainable targets
Budget	↕ Resource Optimization: Allocating funds efficiently to maximize impact and promote lean activities ↕ Accountability: Establishing clear ownership of responsibilities across all function areas to ensure operational efficiency
Performance	↑ Process Improvement: Utilizing advanced tools to enhance accuracy and speed in reporting ↑ Strategic Alignment: Ensuring the budget reflects the Town's highest priorities and strategic goals

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↑ Percent of actual spend to budget - General Fund Expenses					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	92.60%	67.00%	73.00%		
Target			75.00%	90.00%	85.00%
PERFORMANCE MEASURE					
↑ Percent of actual collection to forecast - General Fund Revenues					
STRATEGIC GOAL					
Sustaining Excellent Town Services					

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
Actual	112.78%	81.56%	76.00%		
Target			75.00%	90.00%	90.00%
PERFORMANCE MEASURE					
↓ Percent of departmental budget adjustments validated, approved and posted within 72 hours					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	Not previously measured	Not previously measured	35.00%		
Target	Not previously measured	Not previously measured	80.00%	80.00%	80.00%
PERFORMANCE MEASURE					
↑ Percent of analyzed performance measures resulting in process improvement or implemented efficiencies					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	Not previously measured	Not previously measured	50.00%		
Target	Not previously measured	Not previously measured	20.00%	20.00%	25.00%
PERFORMANCE MEASURE					
↑ Biennial Budget Satisfaction Survey Results					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	Not previously measured	4.60%			
Target	Not previously measured	4.00%			4.50%

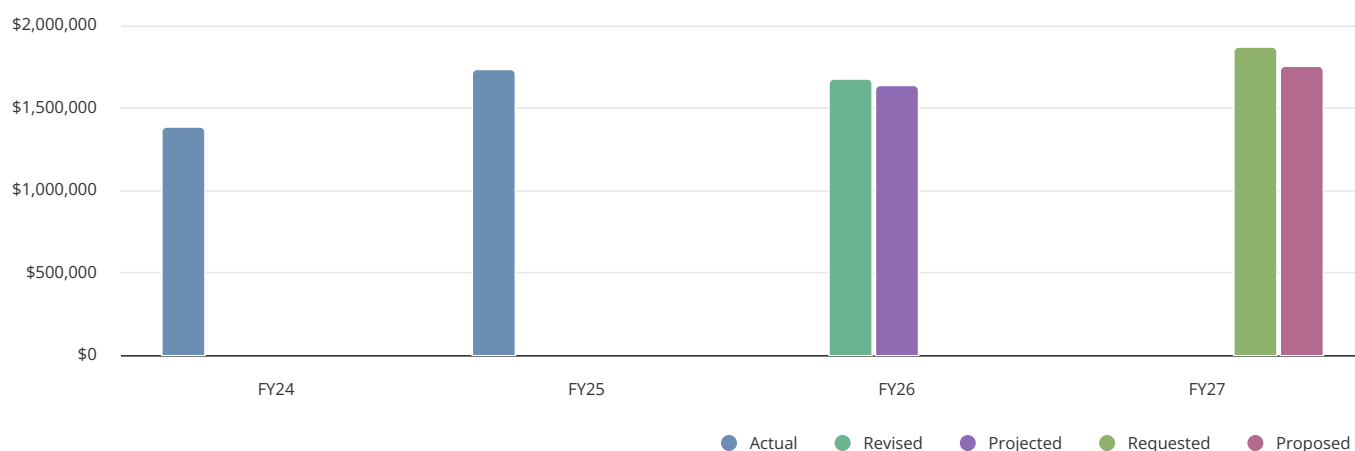
Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of budget adjustments			14
Number of employees attending Budget Office Hours			NEW
Number of performance measures tracked			NEW
Number of performance measures analyzed			NEW

Financial Services

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.

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.

Workforce	\$685,968	\$735,544	\$820,660	\$785,441	\$928,930	\$874,870
Professional	\$71,919	\$147,457	\$87,250	\$77,312	\$97,500	\$85,500
Operating	\$623,106	\$727,071	\$766,595	\$775,753	\$797,150	\$791,150
Capital	\$0	\$119,544	\$0	\$0	\$50,000	\$0
Total	\$1,380,992	\$1,729,614	\$1,674,505	\$1,638,506	\$1,873,580	\$1,751,520



- FY27 budget reflects a reorganization, made possible by a retirement, to support departmental leadership and oversight of financial operations

- The operating budget includes an additional \$7,000 for the Gravity platform upgrade and support for GASB 103 reporting implementation

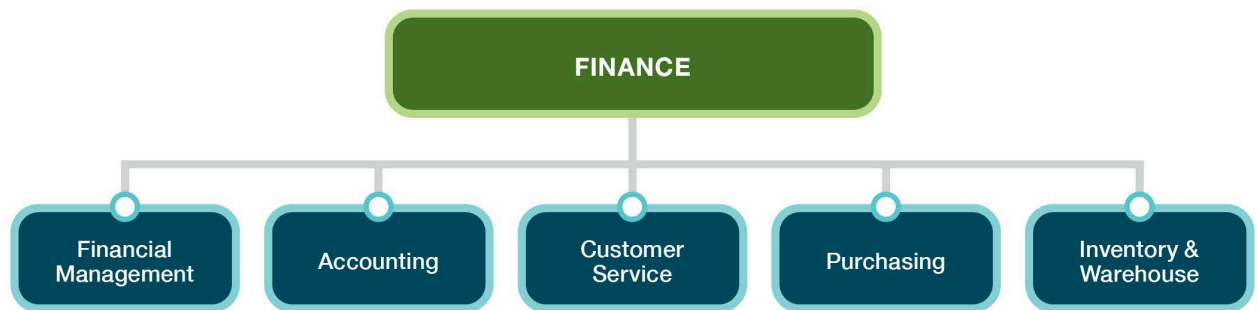
Positions

12 - Finance Director | Financial Analyst | Purchasing Supervisor | Warehouse Supervisor | Senior Accountant | Procurement Specialist | Accountant | Accounting Specialist | Senior Inventory Specialist | Accounting Technician (2) | Inventory Specialist

Accomplishments

- Completed the FY25 audit on time with no findings by maintaining strong financial controls
- Implemented Tyler Payments for Electric, Stormwater, Inspections, and Customer Service in collaboration with Customer Service, IT, and Communications
- Transitioned RecDesk and SmartGrid to Truist payment processing in collaboration with IT, PRCR, and Customer Service
- Imported Franklin County Stormwater Utility billing into the Town's billing system in collaboration with Engineering, IT, and Customer Service

Function Chart

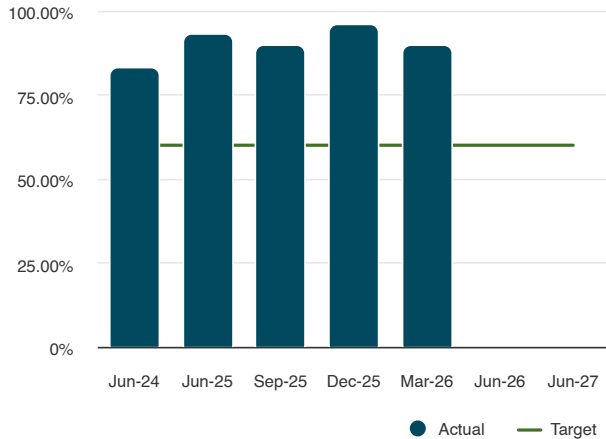


Strategic Plan Alignment

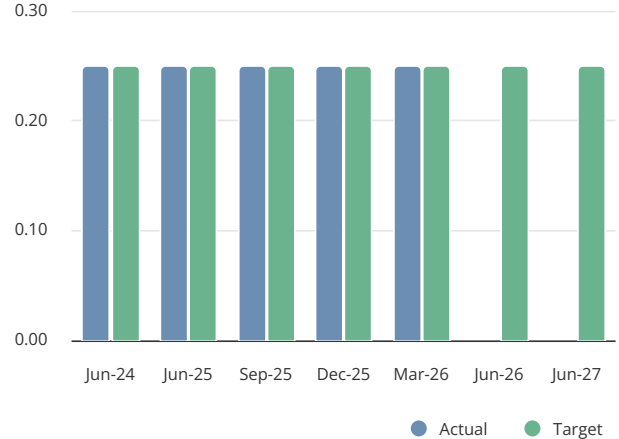




Percentage of purchase orders issued within 5 business days...



Monthly close - number of months closed by the 15th business day...



Goal/Function	Performance Objectives
Accounting	Ensure accurate, timely, and compliant financial reporting through strong internal controls.
	Deliver efficient, reliable financial services and clear, timely information to stakeholders and the public.
Warehouse	Optimize financial operations and resource use through efficiency and continuous improvement.

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
Monthly close - number of months closed by the 15th business day					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	0.25	0.25	0.25		
Target	0.25	0.25	0.25	0.25	0.25
PERFORMANCE MEASURE					
Percentage of bank accounts reconciled monthly					
STRATEGIC GOAL					
Creating Accessible Housing Opportunities					
Actual			95.00%		
Target			100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
Warehouse stock item availability					

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	95.00%	95.00%	95.00%	95.00%	95.00%
PERFORMANCE MEASURE					
 Percentage of purchase orders issued within 5 business days of request					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	83.00%	93.00%	90.00%		
Target	60.00%	60.00%	60.00%	60.00%	60.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of payroll disbursements processed	14,401	14,034	3,299
Number of purchase orders issued	757	404	111
Total amount received from items sold on GovDeals	\$ 188,470.00	\$ 409,114.00	\$ 129,175.00
Number of miscellaneous billings processed	123	316	139

Department Summary

Information Technology

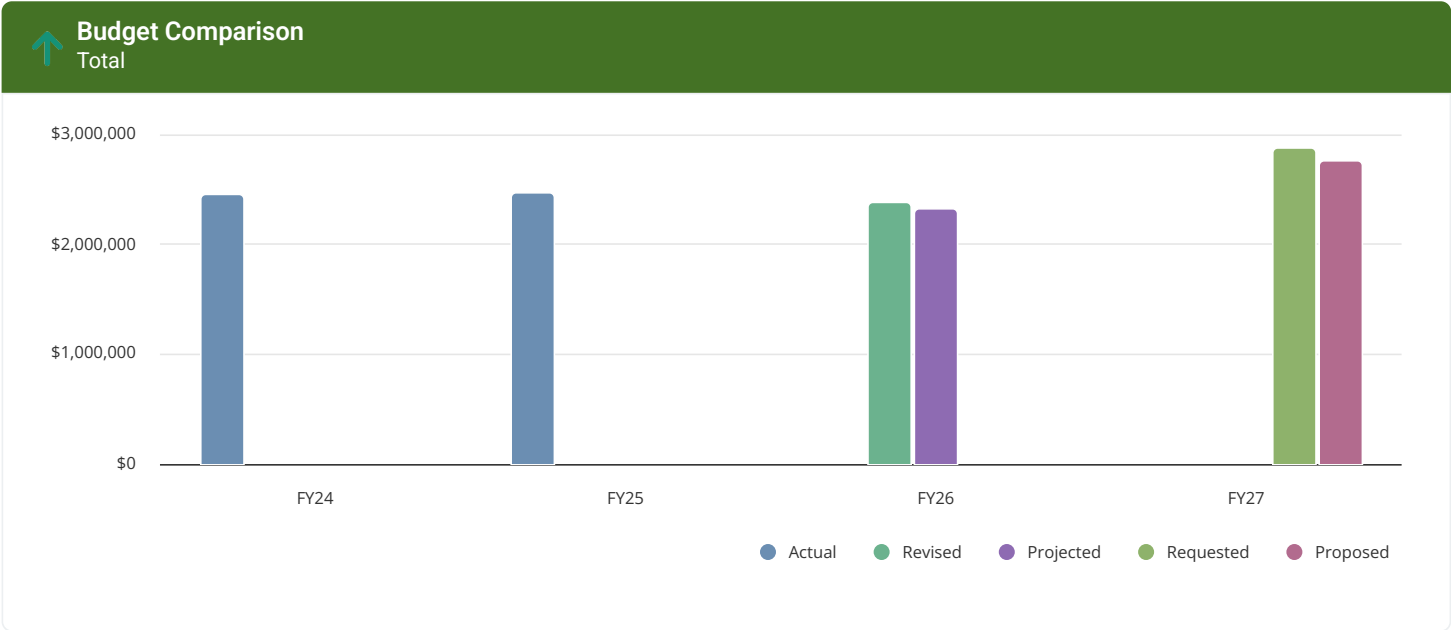
Description

Information Technology is responsible for administering 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 technology and communication services to all departments and residents of Wake Forest.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$886,451	\$1,061,658	\$1,125,405	\$1,111,175	\$1,329,640	\$1,341,700
Professional	\$182,479	\$154,575	\$145,000	\$142,796	\$145,000	\$145,000
Operating	\$788,442	\$1,077,998	\$1,011,025	\$976,991	\$1,091,550	\$1,038,500
Capital	\$601,699	\$181,460	\$100,000	\$86,100	\$315,000	\$240,000
Total	\$2,459,069	\$2,475,689	\$2,381,430	\$2,317,062	\$2,881,190	\$2,765,200



Budget Highlights

- Continuation of Phase 2 of the Town's physical security upgrades and the implementation of the printing uplift project to modernize and standardize printing services across departments

- Includes strategic staff reclassifications to strengthen application support and cybersecurity capabilities by converting the IT Intern position to an Applications Technician and reclassifying an Applications Analyst position to a Security Analyst

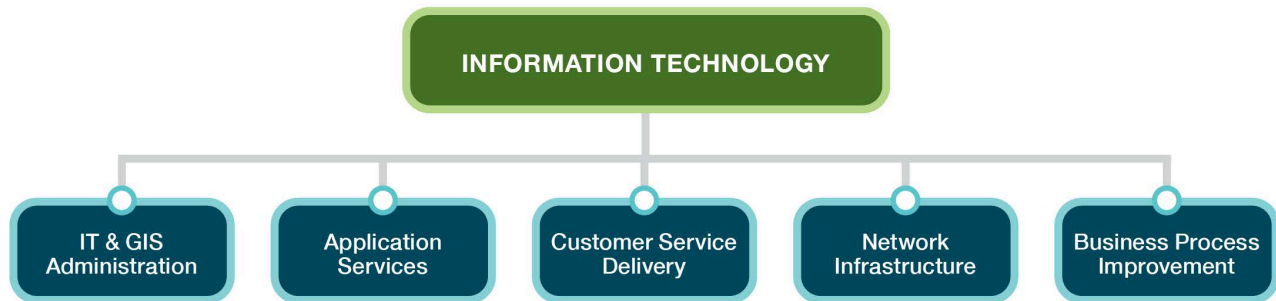
Positions

11 - Chief Information Officer | Applications Manager | Information Manager | Senior IT Analyst (2) | GIS Manager | IT Analyst II | Applications Analyst II | Applications Analyst I | GIS Analyst II | Radio Technician

Accomplishments

- Supported public safety through GIS achievements such as delivering custom Survey123 apps, producing 30+ thematic maps, completing NC Ortho Imagery QAQC, and validating 1,500 Milsoft accounts
- Improved major applications and automations including implementing Cartegraph, migrating over 75 Cognito forms to Laserfiche, maintaining nearly 300 automated processes, and upgrading Laserfiche to v12 with AI capabilities
- Hardened cybersecurity across the environment including transitioning to Palo Alto firewalls, implementing CIS controls, reducing domain admins from ten to one, and deploying Privileged Identity Management
- Significantly modernized infrastructure such as upgrading Windows 10 machines to Windows 11, replacing domain controllers, moving Police P2C to a hybrid cloud, and deploying new wireless, cameras, and access control systems

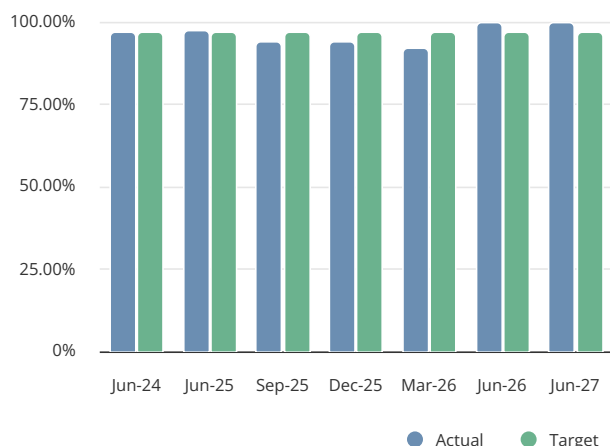
Function Chart



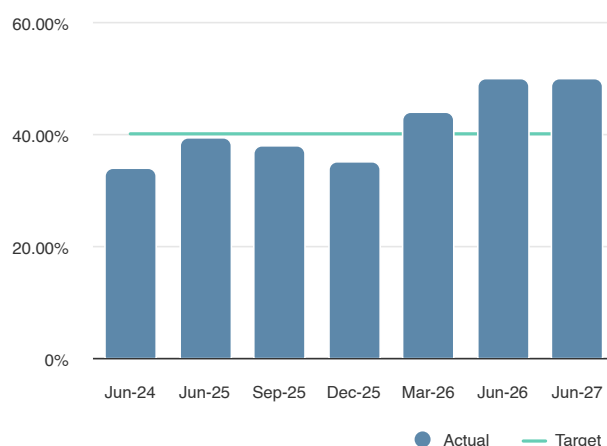
Strategic Plan Alignment



Percent of network hardware that is less than 5 years old
Percent of network hardware that is less than 5 years old



Percent of completed tickets closed (between 2-5 days)
Percent of completed tickets closed (between 2-5 days)



Goal/Function	Performance Objectives
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
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
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
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

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↕↑ Percent of network infrastructure availability during production time					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual	99.30%	99.30%	99.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
↕↑ Percent of network hardware that is less than 5 years old					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual	97.00%	97.50%	92.00%	100.00%	100.00%
Target	97.00%	97.00%	97.00%	97.00%	97.00%
PERFORMANCE MEASURE					
↑ Percent of completed CIP projects on time and within budget					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
↕↑ CyberSecurity Organization's Risk Score (0 - No Risk / 100 - High Risk)					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	34.00%	39.70%	32.30%		
Target	30.00%	30.00%	30.00%	30.00%	30.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Percent of completed annual training plans for IT staff	100.00%	100.00%	100.00%
Percent of networking security appliances and software that are current and up to date	100.00%	100.00%	100.00%
Total number of service tickets completed	6,452	6,503	2,309
Number of workstations/laptops replaced per life cycle	53	76	42
CyberSecurity Training - Number of Users completed training	914	49	471

Department Summary

Communications

Description

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

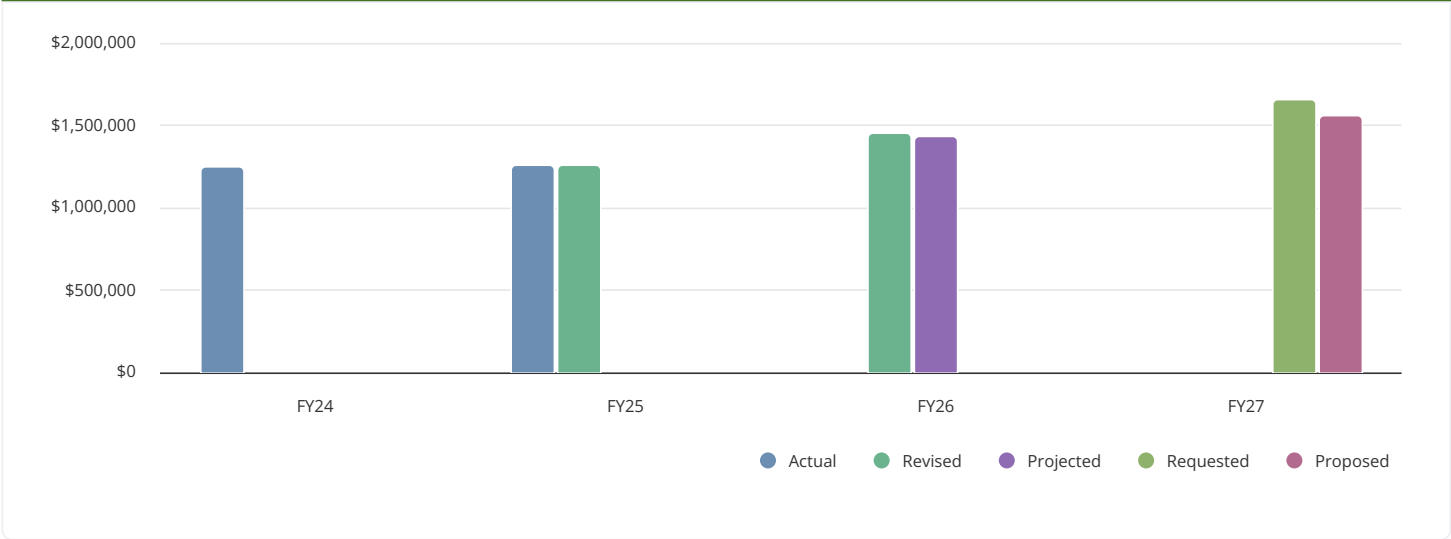
Purpose Statement

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

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$840,595	\$890,501	\$1,012,585	\$981,955	\$1,145,690	\$1,134,795
Professional	\$26,125	\$0	\$0	\$0	\$0	\$0
Operating	\$384,126	\$362,350	\$438,180	\$445,455	\$509,225	\$421,705
Capital	\$105,465	\$0	\$0	\$0	\$0	\$0
Total	\$1,250,846	\$1,252,850	\$1,450,765	\$1,427,410	\$1,654,915	\$1,556,500

Budget Comparison

Total



Budget Highlights

- Addition of a new Communications Specialist to address succession planning
- Moderate increase requested in marketing to meet the growing demand for videos to promote Town programs, events, and initiatives

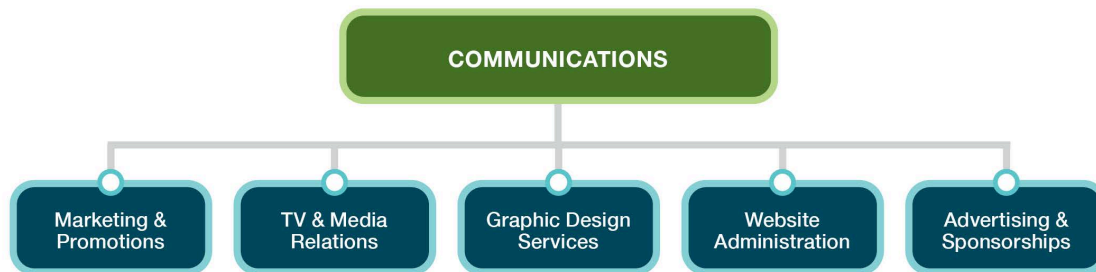
Positions

8 - Communications & Public Affairs Director | Graphic Design Manager | Marketing & Business Relations Manager | Graphic Design Specialist (2) | Marketing & Business Relations Associate | Communications Resource Specialist

Accomplishments

- Created and provided custom graphics in support of the various events offered by the Town; this included 48 events and 16 Renaissance Centre performances
- Managed 226 sponsors and donors for 25 events and programs in 2025

Function Chart



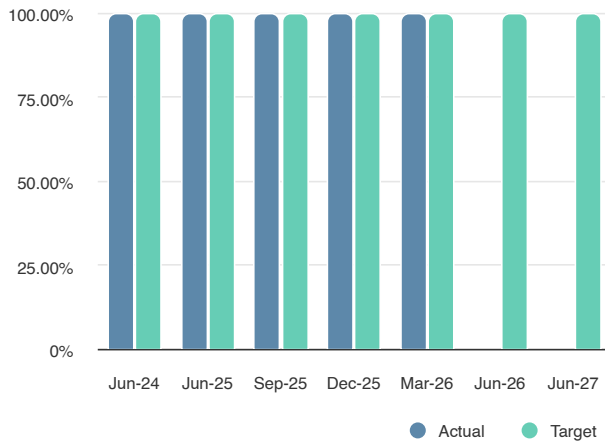
Strategic Plan Alignment





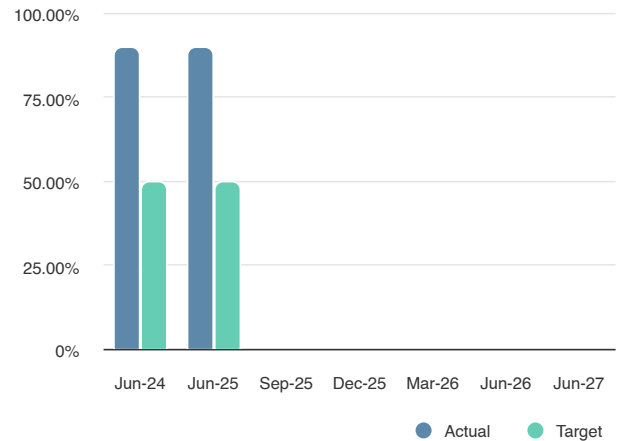
Percent of citizen inquiries responded to within 24 ...

Percent of citizen inquiries responded to within 24 hours



Percent of press releases and advisories used in so...

Percent of press releases and advisories used in some form ...



Goal/Function	Performance Objectives
Advertising & Sponsorships	↑ Increase sponsorships of Town events
TV & Media Relations	↑ Increase communication effectiveness of the Town
Marketing & Promotions	⊖ Increase Town's fiscal standing through graphic design

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↑ Percent of media inquiries responded to within 24 hours					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
↑ Percent of citizen inquiries responded to within 24 hours					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
⊖ Percent of residents rating their satisfaction with the way TOWF communicates with residents as "Satisfied" or better					
STRATEGIC GOAL					
Sustaining Excellent Town Services					

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
Actual					
Target	90.00%	90.00%			
PERFORMANCE MEASURE					
 Percent of press releases and advisories used in some form by the local media					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	90.00%	90.00%			
Target	50.00%	50.00%			
PERFORMANCE MEASURE					
 Turnaround time for departmental request of no more than 3 days with a first draft					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Target					

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Total sponsorships sales per quarter for town events	\$ 5,750.00	\$ 61,435.00	\$ 65,768.00
Number of unique website visitors	186,840	589,901	297,105
Number of citizens accessing Channel 10 on digital platforms	312	849	318
Number of community visits to the Engage Wake Forest platform	2,874	5,801	657

Department Summary

Human Resources

Description

Human Resources Director and staff oversee the personnel function of the Town.

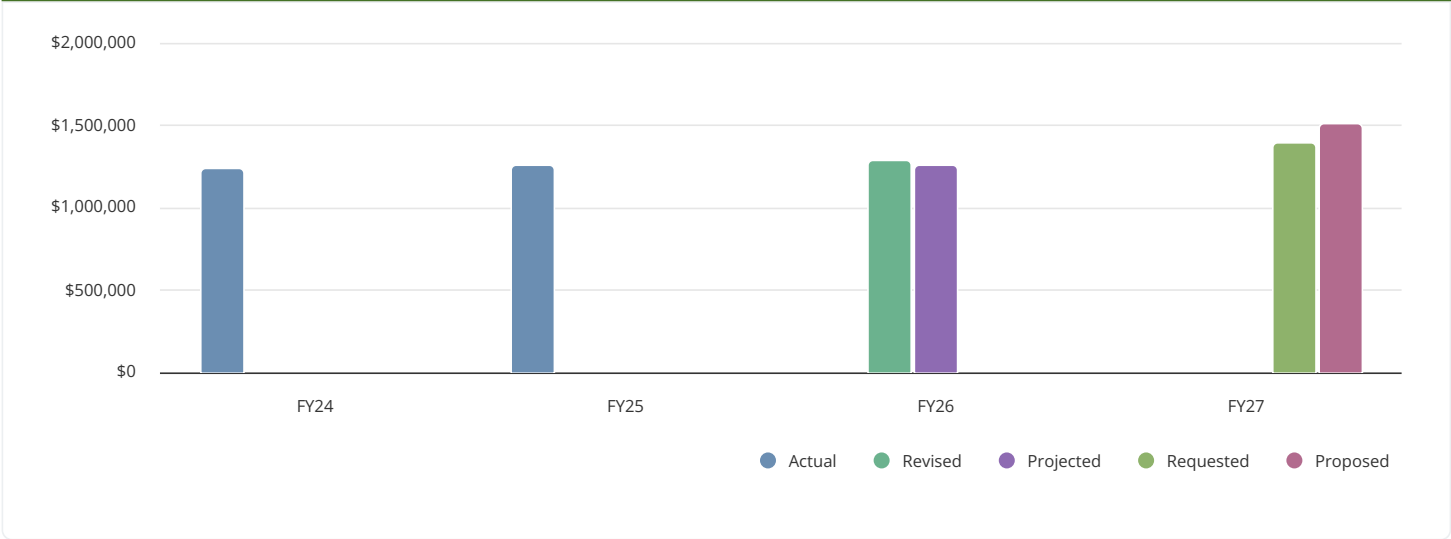
Purpose Statement

The mission of the Human Resources Department is to provide recruitment, compensation, consultation and workforce development to Town of Wake Forest departments so they can provide excellent service to the citizens of Wake Forest.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$846,245	\$951,887	\$1,039,130	\$1,012,540	\$1,106,870	\$1,248,255
Professional	\$51,013	\$54,161	\$30,000	\$30,000	\$41,500	\$29,000
Operating	\$239,615	\$247,398	\$220,975	\$217,860	\$242,390	\$233,040
Capital	\$105,465	\$0	\$0	\$0	\$0	\$0
Total	\$1,242,335	\$1,253,446	\$1,290,105	\$1,260,400	\$1,390,760	\$1,510,295

Budget Comparison

Total



Budget Highlights

- Additional Senior Human Resources position to address Town's growing workforce
- Slight increase in departmental budget for town-wide initiatives, specifically health and wellness benefits and professional development opportunities that require leadership consensus
- Continued funding for Pay and Classification partnership

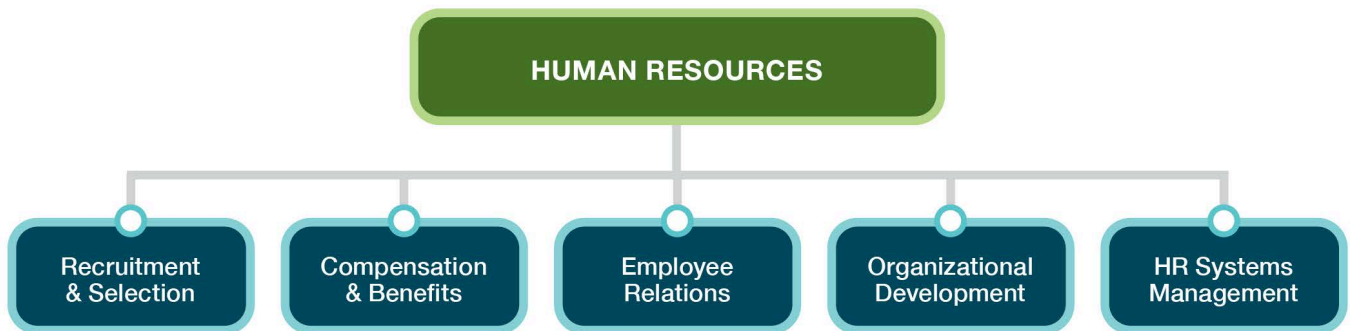
Positions

5 | Human Resources (HR) Director - HR Assistant Director - Senior HR Consultant - HR Consultant - HR Technician

Accomplishments

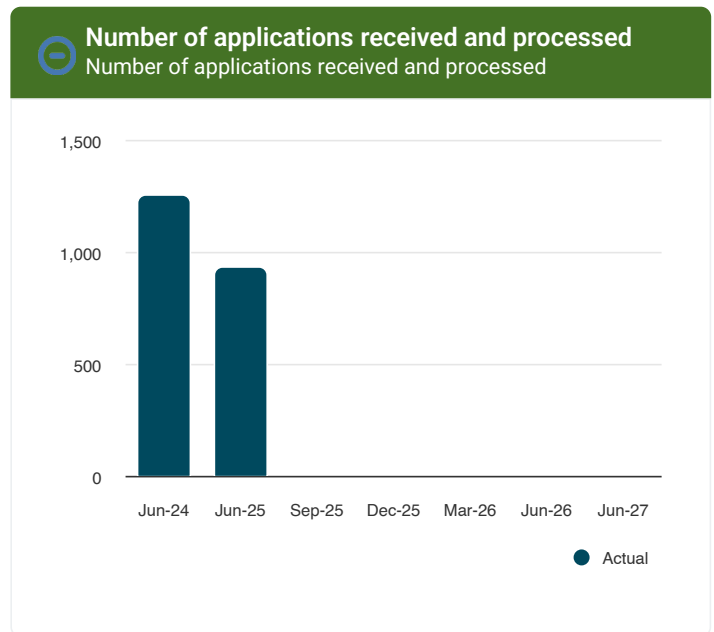
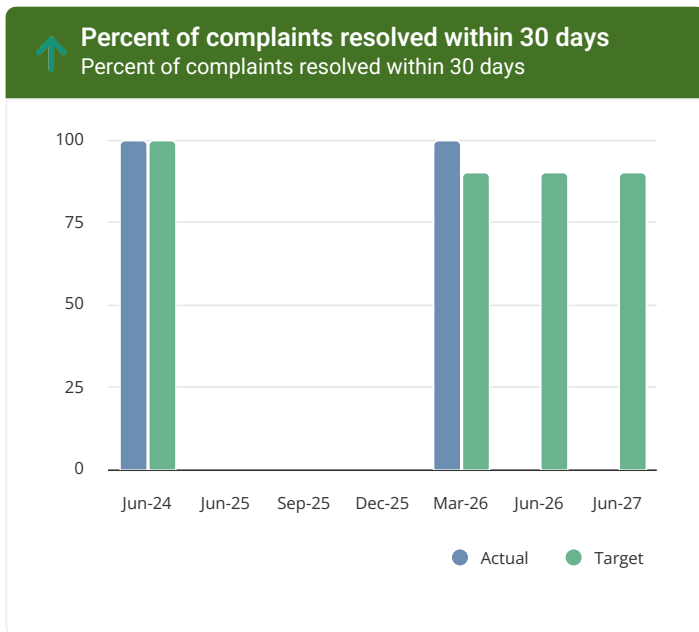
- Developed Leadership Training Series program to strengthen leadership skills for all employees through webinar offerings and the opportunity to network with peers
- Launched Supervisor's Boot Camp to allow new supervisors to sharpen their skills and increase their contribution to organizational excellence and growth
- Participants learn in-house operational techniques and key leadership skills, including communication, collaboration, coaching, and time management
- Identified and partnered with free service to provide Canine comfort to all employees bi-monthly for Paws & Unwind program

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
Increase efficiency by providing basic human resource processes online, eliminating redundancy, and reliance on paper	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
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

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
Percent of complaints resolved within 30 days					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100		100		
Target	100		90	90	90
PERFORMANCE MEASURE					
Percent of positions filled within 60 days for all departments					

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	65	31			
Target	80				
PERFORMANCE MEASURE					
 Percent of eligible employees meeting the requirements to receive the health premium incentive					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual					
Target	95				
PERFORMANCE MEASURE					
 Percent of employees that participate in Wellness activities					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual					
Target	75				

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of applications received and processed	1,252	935	
Number of new hires on boarded	70	33	
Number of employees participating in the health premium incentive plan	446	80	

Department Summary

Police

Description

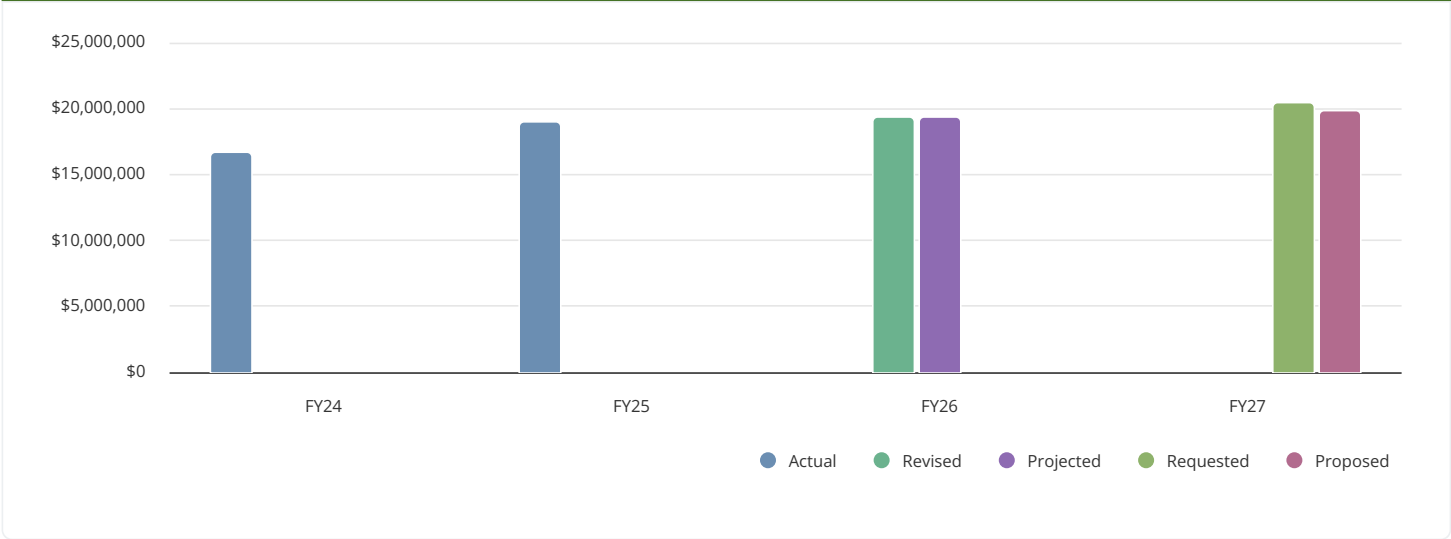
The Police Department is responsible for the protection of life and property, traffic control and enforcement, criminal investigation, and enforcement of local and state criminal law.

Purpose Statement

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

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$13,585,762	\$15,038,656	\$15,116,320	\$15,761,277	\$16,266,530	\$16,249,225
Operating	\$1,996,759	\$2,222,292	\$2,369,288	\$2,039,951	\$2,525,980	\$2,204,125
Capital	\$1,113,393	\$1,727,865	\$1,911,025	\$1,573,650	\$1,743,875	\$1,366,000
Total	\$16,695,914	\$18,988,812	\$19,396,633	\$19,374,878	\$20,496,385	\$19,819,350

Budget Comparison
Total



Budget Highlights

Vehicle and equipment replacements are necessary for the FY27 budget year; ballistic vests and vehicles are a top priority

Positions

121 - Police Chief | Police Captain (3) | Police Lieutenant (8) | Police Sergeant (13) | Police Corporal (9) | Senior Police Officer (5) | Officer First Class (9) | Master Police Officer (3) | Police Officer II (20) | Police Officer I (27) | Vehicle Upfit and Equipment Specialist | Telecommunications Supervisor | Telecommunications Shift Supervisor (4) | Quartermaster/ Crime Analyst | Police Fiscal Specialist | Special Events/Accreditation Analyst | Telecommunicator (8) | Evidence Technician (2) | Administrative Assistant (2) | Parking Enforcement Officer | Police Records Technician

Accomplishments

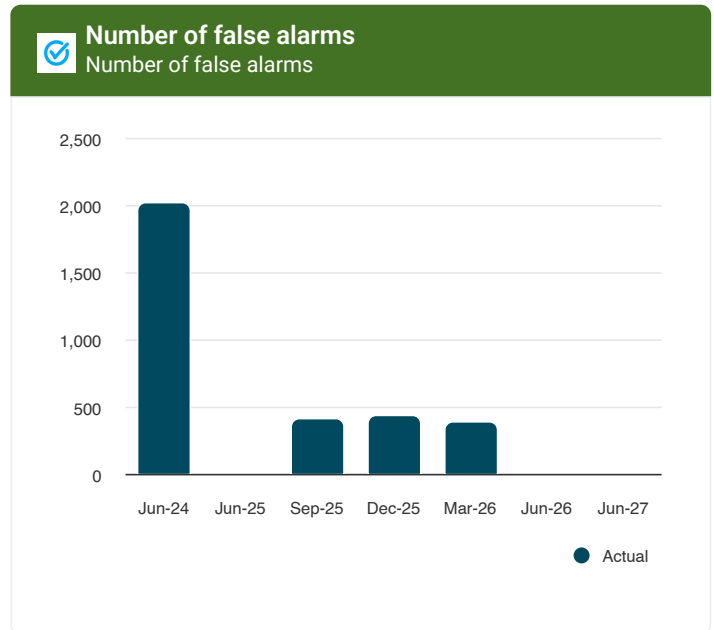
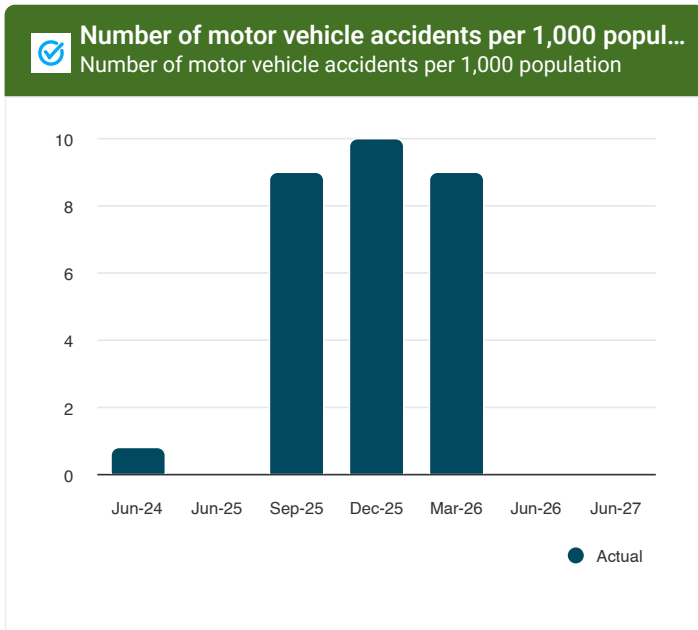
- Police Department helped maintain Wake Forest's safety ranking, strong morale, and near-full staffing with only one vacancy
- Department restructured units, enhancing traffic enforcement and narcotics operations, including new undercover capabilities and multi-agency partnerships
- Added two new K9s and a certified UAS program, improving crime-solving abilities and community engagement opportunities
- Continued strong community outreach through major events and earned a 2025 top ten Special Olympics of NC award
- Maintained a supportive workplace with quality equipment, tools, and training to deliver high-level law enforcement services town-wide

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
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
	 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
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
Build a culture that promotes transparency, accountability, and excellence throughout the agency	 Create and update policies consistent with national accreditation standards
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

Goal/Function	Performance Objectives
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

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of community outreach programs/events conducted per year	615		42
Number of false alarms	2,013		386
Number of arrests per 1,000 of population	0		4
Number of citations per 1,000 of population	2.70		29.00
Number of calls for service and self-initiated activities	55,179		14,746

Department Summary

Fire

Description

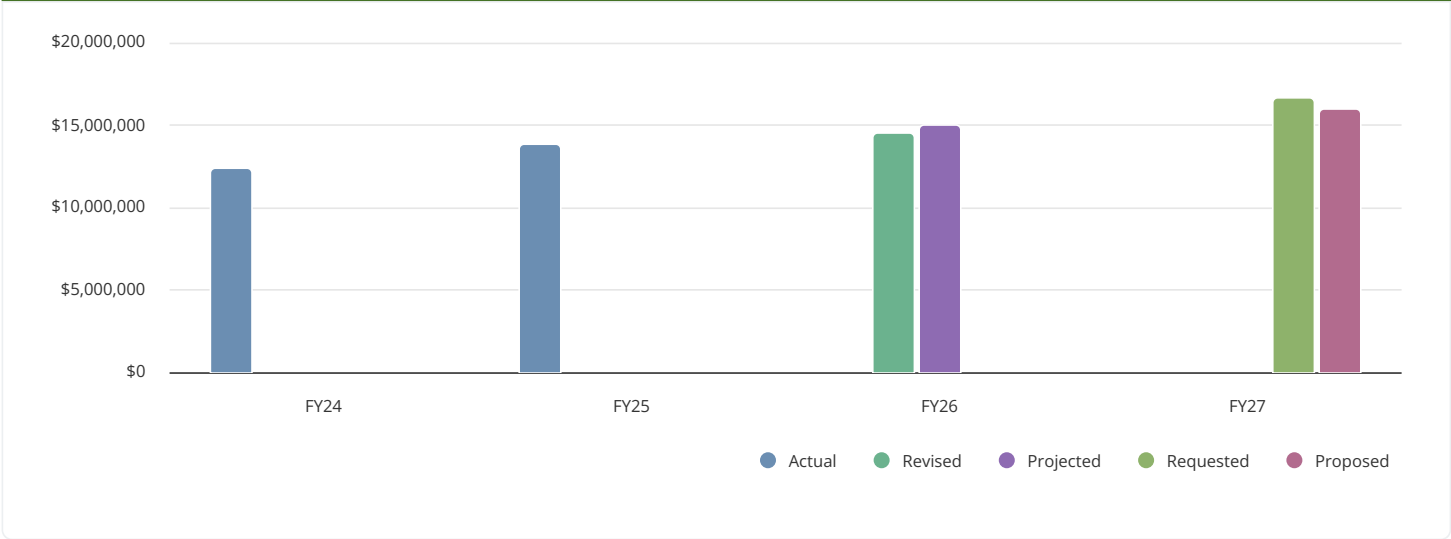
The Fire Department is committed to creating a safer community through prevention, preparedness and effective emergency response.

Purpose Statement

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

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$10,041,392	\$11,491,577	\$11,545,455	\$11,989,532	\$13,630,071	\$13,560,730
Operating	\$2,177,346	\$2,104,603	\$2,028,770	\$2,063,540	\$2,547,416	\$2,247,770
Capital	\$116,844	\$230,379	\$944,505	\$935,355	\$476,000	\$190,000
Total	\$12,335,581	\$13,826,558	\$14,518,730	\$14,988,427	\$16,653,487	\$15,998,500

Budget Comparison
Total



Budget Highlights

- Fire Station Six is currently under construction and this budget prioritizes staffing and equipment to serve residents; 14 Fire Recruits are budgeted to ensure full operations on day one
- Replacements are also a priority for next fiscal year, radios and a vehicle are included in the budget.

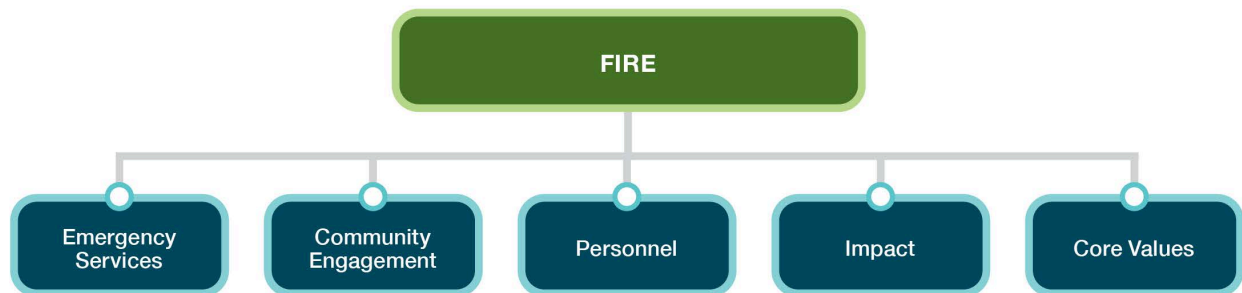
Positions

102 | Fire Chief | Fire Logistics Officer | Administrative Assistant | Battalion Chief (5) | Fire Captain (20) | Fire Lieutenant (20) | Master Firefighter (11) | Firefighter First Class (16) | Firefighter (27)

Accomplishments

- Sustained excellent all-hazards service, expanded CPR training, advanced workforce diversity, and strengthened regional water-rescue capabilities
- Achieved highest ISO rating, renewed accreditation goals for January 2028, and advanced economic and community resilience efforts
- Upgraded Water Rescue Team to Type 1, increasing capabilities and statewide deployment potential
- Improved staffing, planning, onboarding, reporting systems, asset management, and interdepartmental collaboration to strengthen organizational performance
- Expanded community programs, achieved nine life saves, enhanced public response tools, and reached 90% public-records response within 48 hours

Function Chart

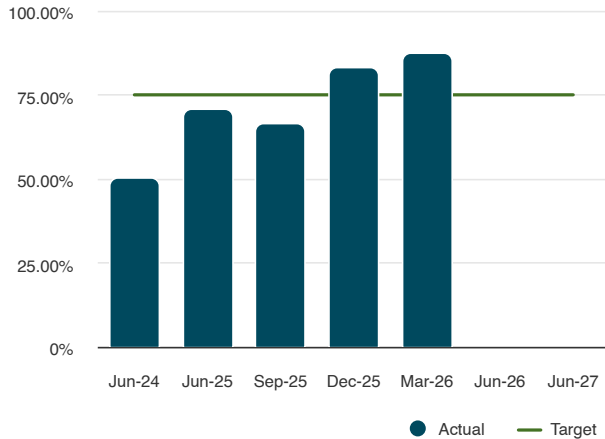


Strategic Plan Alignment

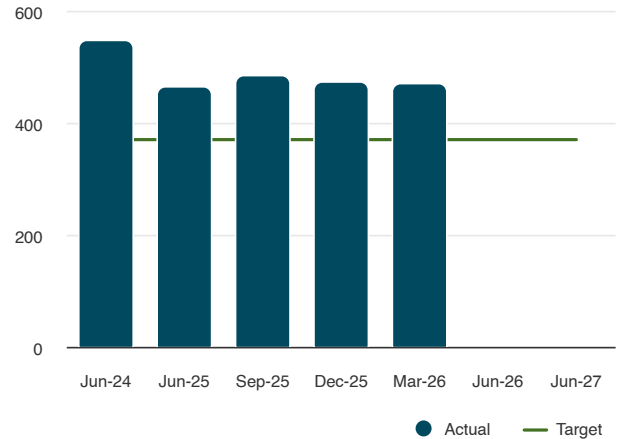




Percent of fires investigated in which cause is determined
Percent of fires investigated in which cause is determined



90th Percentile of Total Response Time (Town Limits)
90th Percentile of Total Response Time (Town Limits) for Fire...



Goal/Function	Performance Objectives
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
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
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 youth to get involved in the fire service through our Explorer Program
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

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↑ Percent of fires investigated in which cause is determined					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	50.30%	70.90%	87.50%		
Target	75.00%	75.00%	75.00%	75.00%	75.00%
PERFORMANCE MEASURE					
↑ Percent of fires contained to room(s) involved upon arrival					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	50.30%	66.67%	100.00%		
Target	95.00%	95.00%	95.00%	95.00%	95.00%
PERFORMANCE MEASURE					
↑ 90th Percentile of Total Response Time (Town limits) for EMS Incidents					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	496	515	418		
Target	350	350	350	350	350
PERFORMANCE MEASURE					
↑ 90th Percentile of Total Response Time (Town Limits) for Fire Incidents					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	548	465	471		
Target	370	370	370	370	370

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of emergency calls	6,007	6,513	1,538
Number of fire education and safety classes provided to the community	102	66	3
Percent of calls providing mutual aid	11.90%	12.30%	14.70%
Percent of calls receiving mutual aid	6.30%	5.60%	3.60%
Number of employee training hours	42,675	44,364	12,661

Department Summary

Building Inspections

Description

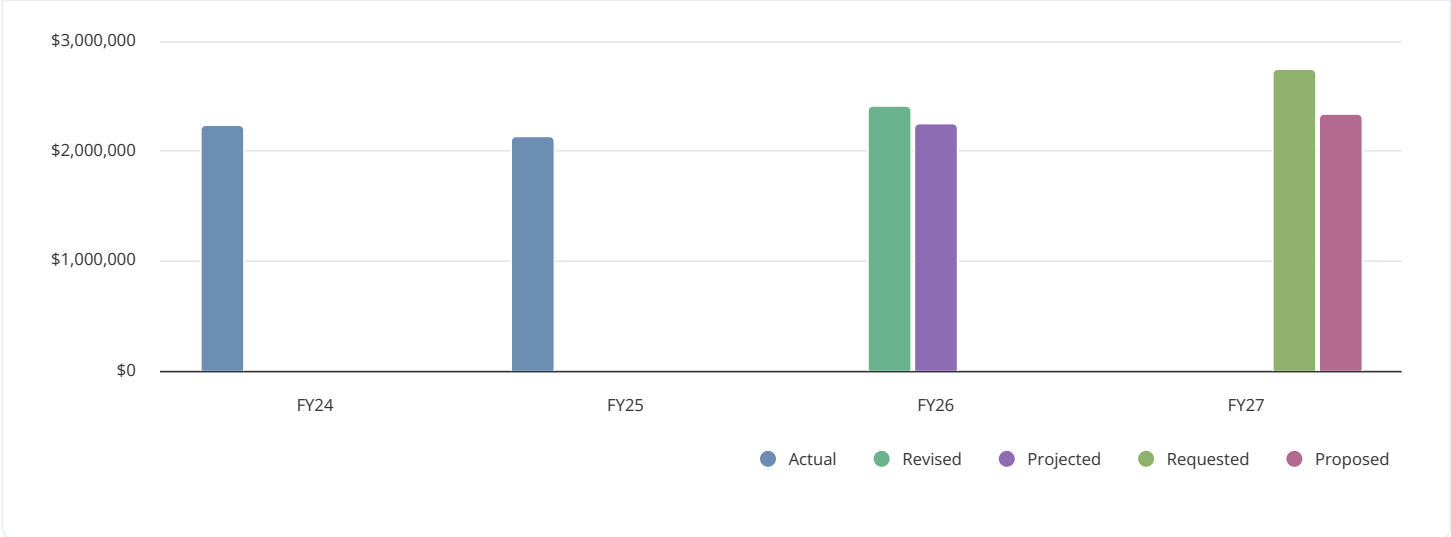
The Inspections Department is responsible for building inspections and code enforcement. The department oversees code enforcement, minimum housing and fire inspection.

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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$2,050,335	\$1,959,586	\$2,140,505	\$2,028,205	\$2,510,640	\$2,130,650
Operating	\$123,514	\$124,985	\$172,155	\$132,812	\$170,700	\$154,300
Capital	\$64,307	\$50,414	\$92,850	\$95,635	\$57,000	\$57,000
Total	\$2,238,155	\$2,134,983	\$2,405,510	\$2,256,652	\$2,738,340	\$2,341,950

Budget Comparison
Total



Budget Highlights

The budget remains relatively flat with the exception of salary and benefit, and capital outlay increases. The department has been able to maintain with the increased workload due to some efficiencies with staff, as growing needs arise, one authorized position is moving from unfunded to funded in the FY27 budget.

Positions

19 - Inspections & Public Facilities Director | Assistant Inspections Director (2) | Code Enforcement Supervisor | Code Enforcement Section Supervisor (2) | Senior Code Enforcement Officer (3) | Code Enforcement Officer III (3) | Code Enforcement Officer II | Senior Inspections Technician | Code Enforcement Officer I (3) | Inspections Technician | Code Enforcement Apprentice

Accomplishments

- Successfully updated Municipal Code provisions related to Fire Prevention and Minimum Housing standards to improve enforceability, and alignment with current regulatory requirements
- Hosted several trade association continuing education (CE) classes for inspectors and contractors to support professional development, code compliance awareness, and industry collaboration
- Transition staff into roles to strengthen departmental capacity, improve turnaround times for permit and construction plan reviews

Function Chart



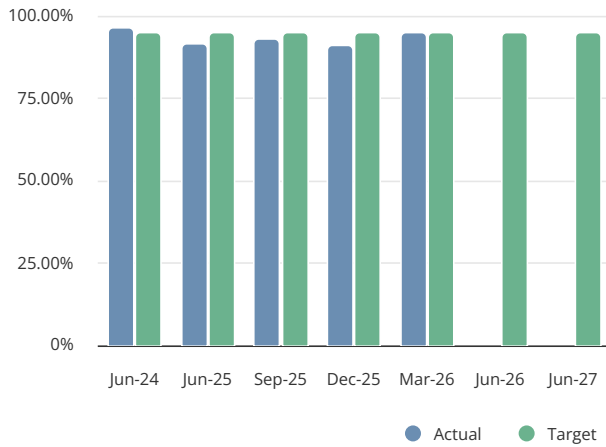
Strategic Plan Alignment





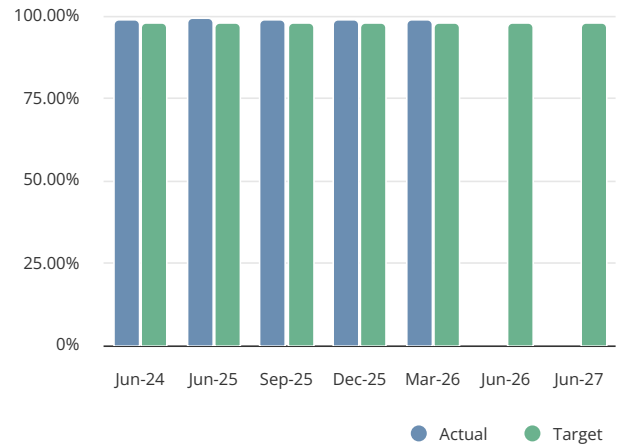
Complete re-review submittals for SFD within 3 bus...

Complete re-review submittals for SFD within 3 business days



Completion of next day inspections

Completion of next day inspections



Goal/Function	Performance Objectives
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	⊖ 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
	⊖ Provide same day permit issuance for single trade permits
	⊖ Provide online capability for submittals and payment
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
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

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
Complete 1st time submittals for SFD within 5 business days					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual	93.20%	93.30%	93.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
 Complete re-review submittals for SFD within 3 business days					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual	96.20%	91.30%	95.00%		
Target	95.00%	95.00%	95.00%	95.00%	95.00%
PERFORMANCE MEASURE					
 Complete small residential project (decks, renovations, etc.) reviews within 3 business days					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	87.90%	84.70%	89.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%
PERFORMANCE MEASURE					
 Overall rating of customer satisfaction					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual	98.80%	99.00%	99.00%		
Target	90.00%	90.00%	90.00%	90.00%	90.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of plans reviewed	3,517	2,831	812
Number of permits issued	2,706	2,564	590
Number of continuing education hours and training	1,078	596	81

Department Summary

Public Facilities

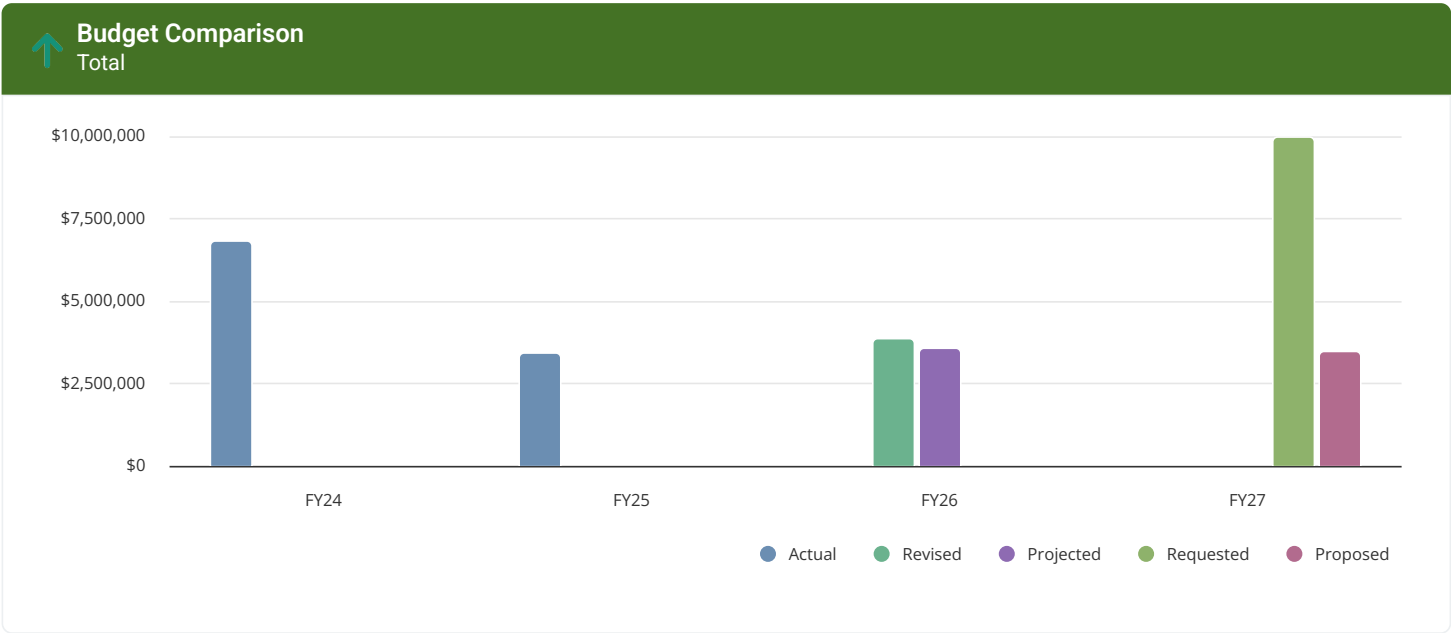
Description

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

Purpose Statement

Provide efficient, safe, and aesthetically pleasing facilities for residents and employees of Wake Forest.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$616,606	\$822,870	\$861,775	\$842,230	\$1,098,875	\$1,018,915
Professional	\$209,399	\$129,062	\$150,000	\$211,795	\$130,000	\$76,500
Operating	\$1,596,532	\$1,514,037	\$1,677,022	\$1,629,543	\$1,828,967	\$1,650,225
Capital	\$4,406,749	\$965,784	\$1,194,353	\$869,710	\$6,906,500	\$710,000
Total	\$6,829,284	\$3,431,750	\$3,883,150	\$3,553,278	\$9,964,342	\$3,455,640



Budget Highlights

Three additional positions to assist with the increase of buildings and grounds maintenance; Facilities Maintenance Specialist, Custodians (2), and contracted services are reduced to offset this expense; FY27 budgeted amount is slightly below prior years and current year estimated

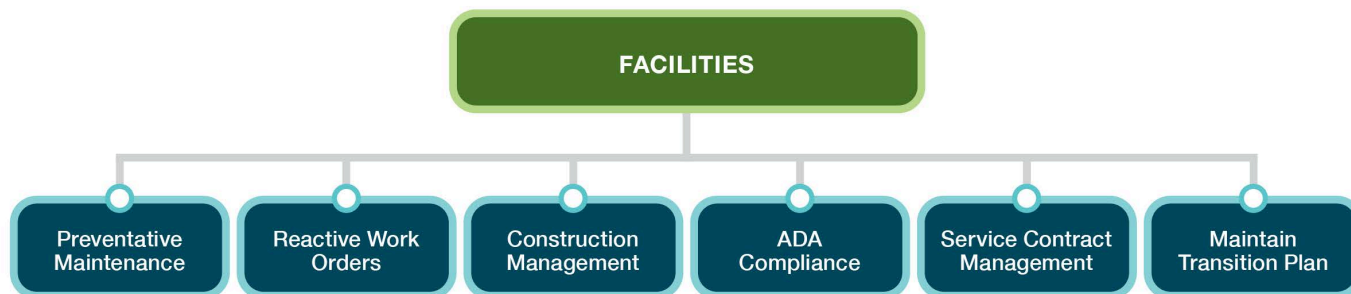
Positions

9 - Facilities Director | Facilities Maintenance Supervisor | Facilities Maintenance Specialist (3) | Facilities Administrative Assistant | Facilities and Landscape Technician | Custodian (2)

Accomplishments

- Renovated Town Hall Third Floor
- Renovated the Town Hall Annex
- Built Public Safety Warehouse
- Wake Forest Fire Station #6 Construction Began
- Began Wake Forest Power Meter Room Project
- Began Streets Building Renovation Project

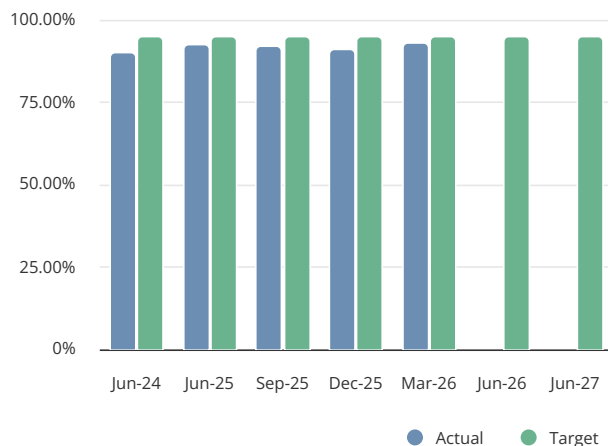
Function Chart



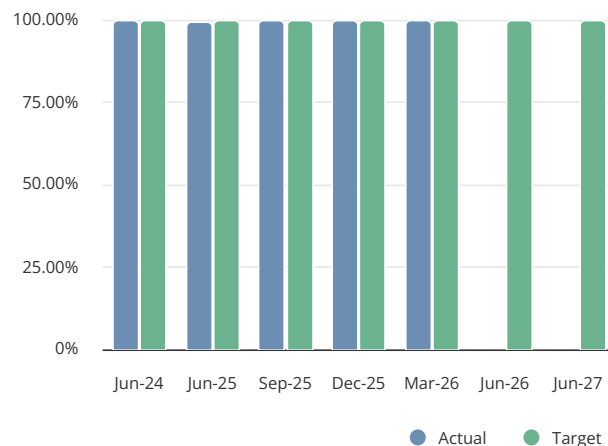
Strategic Plan Alignment



↕↗ **Reactive work orders completed in 7 days**
Reactive work orders completed in 7 days



↑ **Proactive work orders completed in 1 days**
Proactive work orders completed in 1 days



Goal/Function	Performance Objectives
Provide prompt satisfactory customer service to Town employees and citizens	⊖ Reduce annual reactive work order
Administer capital projects of Town of Wake Forest	↕↗ Ensure projects are completed on time and within budget
	↕↗ Prevent unexpected change orders
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

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
⬇️⬆️ Reactive work orders completed in 7 days					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	90.00%	92.30%	93.00%		
Target	95.00%	95.00%	95.00%	95.00%	95.00%
PERFORMANCE MEASURE					
⬆️ Proactive work orders completed in 1 days					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	99.30%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
 Survey work requestors for satisfactory rating					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%
Workload Indicators	Period				
	Jun-24	Jun-25	Mar-26		
Percent of Town inventory that meets ADA compliance	85.00%	85.00%	85.00%		
Number of preventative maintenance work orders completed	5,025	7,400	1,990		
Number of reactive work orders completed	920	1,733	404		

Department Summary

Planning

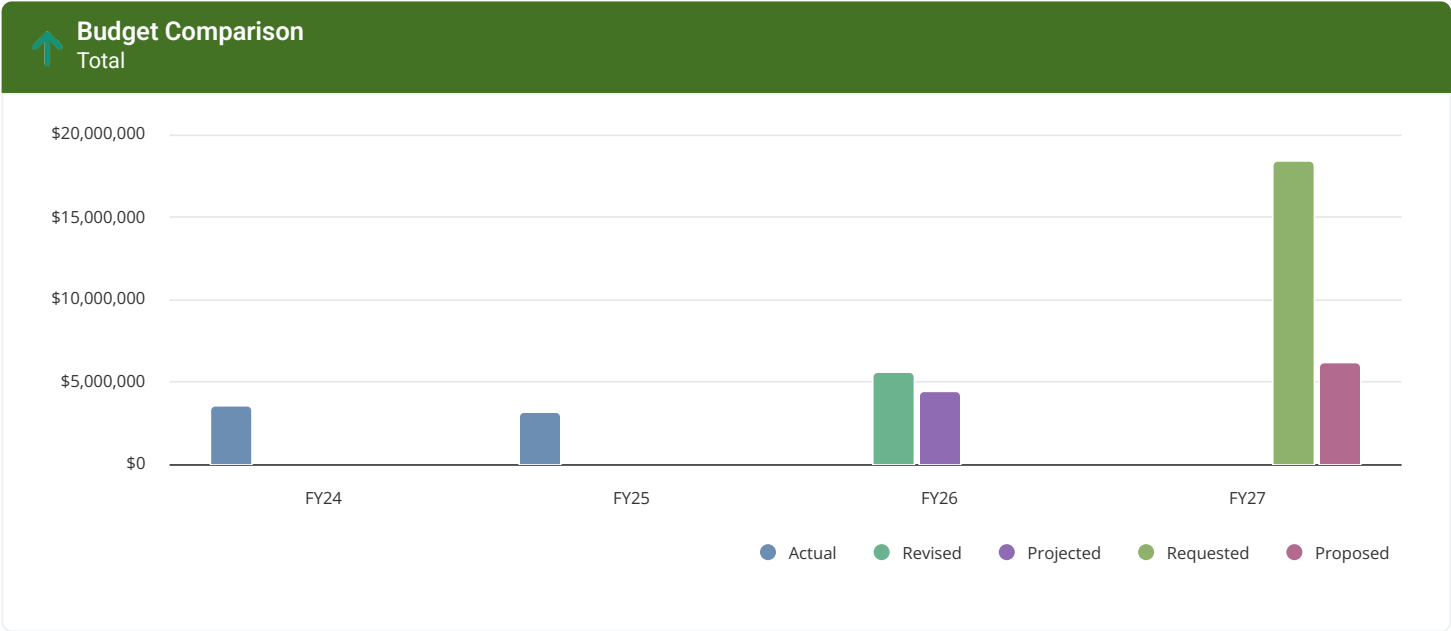
Description

Planning 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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$1,477,404	\$1,580,155	\$2,099,535	\$1,853,080	\$2,141,975	\$2,138,250
Professional	\$703,656	\$405,406	\$778,621	\$348,825	\$2,375,000	\$1,080,000
Operating	\$1,260,849	\$1,145,522	\$2,695,240	\$2,195,000	\$1,725,715	\$2,835,770
Capital	\$144,986	\$0	\$0	\$0	\$12,120,000	\$98,500
Total	\$3,586,893	\$3,131,083	\$5,573,396	\$4,397,100	\$18,362,690	\$6,152,520



Budget Highlights

The FY27 department request is unusually high because the capital improvement plan update request is included.

- Smith Creek Greenway Phases 2 & 3: Included in the 2022 bond referendum and being awarded LAPP funding
- Ailey Young House Heritage Site Park Master Plan and Construction Drawings; the concept plan is anticipated to be approved in March 2026; a master plan and construction drawings are required prior to park construction
- Funding is allocated for a Downtown Transportation Improvements Study

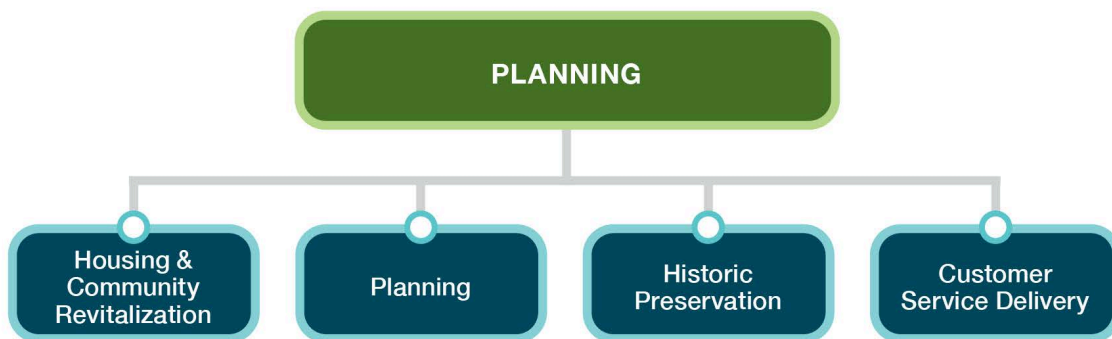
Positions

16 - Planning Director | Development Services Manager | Long Range Planning Manager | Project/Programs Manager | Senior Planner (2) | Planner II (5) | Planner I (2) | Zoning Enforcement Officer (2) | Planning Technician

Accomplishments

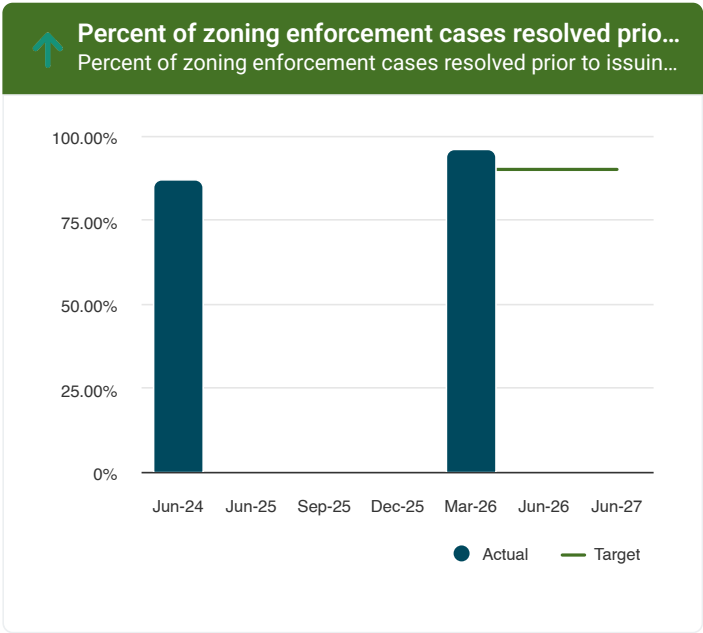
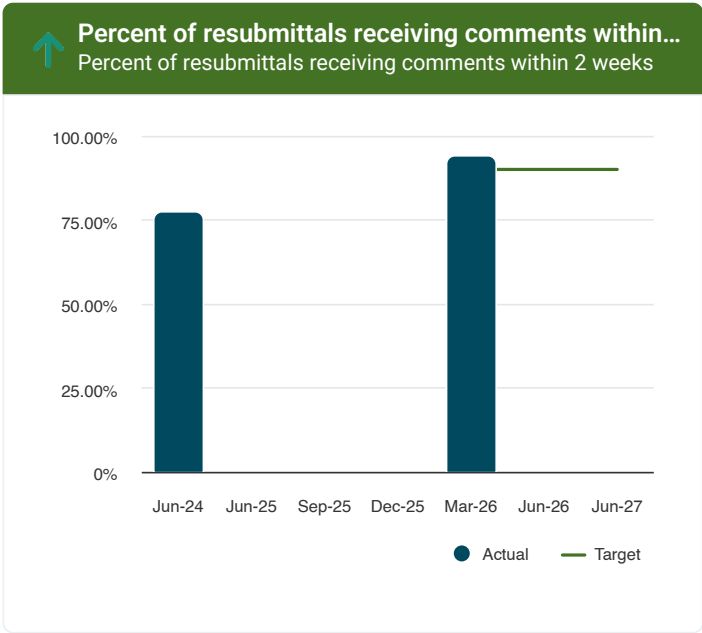
- Completed Ailey Young House master plan concept with public input, presented revised plan to the Board
- Advanced Smith Creek Greenway Phases 2 & 3 to 90% design, secured easements, received \$5 million for construction
- Researched infill affordable housing sites, declined a \$200K grant due to timing, supported critical home repairs
- Advanced Draft UDO Rewrite, reflecting years of coordinated work and extensive community engagement

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
Enhance pedestrian mobility to provide citizens a viable option of walking to shop, play, and work.	↑ Increase and enhance access to community
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

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↑ Percent of first submittals receiving initial comments to TRC within 3 weeks					
STRATEGIC GOAL					
Advancing Community & Economic Prosperity					
Actual	65.30%		96.00%		
Target	90.00%		90.00%	90.00%	90.00%
PERFORMANCE MEASURE					
↑ Percent of resubmittals receiving comments within 2 weeks					
STRATEGIC GOAL					
Advancing Community & Economic Prosperity					

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
Actual	77.30%		94.00%		
Target	95.00%		90.00%	90.00%	90.00%
PERFORMANCE MEASURE  Percent of development permit applications (residential plot plans, driveway permits, zoning verification letters, home occs, temp. use permits) reviewed within 5 days					
STRATEGIC GOAL Advancing Community & Economic Prosperity					
Actual	94.30%		100.00%		
Target	95.00%		95.00%	95.00%	90.00%
PERFORMANCE MEASURE  Percent of zoning enforcement cases resolved prior to issuing civil penalty					
STRATEGIC GOAL Sustaining Excellent Town Services					
Actual	87.00%		96.00%		
Target	90.00%		90.00%	90.00%	90.00%
PERFORMANCE MEASURE  Go Wake Forest average system-wide rides per hour					
STRATEGIC GOAL Investing in Transportation & Infrastructure					
Actual					
Target					20
PERFORMANCE MEASURE  Go Wake Forest average cost per ride					
STRATEGIC GOAL Investing in Transportation & Infrastructure					
Actual					
Target					\$17.00
PERFORMANCE MEASURE  Go Wake Forst average on-time performance (pickups within 5 minutes or less)					
STRATEGIC GOAL Investing in Transportation & Infrastructure					
Actual					
Target					80.00%

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
 Go Wake Forest met demand rate (ride requests met with ride proposal)					
STRATEGIC GOAL					
Actual					
Target					86.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of action items implemented from the Community Plan		3.00	
Number of action items implemented from the Northeast Community Plan	5.00	6.00	
Number of action items implemented from the Comprehensive Transportation Plan	2.00	1.00	
Number of action items implemented from the Comprehensive Transportation Plan			



TOWN *of*
WAKE FOREST

Department Summary

Engineering

Description

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

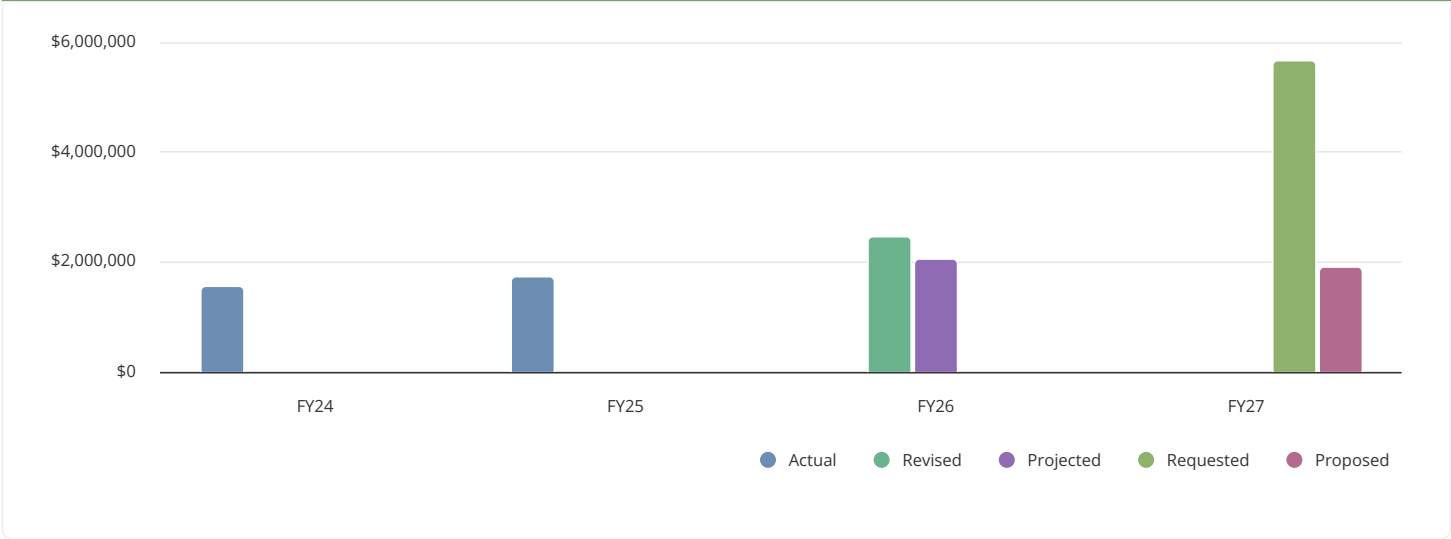
Purpose Statement

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

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$1,032,199	\$1,368,934	\$1,655,345	\$1,442,907	\$1,654,895	\$1,684,145
Professional	\$132,607	\$182,668	\$517,685	\$337,600	\$550,000	\$150,000
Operating	\$152,035	\$116,079	\$84,485	\$68,090	\$91,440	\$87,140
Capital	\$236,123	\$74,667	\$190,841	\$190,838	\$3,375,000	\$0
Total	\$1,552,962	\$1,742,346	\$2,448,356	\$2,039,435	\$5,671,335	\$1,921,285

Budget Comparison

Total



Budget Highlights

This budget focuses on both design and construction projects; ongoing work includes the S. Franklin Street widening, Downtown Streetscape Improvements, Miller Park stream restoration, and several greenway enhancements; construction on the Wake Forest Reservoir ishould also begin in FY27, providing necessary resiliency for our stormwater and recreational infrastructure.

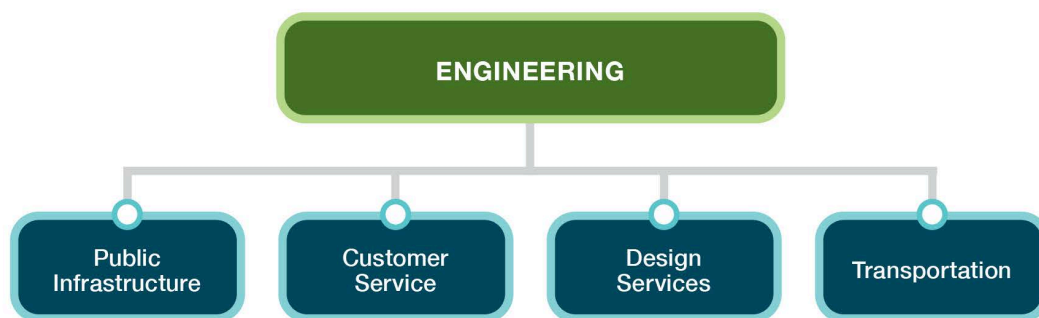
Positions

12 - Engineering Director | Senior Civil Engineer (2) | CIP Project Manager | Engineering Inspection Supervisor | Senior Engineering Inspector | Engineer (2) | Engineering Inspector II (2) | Engineering Inspector I | Engineering Technician

Accomplishments

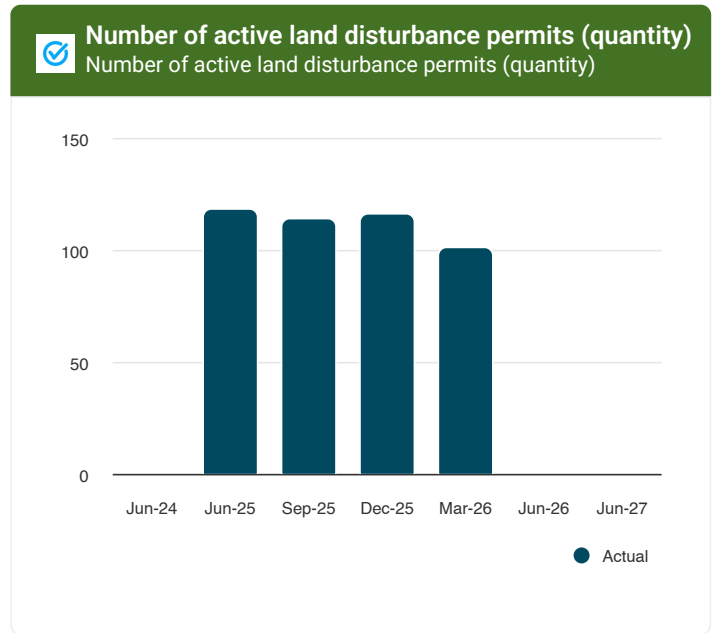
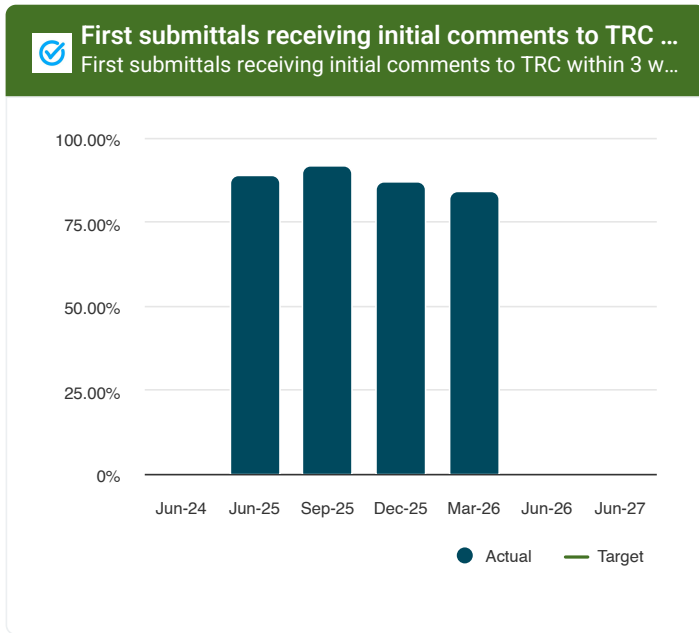
- Resurfaced more than 40 miles of roadway over three years through the successful implementation of bond-funded street resurfacing programs
- Progressed key roadway connections, including ongoing work on the Friendship Chapel Road project linking S. Main Street to Jones Dairy Road
- Completed traffic signal design for Forestville Road and Coach Lantern Way, with construction beginning spring 2026 and activation anticipated by late fall or early winter
- Advanced greenway connectivity through Dunn Creek Greenway Phases 3 and 4 which is expected to open spring 2026

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
Provide prompt, excellent, customer service	↑ Prompt review of development plans
	↕ Survey customers on services provided
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 (Sunset FY26)
Protect the quality of the natural environment	↕ Educate public on environmental issues

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
✔ First submittals receiving initial comments to TRC within 3 weeks (%)					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual		89.00%	84.10%		
Target					
PERFORMANCE MEASURE					
✔ Resubmittals receiving comments within 2 weeks (%)					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual		84.00%	95.70%		

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
Target					
PERFORMANCE MEASURE					
✔ Development permit applications (driveway permits, as-builts) reviewed within 5 days (%)					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual		62.00%	82.60%		
Target					

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Total length of streets resurfaced (lane miles)	12	2	0
Number of active land disturbance permits (quantity)		118	101
Number of permit applications reviewed (CDs, TIAs, Plats, As-builts, etc.)		1,730	257
Number of land disturbance permits		118	101

Department Summary

Public Works

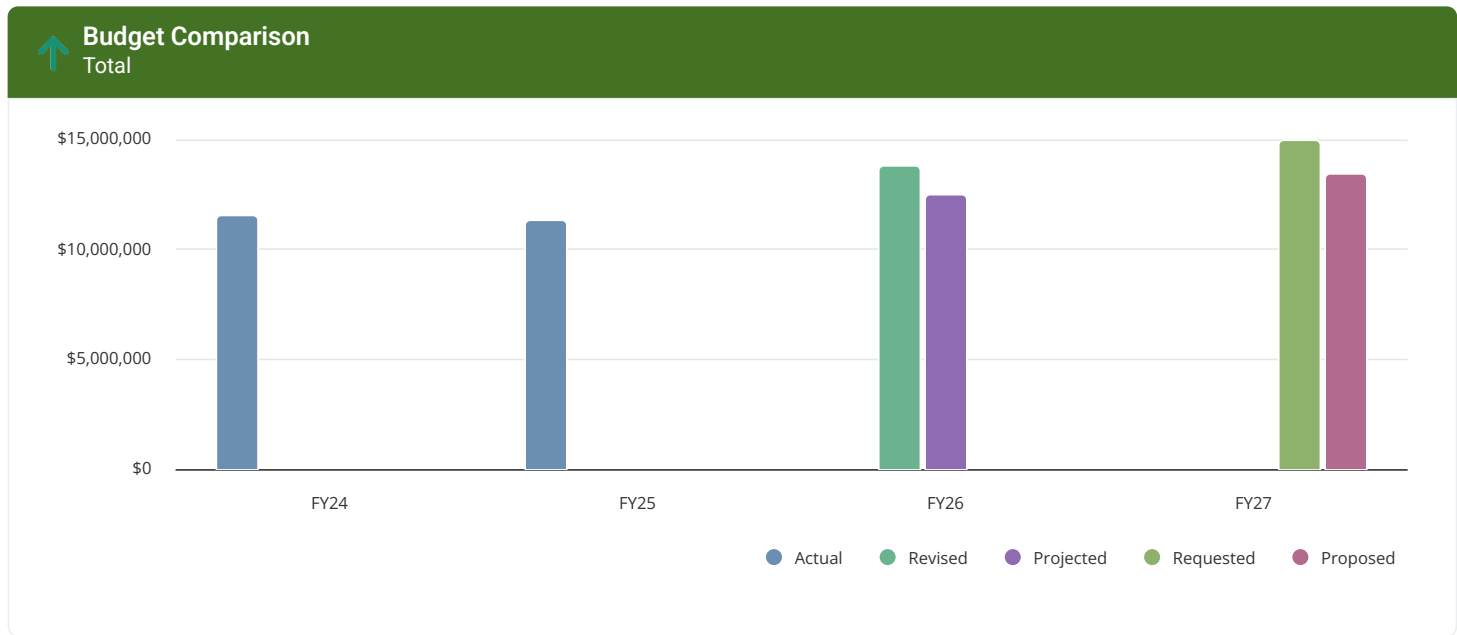
Description

Public Works is comprised of five divisions, Administration, Urban Forestry, Solid Waste, Streets, and Fleet Maintenance. The Director and four Superintendents manage the operations of each division which include the health and protection of green spaces, maintenance and repair of town vehicles and equipment, streets and drainage system, and the collection and disposal of refuse, recyclables and yard waste. This department collaborates with several others across the organization, the Streets division works particularly close with the Town's Stormwater Management department.

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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$3,883,111	\$4,257,847	\$4,772,950	\$4,495,040	\$4,931,425	\$4,896,790
Operating	\$6,281,479	\$6,554,272	\$7,051,170	\$6,550,561	\$7,506,781	\$7,076,835
Capital	\$1,395,901	\$537,004	\$1,990,493	\$1,416,793	\$2,559,000	\$1,456,500
Total	\$11,560,488	\$11,349,119	\$13,814,613	\$12,462,394	\$14,997,206	\$13,430,125



Budget Highlights

- **Administration:** Overall department budget builds in necessary costs to maintain service levels, most increases in line items are attributed to inflation
- **Urban Forestry:** Capital outlay includes replacement of a chipper
- **Solid Waste:** Solid Waste and Recycling fee increased from \$24 to \$25/month - FY27 budget includes funding for a leaf vacuum truck and service vehicle which will be financed later in FY27
- **Streets:** Several capital replacements included in the FY27 budget, including an excavator (purchased with Powell Bill funds), mower and service vehicle
- **Fleet Maintenance:** Additional Fleet Mechanic Apprentice position added - Collaboration with Budget Management department to revamp the Vehicle Replacement Plan schedule reporting function using a new tool, saving several hours of staff time, Plan-It!

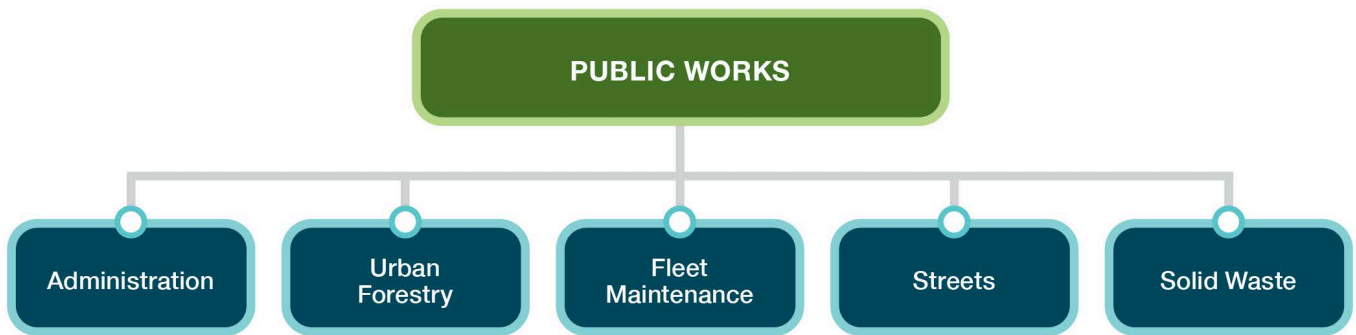
Positions

- **Administration (2):** Public Works Director | Administrative Assistant
- **Urban Forestry (5):** Urban Forestry Manager | Tree Trimming Supervisor | Urban Forestry Technician | Tree Trimming Technician (2)
- **Solid Waste (15):** Solid Waste Manager | Solid Waste Supervisor | Sustainability Coordinator | Solid Waste Equipment Operator (6) | Solid Waste Collector (6)
- **Streets (23):** Streets Maintenance Manager | Street Supervisor (3) | Senior Construction Worker | Right-of-way Supervisor | Construction Worker III (5) | Construction Worker II (9) | Construction Worker I (3)
- **Fleet Maintenance (7):** Fleet Manager | Shop Foreman | Parts Specialist/Service Writer | Equipment Mechanic II (3) | Equipment Mechanic

Accomplishments

- **Administration:** Completed phase one of the APWA accreditation program. - Continued to advocate for cross training within Public Works as time allowed. - Completed several team/morale building events.
- **Urban Forestry:** Pruned 20% of all town owned trees and removed numerous hazards from the public rights of way. - Successfully replanted one street tree for every street tree removed.
- **Solid Waste:** Launched the Town's first public composting program which includes successfully installing three public compost bins in high-use areas with increasing community participation and positive feedback. - Delivered consistent collection services throughout weather events, holidays, and equipment issues, resolving temporary delays in leaf and recycling services to stay on schedule for residents. - Hosted well-attended shred and electronics recycling events, and provided hands-on sustainability classes and educational presentations to schools, HOAs, and community groups.
- **Streets:** Launched and actively managed the Entry Level Driver Training program, resulting in three staff completing CDL certification and six more currently progressing toward licensing by July 1. - Provided growth and advancement opportunities for staff development. - Hired key staff positions, secured equipment, and advanced onboarding to ensure the new stormwater crew is fully staffed and equipped.
- **Fleet Maintenance:** Completed a total of 3,191 work orders in FY26. - Achieved a 100% on-time completion rate for scheduled vehicle repairs - Billed hours at 78% as a productivity metric.

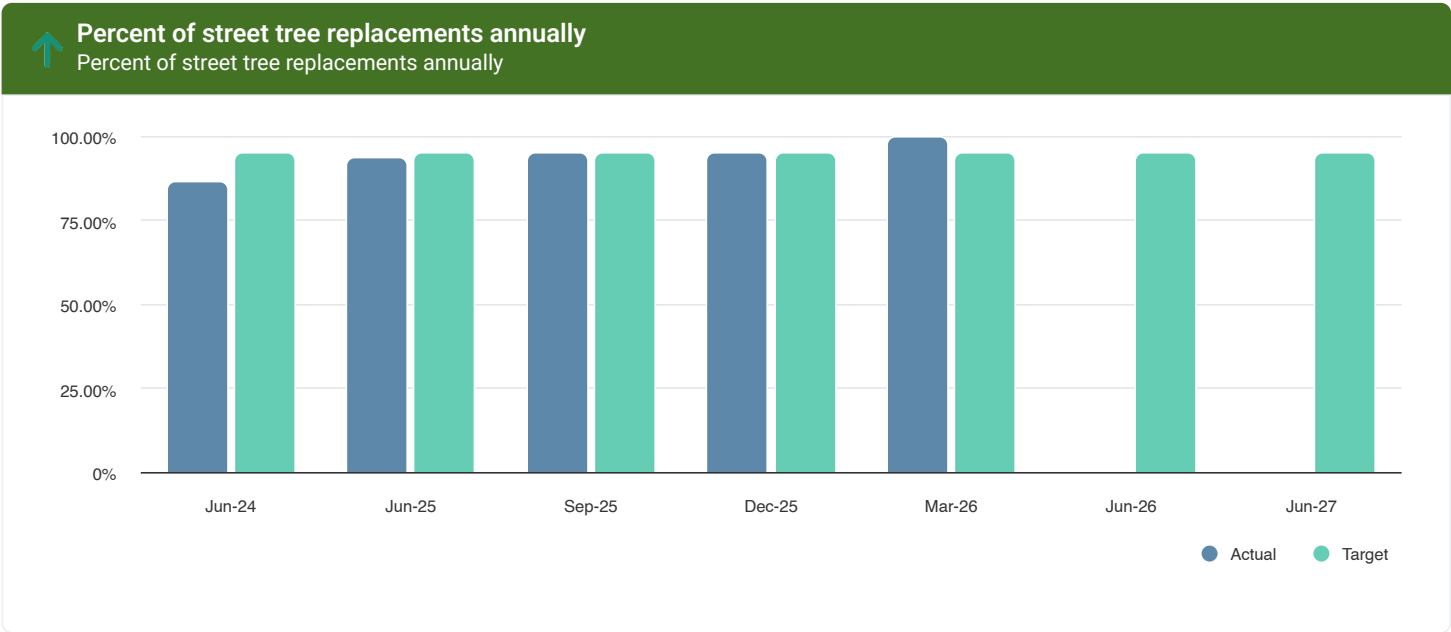
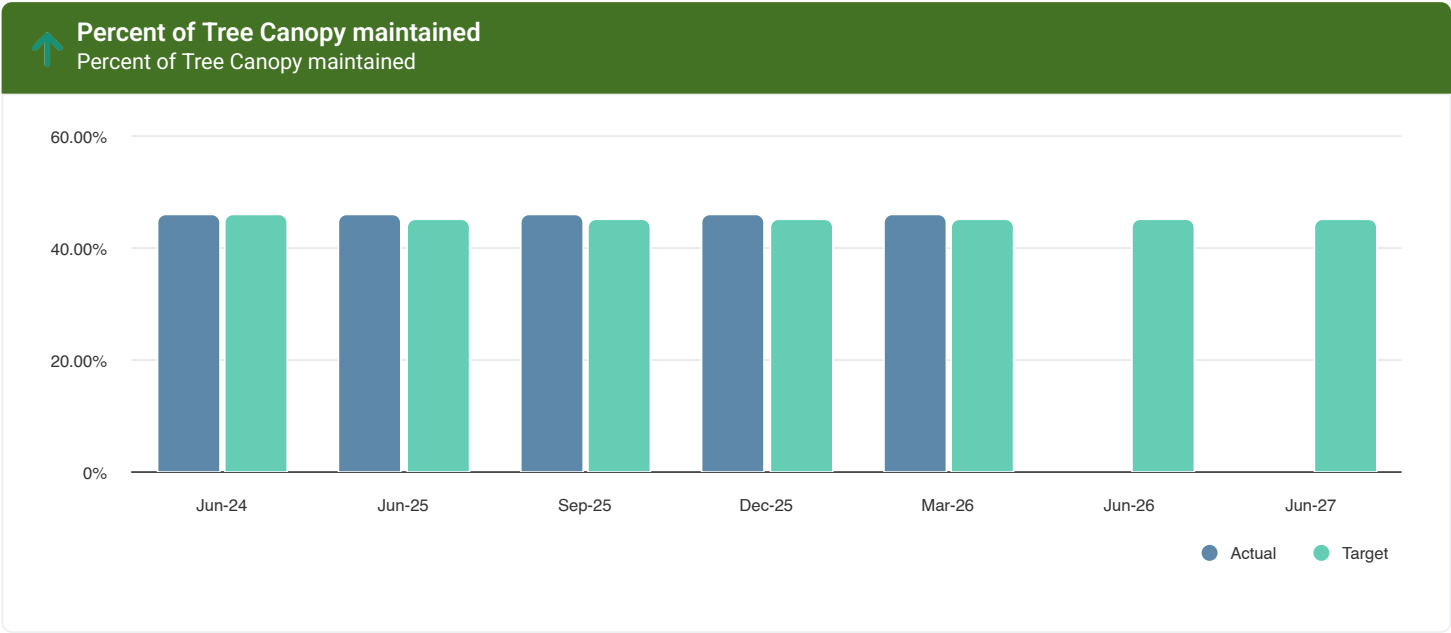
Function Chart



Strategic Plan Alignment



Division Summary
PW - Urban Forestry

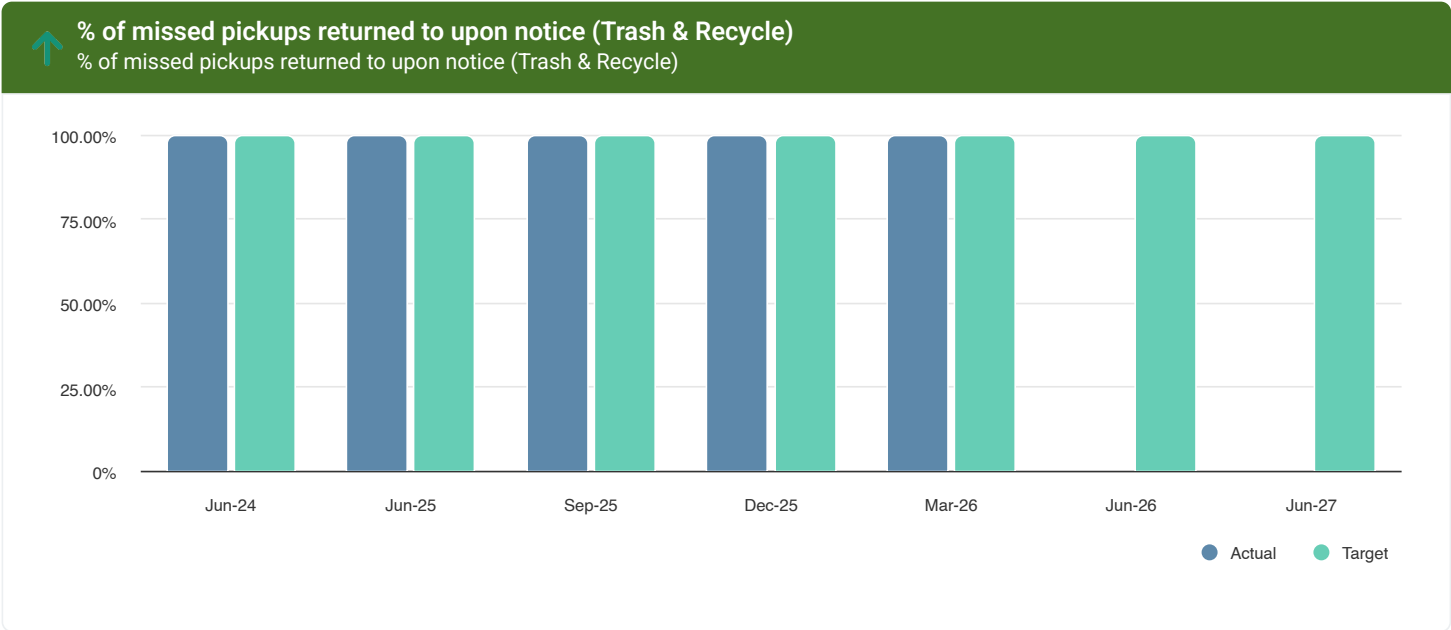


Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
 Percent of street tree replacements annually					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	86.30%	93.80%	100.00%		
Target	95.00%	95.00%	95.00%	95.00%	95.00%
PERFORMANCE MEASURE					
 Percent of street trees trimmed annually					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	7.50%	20.00%	0%		
Target	20.00%	20.00%	20.00%	20.00%	20.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Percent of Tree Canopy maintained	46.00%	46.00%	46.00%
	46.00%	45.00%	45.00%
Number of trees removed - Urban Forestry	202	165	10
Number of trees trimmed - Urban Forestry	1,660	551	15

Division Summary
PW - Solid Waste

Goal/Function	Performance Objectives
Improve scheduled yard waste pickup	Provide prompt returns for missed pickups



Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
⊖ Carts to be replaced or repaired upon notice (Yard Waste)					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	4.00%			
Target	100.00%	100.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
↑ Carts to be replaced or repaired upon notice (Trash & Recycle)					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	100.00%	100.00%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of new carts delivered	1,058	555	67
Number of carts repaired	411	350	98
Reported number of returns for missed trash pickups	2,175	1,358	227
Reported number of returns for missed recycling pickups	1,836	1,539	322
Reported number of returns for missed yard waste pickups	45	80	10
Number of carts dropped in hopper of truck	87	0	105
Number of complaints for all waste streams	945	3,077	742
Number of notification tags	1,498	954	201
Number of carts upgraded/replaced	374	40	40

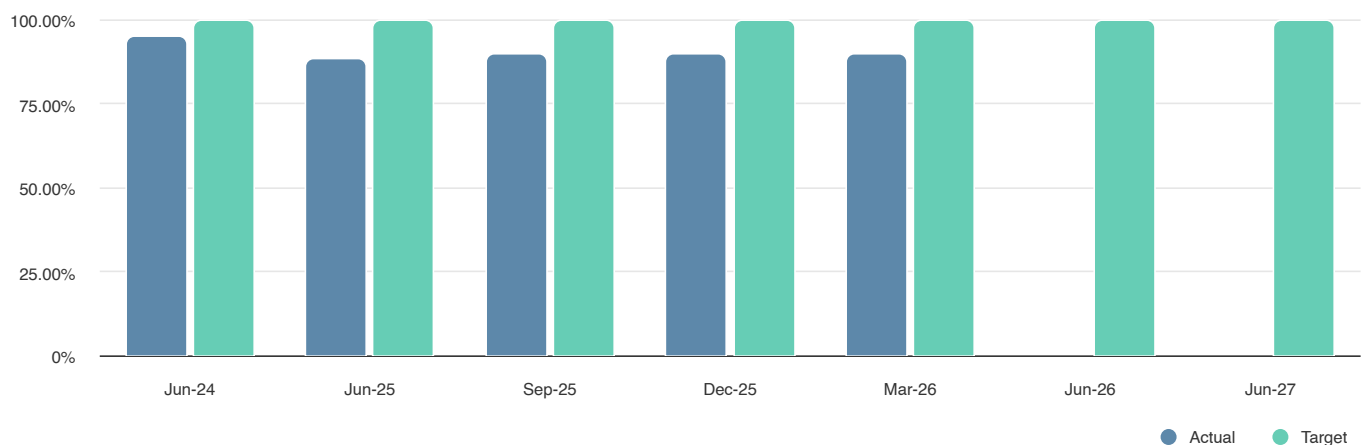
Division Summary

PW - Streets

Goal/Function	Performance Objectives
Improve traveling public's experiences on local roads	↑ Prompt response time to hazardous road conditions/issues
Monitor and improve response to storm drain issues	↑ Response to storm drain/catch basin emergencies
	↑ Annual maintenance of catch basins/storm drains
Improve pedestrian experience on sidewalks	↓↑ Repair/replace damaged, broken or uneven sidewalk

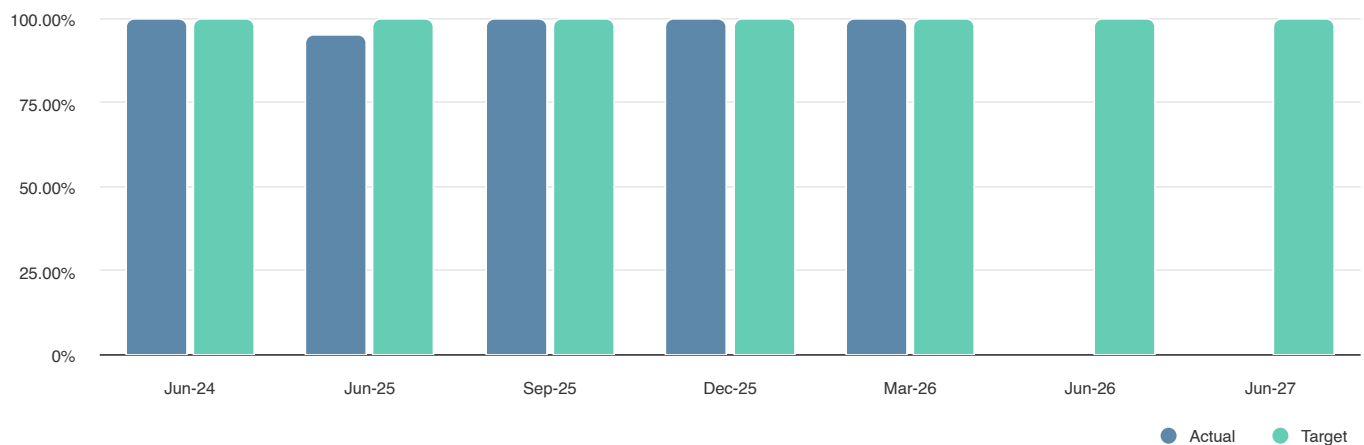
↓↑ Percent of reported sidewalk hazards repaired within 48 hours

Percent of reported sidewalk hazards repaired within 48 hours



↑ Percent of reported potholes repaired within 48 hours

Percent of reported potholes repaired within 48 hours

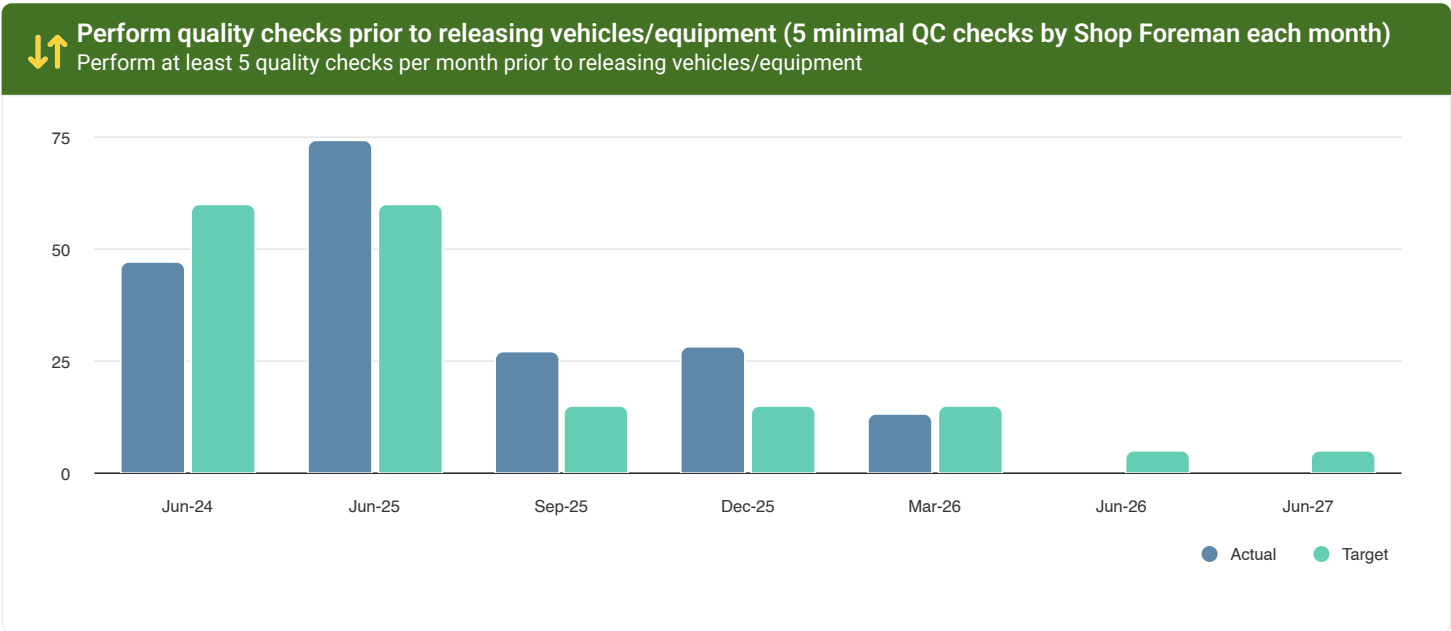
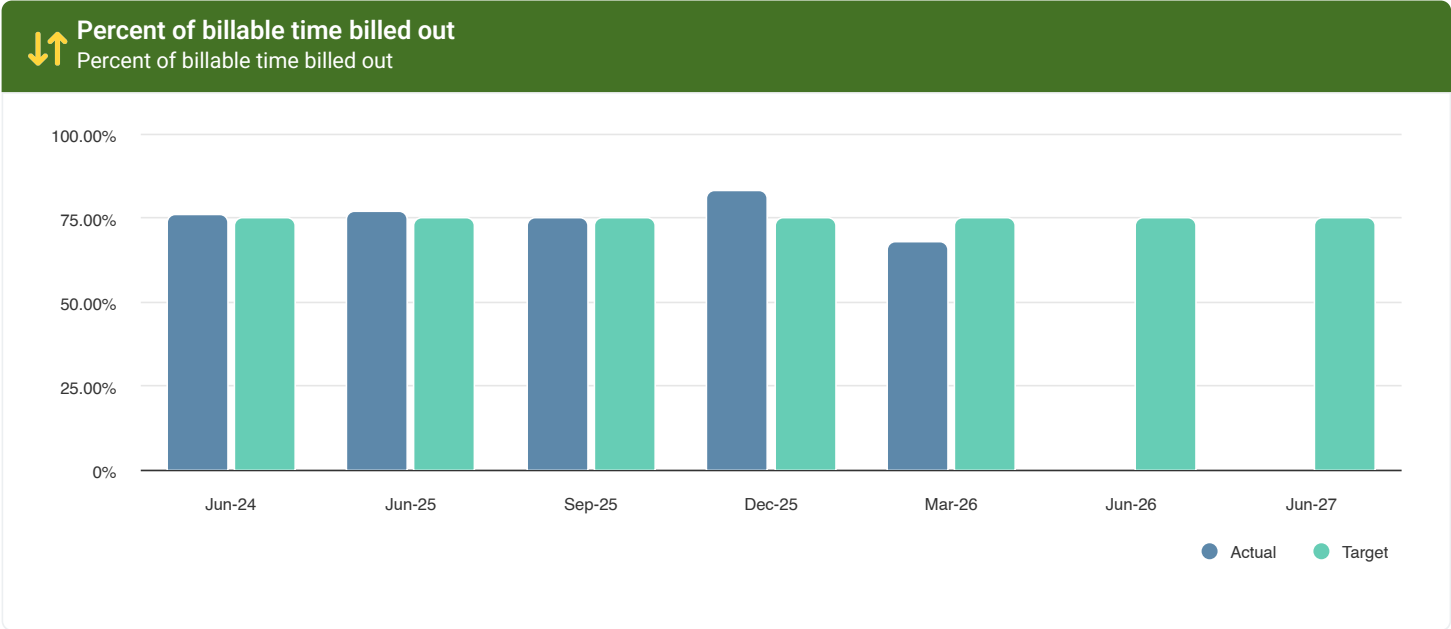


Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↕↑ Percent of reported sidewalk hazards repaired within 48 hours					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual	95.00%	88.30%	90.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
↑ Percent of reported potholes repaired within 48 hours					
STRATEGIC GOAL					
Investing in Transportation & Infrastructure					
Actual	100.00%	95.00%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Linear feet of hazardous sidewalks repaired	3,186	2,554	1,144
Linear feet of hazardous curb and gutter repaired	348	137	0
Number of potholes repaired	134	363	79
Yards of concrete used	327	248	79
Tons of asphalt used in pavement repairs	907	908	211
Number of signs repaired/replaced	513	548	31
Linear feet of thermo applied	1,225	1,814	184
Hours spent in training classes	216	90	36
Hours spent on special projects	430	153	40

Division Summary
PW - Fleet Maintenance

Goal/Function	Performance Objectives
Provide effective preventive maintenance and scheduled repairs	↓↑ Maintain vehicles and equipment in top working order
	↓↑ Ensure parts and materials are procured prior to start of repair on maintenance items only
Improve mechanic performance and equipment reliability	↓↑ Perform quality checks prior to releasing vehicles/equipment



Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↓↑ Percent of billable time billed out					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	76.00%	77.00%	68.00%		
Target	75.00%	75.00%	75.00%	75.00%	75.00%
PERFORMANCE MEASURE					
↓↑ Perform at least 5 quality checks per month prior to releasing vehicles/equipment					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	47	74	13		
Target	60	60	15	5	5

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of vehicles returning for same concern/repeat repair	4	3	2
Number of maintenance/service orders completed	2,745	3,191	639
Number of maintenance/service orders completed on time	2,745	3,191	639



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Department Summary

Downtown Development

Description

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

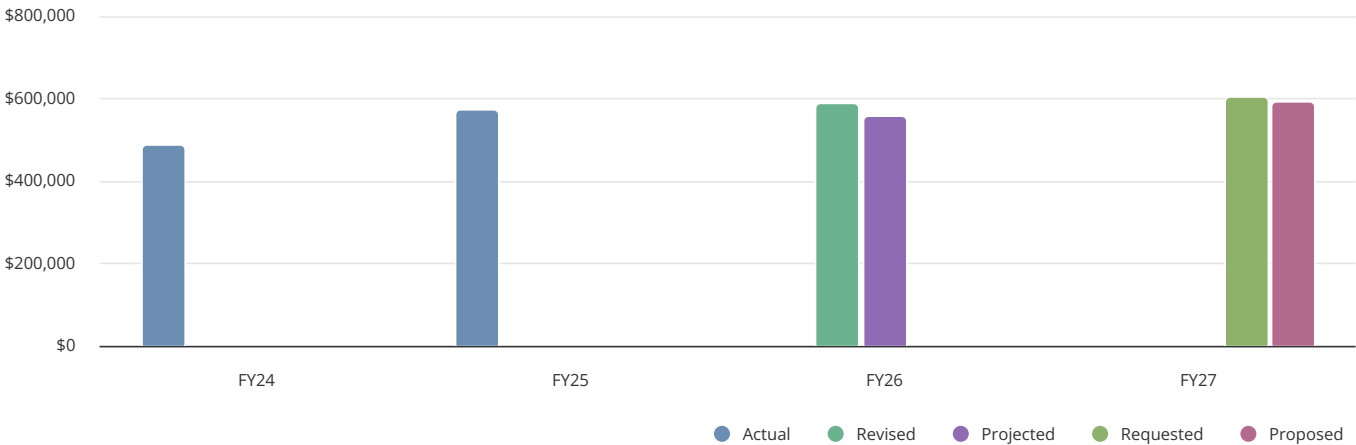
Purpose Statement

To guide the continued growth of Downtown Wake Forest in achieving its economic and cultural potential.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$284,614	\$306,920	\$335,650	\$334,720	\$350,290	\$357,750
Operating	\$189,481	\$207,969	\$240,050	\$211,945	\$253,850	\$233,550
Capital	\$12,785	\$57,453	\$12,500	\$12,500	\$0	\$0
Total	\$486,880	\$572,341	\$588,200	\$559,165	\$604,140	\$591,300

Budget Comparison

Total



Budget Highlights

- Continues to maintain Main Street America Accreditation • Continues to provide key quality of life events that bring our community together and actively showcase Wake Forest Downtown and the variety of experiences that it has to offer.
- Continues to attract new businesses, residents, and development to Wake Forest Downtown

Positions

3 - Downtown Development Director | Downtown Development Specialist | Downtown Development Coordinator

Accomplishments

- Wake Forest Downtown, Inc. (WFD) updated the 5-year vision and mission
- Implemented the Wake Forest Social District in June 2025. Businesses that have reported the most success in an increase in foot traffic or sales have increased or expanded business hours and/or have promoted their involvement in the social district
- Implemented pop-up art installations with YarnSplosure and Wheel Stop Art in collaboration with the Public Art Commission and other community partners
- Installed 18 plaques downtown in the historic district as part of the Historic Plaque Program
- Downtown Development Director was certified as a Main Street America Revitalization Professional

Function Chart

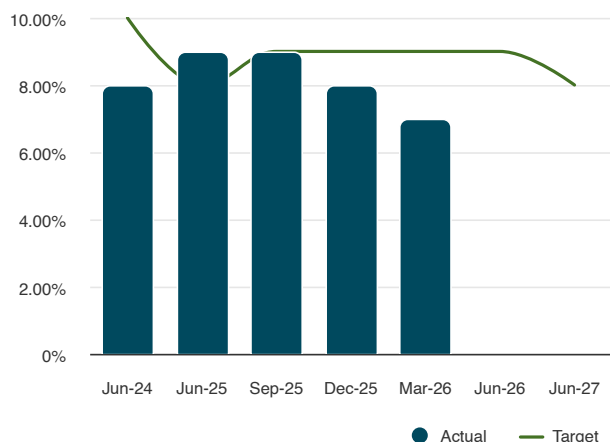


Strategic Plan Alignment



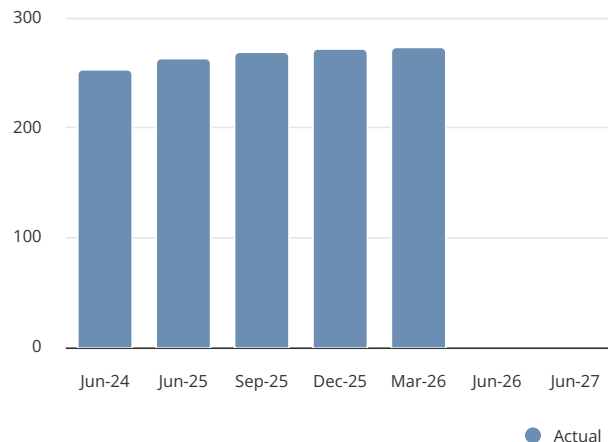
↓↑ Downtown vacancy rate

Downtown vacancy rate



✓ Total number of housing units located downtown

Total number of housing units located downtown



Goal/Function	Performance Objectives
Economic Development	↑ Make downtown a destination place for the community and surrounding areas
Community Liaison	⊖ Realize steady growth in mixed use and infill development

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↓↑ Downtown vacancy rate					
STRATEGIC GOAL					
Advancing Community & Economic Prosperity					
Actual	8.00%	9.00%	7.00%		
Target	10.00%	8.00%	9.00%	9.00%	8.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Total number of housing units located downtown	253	263	273
Increase in investment in the municipal service district - both public and private	12,126,822	13,301,427	8,405,075
Net new business in Downtown Municipal Service District (DMSD)	4	4	1
Net new employees in Downtown Municipal Service District (DMSD)	28	61	2
Number of Facade Improvement grants (funded)	6	4	1



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Parks, Recreation & Cultural Resources

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 swimming pool, four community buildings, various school facilities, 12 parks and greenways and trails.

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

Vision - To create a culture of innovation which inspires and encourages a passion for parks and recreation that cultivates a sense of community and enhances the quality of life of our citizens.

Budget Comparison

Total

The chart displays budget data for four fiscal years. For FY24, the Actual budget is approximately \$9,000,000. For FY25, the Actual budget is approximately \$5,000,000. For FY26, the Revised budget is approximately \$6,500,000 and the Projected budget is approximately \$5,500,000. For FY27, the Requested budget is approximately \$37,000,000 and the Proposed budget is approximately \$6,000,000.

Fiscal Year	Actual	Revised	Projected	Requested	Proposed
FY24	\$9,000,000				
FY25	\$5,000,000				
FY26		\$6,500,000	\$5,500,000		
FY27				\$37,000,000	\$6,000,000

Budget Highlights

The FY27 department request is unusually high because the capital improvement plan update request is included.

- Includes an Assistant Director to assist with high-level administrative duties and prepare for succession planning
- Funds for a Comprehensive Fee Analysis to implement an updated fee structure for Quality of Life departments

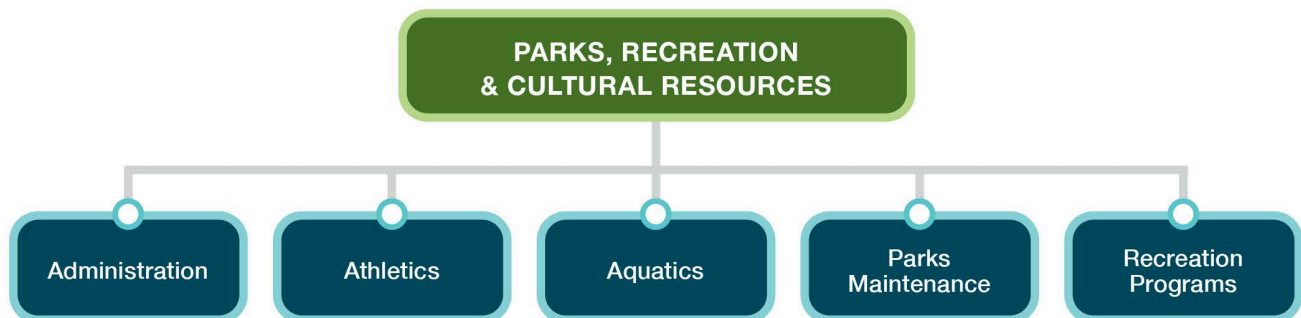
Positions

30 - Parks & Recreation Director | Recreation Programs Manager | Athletics/Aquatics Manager | Recreation Center Supervisor | Parks & Recreation Maintenance Manager | Community Center Supervisor | Special Events Specialist | Recreation Specialist (2) | Athletics Program Coordinator | Specialized Recreation & Inclusion Coordinator | Special Events Coordinator | Parks & Recreation Maintenance Crew Supervisor (2) | Administrative Assistant | Parks & Recreation Maintenance Specialist II (2) | Parks & Recreation Maintenance Specialist I (5)

Accomplishments

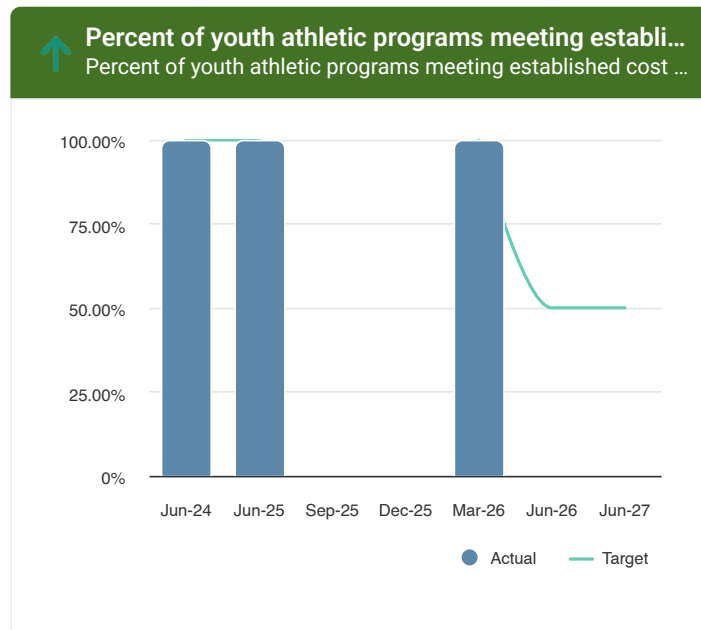
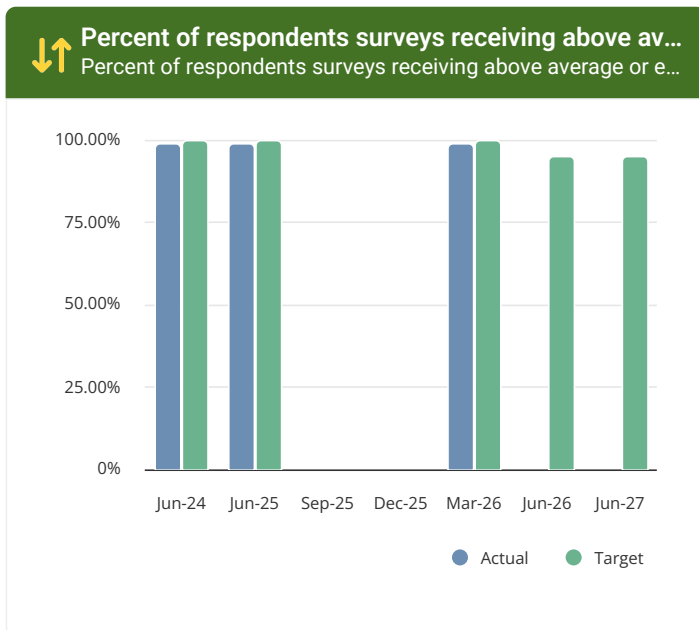
- Completed improvements at Taylor Street Park (replaced old playground, replaced shelter roof, repainted shelter and Sprayground equipment, installed new surface on Sprayground, added tables and benches)
- Installed Historical/Interpretive Signage at Kiwanis Park & Flaherty Park
- Replaced scoreboards at Heritage High Park fields (HH 250 and HH 300)
- Completed 2022 Bond Project: Athletic Field Lights Installation
- Replaced irrigation at Smith Creek Soccer Center field # 30

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
Improve Organizational Credibility and Operational Efficiencies	↑ Enhance and improve internal and external communication of activities and services
Improve Financial Situations	↓↑ Implement equitable user fees
Improve Programs and Service Delivery	↑ Increase programming for families, seniors, and teens
	↑ Increase programs in wellness/fitness, cultural, sand special needs
Improve Facilities and Amenities	↑ Maintain and improve existing facilities

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↓↑ Percent of respondents surveys receiving above average or excellent ratings					
STRATEGIC GOAL					
Fostering a Safe Diverse & Welcoming Community					
Actual	98.80%	98.80%	99.00%		
Target	100.00%	100.00%	100.00%	95.00%	95.00%
PERFORMANCE MEASURE					
↑ Percent of youth athletic programs meeting established cost recovery goal of 50% (Direct Cost)					
STRATEGIC GOAL					
Fostering a Safe Diverse & Welcoming Community					
Actual	100.00%	100.00%	100.00%		

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
Target	100.00%	100.00%	100.00%	50.00%	50.00%
PERFORMANCE MEASURE  Percent of adult athletic programs meeting established cost recovery goal of 100% (Direct Cost)					
STRATEGIC GOAL Fostering a Safe Diverse & Welcoming Community					
Actual	100.00%	100.00%	100.00%		
Target	100.00%	100.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE  Percent of non-athletic programs meeting established cost recovery goal of 50% (Indirect Cost) Summer Camp					
STRATEGIC GOAL Fostering a Safe Diverse & Welcoming Community					
Actual	50.00%	50.00%	50.00%		
Target	50.00%	50.00%	50.00%	50.00%	50.00%
PERFORMANCE MEASURE  Percent of residents participating in recreation program					
STRATEGIC GOAL Fostering a Safe Diverse & Welcoming Community					
Actual	78.20%	75.70%	77.00%		
Target	75.00%	75.00%	75.00%	75.00%	

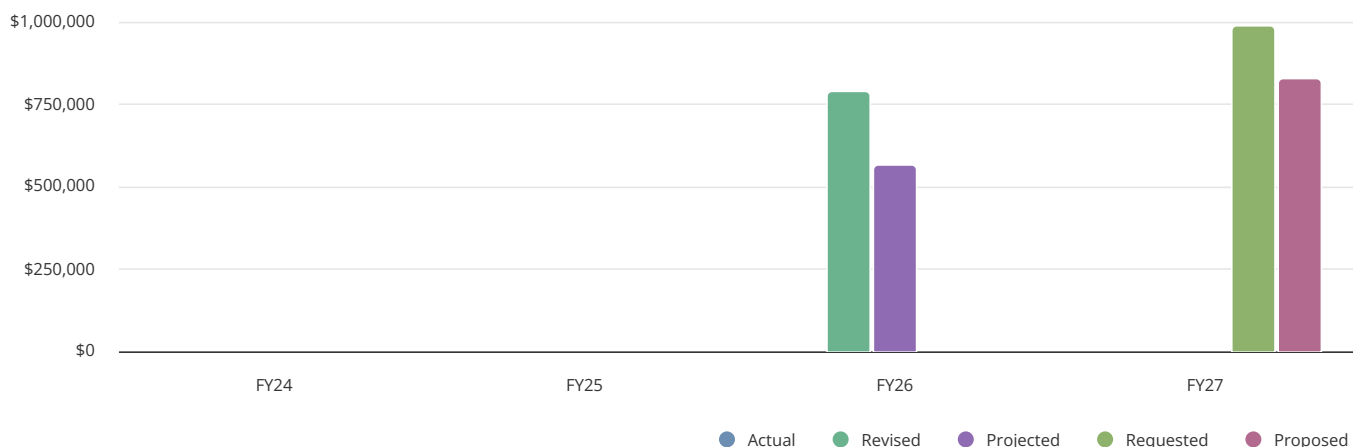
Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Obtain sponsorship for non-athletic programs (Special Events)	73.30%	62.50%	100.00%
Number of Town facility rentals	156	162	54
Total of sponsorship funding	\$ 23,550.00	\$ 15,980.00	\$ 12,560.00
Total number of youth programs offered (Recreation Programs)	36	2,308	84
Total number of Specialized/Inclusion programs offered	68	143	33

Center for Active Aging

The Wake Forest Center for Active Aging offers adults aged 55 and older a full schedule of recreational activities, monthly social events, and educational classes in a welcoming and friendly atmosphere. On-site is a multi-purpose activity center, private and open-space rooms, and gathering spaces to meet the many needs of all who attend.

Serves senior and disabled adults in Wake Forest and beyond by providing community-based services and information, thereby allowing them to maximize their choices for independence, comfort, safety, security and well-being.

Workforce	\$0	\$0	\$625,830	\$389,755	\$692,545	\$647,565
Professional	\$0	\$0	\$0	\$0	\$3,500	\$0
Operating	\$0	\$0	\$164,575	\$177,230	\$290,095	\$181,975
Total	\$0	\$0	\$790,405	\$566,985	\$986,140	\$829,540



This budget focuses on addressing active aging participants requests and needs since becoming part of the Town July 1, 2025. There is additional funding for enhanced programming and services. The department is part of the Quality of Life portfolio and will take part in a comprehensive fee analysis next year.

Positions

5 - Center for Active Aging Director | Community Engagement Manager | Program Manager | Technical Operations Specialist | Customer Service Specialist | (*Additional Navigation and Integration Services part-time position is shared between the Town and future partnership support through RFS (Resources for Seniors)*)

Accomplishments

- Implemented the RecDesk registration system and fully transitioned to the Town of Wake Forest.
- Retained high-quality programming and services while navigating the transition with limited staff
- Established multiple community partnerships and continue to expand and grow relationships.

Function Chart



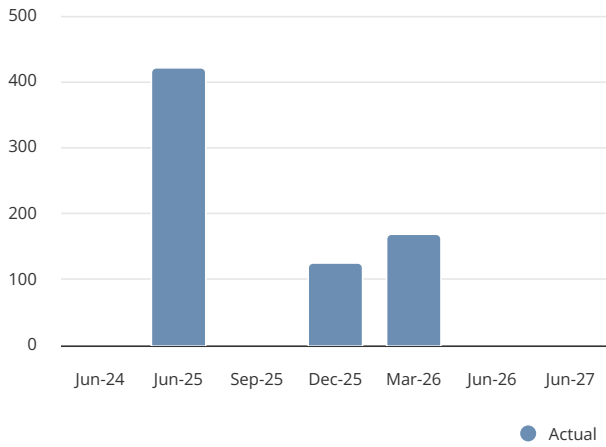
Strategic Plan Alignment





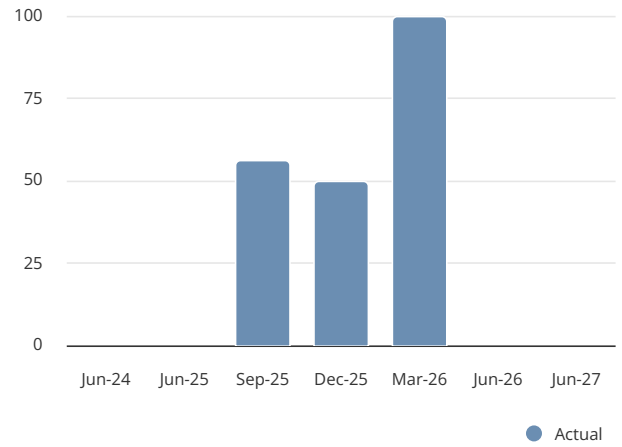
Number of members participating in Special Events

Number of members participating in Special Events



Total Student Volunteer Hours Logged

Total Student Volunteer Hours Logged



Workload Indicators

Period

Jun-24

Jun-25

Mar-26

Number of members participating in Special Events

421

169

Number of Aging Adults Participating in Health/Wellness/Support Programs

433

18

Number of Community Outreach Calls/Meetings/Support/Events Expo

0

27

Number of Active Guest Service Volunteers

53

21

Number of Visitors/Participants

76,555

14,026



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Transfers Summary

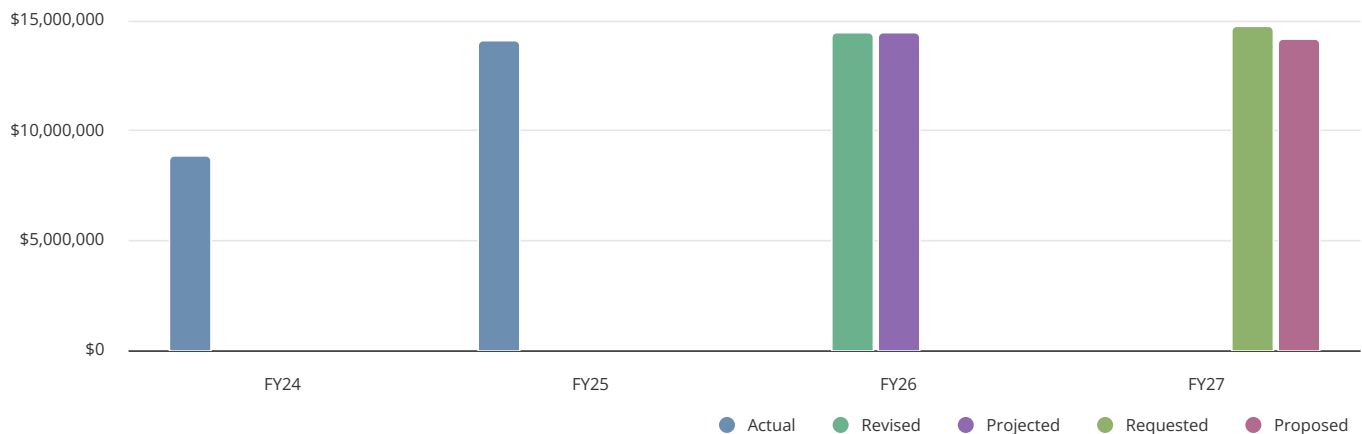
General Fund Transfers

Description

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

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Capital Reserve Fund - Housing	\$200,000	\$1,154,946	\$1,212,390	\$1,212,390	\$1,214,100	\$617,080
Capital Projects Fund	\$157,650	\$589,500	\$913,000	\$913,000	\$0	\$600,000
Capital Projects Fund - Transportation	\$788,888	\$1,732,416	\$1,818,585	\$1,818,585	\$1,821,150	\$1,851,190
Special Revenue Fund	\$1,197,351	\$1,379,412	\$1,494,480	\$1,494,480	\$1,750,300	\$1,650,085
Debt Service Fund	\$6,330,776	\$8,950,815	\$8,789,850	\$8,789,850	\$9,715,675	\$9,255,945
Pension Trust Fund	\$150,000	\$250,000	\$250,000	\$250,000	\$275,000	\$200,000
Total	\$8,824,663	\$14,057,087	\$14,478,305	\$14,478,305	\$14,776,225	\$14,174,300

Budget Comparison Total



Budget Highlights

- Transfers to Capital Projects Funds designated for Housing Initiatives (.5 cent), S-line, and Transportation (1.5 cents)
- Transfers to Special Revenue Funds includes Renaissance Centre and Economic Development (WFBIP) Funds
- All debt service requirements for the General Fund are in the Debt Service Fund - Represents 7.5 cents of tax rate
- Transfers to Pension Fund designated for OPEB and LEOSA contributions



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DEBT MANAGEMENT

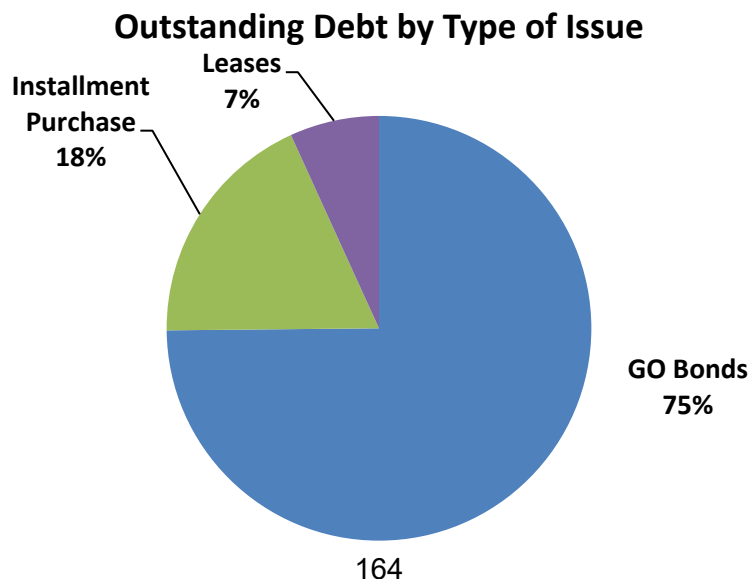
The Town strategically manages its long-term financing needs using various debt financing options available such as General Obligation Bonds, Revenue Bonds, and Installment Purchase Agreements. Debt service expenditures include principal and interest payments, which are budgeted in the corresponding 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 "Aaa" 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 an attractive credit worthiness.

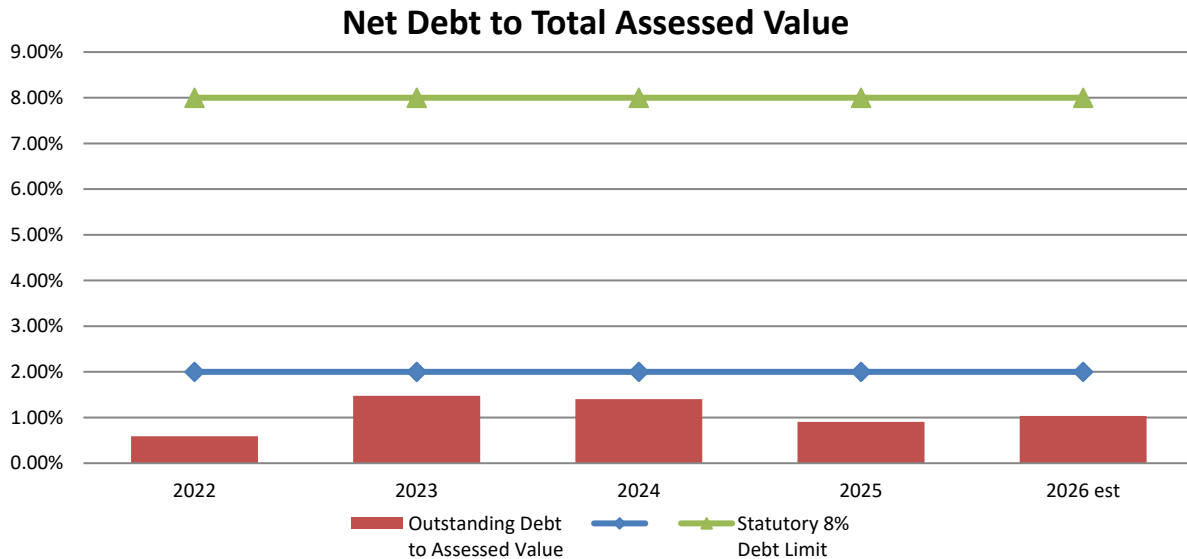
Summary of Outstanding Debt Issuance

		as of June 30, 2025
General Fund		
Installment Purchase Agreements	\$	10,234,194
General Obligation Bond		47,520,920
Leases		4,308,489
Total Tax-Supported Debt		<u>62,063,603</u>
Electric Fund		
Leases		11,571
Installment Purchase Agreements		1,417,052
Total Debt Outstanding	\$	<u>63,492,226</u>



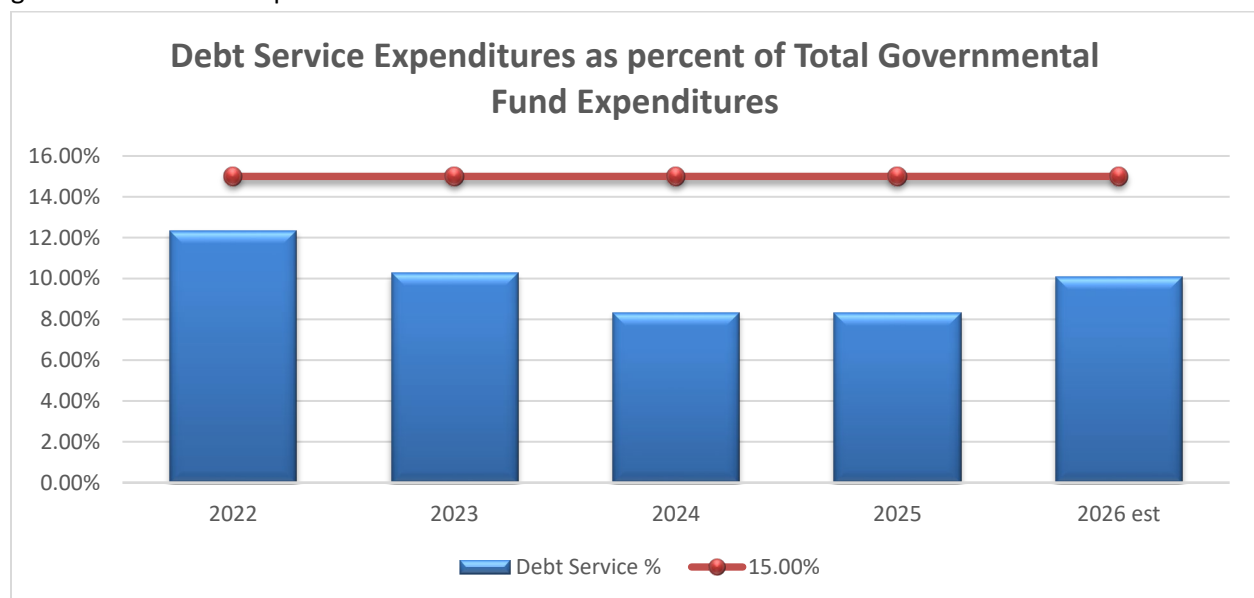
Legal Debt Limit

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 2026 is \$984,589,746 providing a debt margin of approximately \$857,418,081. This includes remaining \$52,950,000 authorized in November 2022, but unissued general obligation bonds.



Town Policy

Per policy guidelines approved in February 2016, net debt as a percentage of total assessed value of taxable property should not exceed two (2%) percent. The town defines net debt as 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. FYE 2026 debt service is projected to be 10.1% of governmental fund expenditures.



Future Debt Issuance

The Town utilizes a debt model to plan the issuance of future debt. The most recent update was completed in May 2022 which included planning for a bond referendum. The debt model projected an estimated impact on the tax rate of up to three (3) cents. Currently, the town has an interactive debt model which will be used in planning future installment financing and potential bond referendums.

In November 2022, voters approved issuing \$75,000,000 in general obligation bonds for roadway and transportation, parks and recreation facilities, greenway improvements and parking facilities, greenway improvements and parking facilities. The Town plans to issue these bonds in three installments over the next seven to ten years. The first issuance of \$22 million occurred in October 2024 and the second one is planned for Fall 2026 or early 2027.

In addition to the general obligation bonds, the Town is planning to issue installment debt to fund the construction of Fire Station 6, and three (3) engines. One engine is for Station 6 and the other two are replacements identified in the Capital Improvements Plan.

Debt Service Fund

The Town established a debt service fund in 2018 to account and plan for all general fund debt. Specific revenues including a specific portion of the tax rate, vehicle fees, Powell Bill funds and downtown municipal service district tax funds are earmarked to repay general fund debt.

The proposed budget for fiscal year 2026-2027 is \$ 11,451,500. Funds are allocated for all existing debt service. A transfer in the amount of \$9,255,945 from the General Fund which represents 7.5 cents of the tax rate. The impact from Fire Station 6 construction installment financing is \$2,010,040 which was issued in May 2026

The following four (4) installment notes were paid off in fiscal year 2025-2026:

- 2018 Truist Installment – Street Rehab
- 2019 PNC Installment – Downtown Streetscape
- 2021 Truist Installment – Aerial Ladder Truck
- 2023 First Citizens Installment – Vehicles and Equipment

Town of Wake Forest
Debt Service Fund
Fiscal Year 2026 - 2027

	2026 Amended Budget	2026 YTD 3/31/26	2026 Projected	2027 Proposed Budget
Fund 200 - Debt Service Fund				
Revenue				
4330 - Powell Bill	\$ 1,805,715	\$ 1,817,072	\$ 1,817,072	\$ 1,670,630
4340 - Vehicle Fees	637,500	413,190	625,370	423,350
4500 - Miscellaneous Revenue	-	-	-	-
4600 - Investment Earnings	106,350	116,123	136,315	101,575
4706 - Bond Proceeds	-	-	-	-
4710 - Interfund Transfers	8,854,850	6,657,388	8,854,850	9,255,945
4990 - Appropriated Fund Balance	-	-	-	-
Revenue Total	\$ 11,404,415	\$ 9,003,773	\$ 11,433,607	\$ 11,451,500
Expenses				
5350 - Bond Issuance Costs	-	-	-	-
5800 - Installment Purchase - Principal	4,248,435	3,064,789	4,246,809	4,904,170
5801 - Installment Purchase - Interest	460,560	307,691	427,898	918,610
5810 - GO Bond - Principal	4,256,245	1,861,000	3,346,950	3,374,250
5811 - GO Bond - Interest	1,689,420	1,465,042	1,689,409	1,558,150
5830 - Lease - Principal	632,235	581,869	695,605	590,700
5831 - Lease - Interest	117,520	96,805	120,539	105,620
Expenses Total	\$ 11,404,415	7,377,196	\$ 10,527,210	\$ 11,451,500
Fund 200 - Debt Service Fund Total				
Total Debt Service Fund	\$ -	\$ 1,626,577	\$ 906,397	\$ -

Town of Wake Forest

WAKE FOREST BUSINESS & INDUSTRY PARTNERSHIP (WFBIP)

The Wake Forest Business and Industry Partnership (WFBIP) is a 501 (c)(3) non-profit corporation promoting Wake Forest as a destination for business and industry through economic development activities that expand the tax base, increase job opportunities, and foster positive economic impact on the Wake Forest community.

Since 2005, the population of Wake Forest, North Carolina has grown 196%. As a result, strategic and innovative economic development has become a chief priority for the Town in successfully managing the community's long-term 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 2016, a Director of Economic Development was hired, and shortly thereafter, the Town Board of Commissioners approved the creation of the Wake Forest Business & Industry Partnership (WFBIP). Intended to serve as a non-profit liaison between municipal government and the business community, the WFBIP functions entirely as the economic development entity for the Town of Wake Forest and is funded by the Town.

The nature of the Wake Forest Business & Industry Partnership allows the organization to maintain a unique relationship with both local businesses and the Town by leveraging the organization as a "broker" for new economic development and opportunity. Through the WFBIP, the Town fosters greater flexibility and interaction to meet the needs of Wake Forest businesses.

The organization's work focuses on six key areas of concentration: Product Development; Project Facilitation (which includes Business Retention & Expansion); Marketing; Entrepreneurship; Infrastructure & Quality of Place; and stewardship of the Town's Future's Fund. Two main development priorities are currently in process for the WFBIP: spurring the development of a significant Live-WORK-Play mixed-use technology park in partnership with Southeastern Seminary and the launch of an entrepreneurial accelerator program in Loading Dock Wake Forest, a highly successful co-working incubator in the core of Downtown Wake Forest (which WFBIP successfully recruited to the community and opened in December 2021).

Special Revenue funds are used to account for resources set aside for specific resources. All personnel and relative expenditures for economic development are accounted for in this fund. 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 2026-2027 is \$733,250. A transfer in the amount of \$719,750 from the General Fund along with investment earnings is included to cover personnel costs and all operating expenditures for economic development initiatives.

Fund 415: Wake Forest Business Industry Partnership (BIP)

	2025 Actual		2026 Amended Budget		2026 Actuals 3/31/26		2026 Projected		2027 Requested Budget		2027 Proposed Budget	
Revenue												
Other Revenue	\$	500	\$	500	\$	-	\$	-	\$	-	\$	-
Investment Earnings		11,443		15,000		8,793		13,705		13,500		13,500
Other Financing Sources		498,000		567,355		425,891		567,355		810,250		719,750
Revenue Total		509,943		582,855		434,684		581,060		823,750		733,250
Expenses												
Personal Service	\$	258,375	\$	274,895	\$	208,671	\$	299,030	\$	385,750	\$	371,750
Professional Services		20,275		47,500		19,225		40,000		115,000		85,000
Operating		228,652		260,460		154,950		253,412		323,000		276,500
Contributions		-		-		-		-		-		-
Expenses Total		507,301		582,855		382,846		592,442		823,750		733,250
Fund Total: Wake Forest B.I.P Total	\$	2,642	\$	-	\$	51,838	\$	(11,382)	\$	-	\$	-

Department Summary

Economic Development - WFBIP

Description

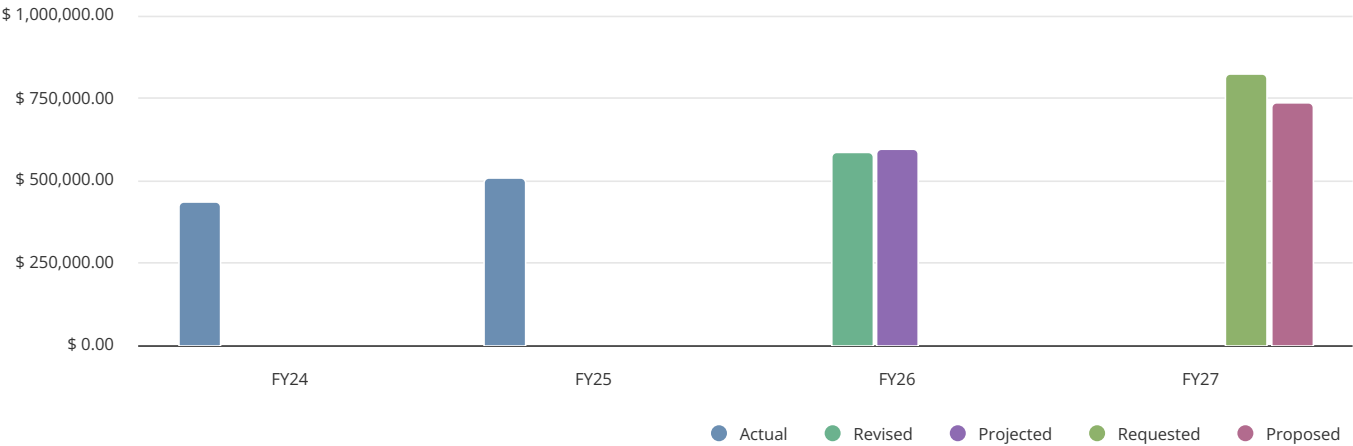
The Economic Development Department is responsible for business recruitment and expansion for the Town.

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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$ 242,601	\$ 258,375	\$ 274,895	\$ 299,030	\$ 385,750	\$ 371,750
Professional	\$ 24,086	\$ 20,275	\$ 47,500	\$ 40,000	\$ 115,000	\$ 85,000
Operating	\$ 166,739	\$ 228,653	\$ 260,460	\$ 253,412	\$ 323,000	\$ 276,500
Total	\$ 433,426	\$ 507,302	\$ 582,855	\$ 592,442	\$ 823,750	\$ 733,250

Budget Comparison
Total



Budget Highlights

- One additional FTE - Economic Development Specialist position is being recommended to assist with department's growing needs
- New funding for a redevelopment study
- Continued funding for entrepreneurial initiatives like the Founders program, workshops, training opportunities and educational classes

Positions

2 - Economic Development Director | Economic Development Manager

Accomplishments

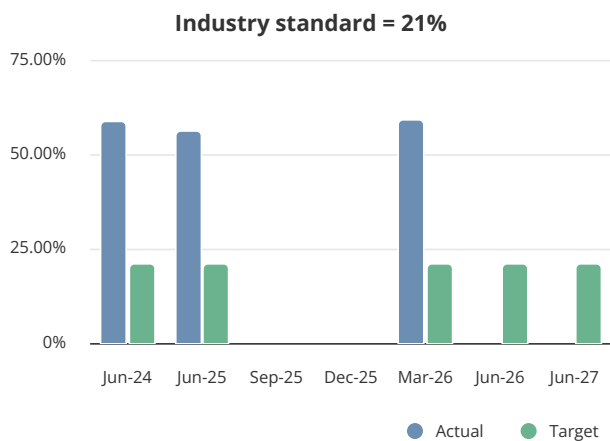
- Supported 16 entrepreneurs, awarded \$20K, expanded engagement, launched branding, and formed The Founders Collective
- Led quarterly development collaboration, advanced WFBTP planning, and facilitated strategic CTP and UDO improvements
- Advanced priority developments, boosted private investment, and coordinated Downtown property, tenant, and developer efforts
- Advocated for major infrastructure, secured cultural/tourism grants, supported Arts & Event Center, and strengthened revenue efforts

Function Chart



Open rate of monthly newsletter

Open rate of monthly newsletter



Strategic Plan Alignment



Goal/Function	Performance Objectives
Marketing	Develop/update data, marketing and other media materials focusing on Wake Forest's strong advanced technology business sector and outstanding quality of life
	Maintain and complete necessary updates to Economic Development website
Product 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
Project Facilitation	Promptly respond to RFI's on all job creation and development opportunities that match Wake Forest's strengths
	Continue partnership with Retail Strategies in an effort to recruit new retail business to Wake Forest
	Conduct regular Business Retention & Expansion (BRE) meetings with existing Wake Forest companies, gaging growth opportunities and pursuing those as necessary
	Continue partner meetings with regional ED contemporaries, brokers, developers, etc
Infrastructure and Quality of Life	Support development of fiber optic infrastructure by continuing to partner with CTC Fiber
	Advocate and support NCDOT plans for improvements to Capital Boulevard/US-1 and Ligon Mill Road
Entrepreneurship	Establish a small business lending resource for Wake Forest businesses

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
 Open rate of monthly newsletter					
STRATEGIC GOAL					
Advancing Community & Economic Prosperity					
Actual	58.70%	56.00%	59.00%		
Target	21.00%	21.00%	21.00%	21.00%	21.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of business retention visits completed	12	27	10
Completion of necessary marketing materials	100.00%	100.00%	100.00%
Number of new content production	37	53	1
Number of RFI's received	82	144	38
Number of developer/broker/Ed partner/project meetings	530	673	190



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. A panel of planning experts from both the academic and business communities in North Carolina developed the *Wake Forest Downtown Redevelopment Plan* which was adopted in 1988 by the Town Board of Commissioners.

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 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 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 retired the debt on those bonds. The revenue over and beyond the debt service requirements is in fund balance and portions used for improvements 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 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 2026-2027 is **\$.13 per \$100 of assessed value**. Funds are allocated as follows: \$29,000 towards continued façade improvements downtown (includes decorative lighting), and \$183,765 towards Downtown Transportation Study.

The 2019 Streetscape Improvements installment financing loan was satisfied in 2026.

Fund 400: Downtown Municipal Service District (DSMD)

	2025 Actual		2026 Amended		2026 YTD		2026 Projected		2027 Requested		2027 Proposed	
	Budget		Budget		3/31/26				Budget		Budget	
Revenue												
Ad Valorem Taxes	\$	203,963	\$	209,200	213,259	\$	214,150	\$	214,185	\$	195,265	
Other Revenue		-		-	-		-		-		-	
Investment Earnings		20,383		12,500	12,930		17,325		15,000		17,500	
Other Financing Sources		-		-	-		-		-		-	
Revenue Total	\$	224,346	\$	221,700	\$ 226,189	\$	231,475	\$	229,185	\$	212,765	
Expenses												
Transfers In (Out)		111,388		221,700	66,000		129,900		229,185		212,765	
Expenses Total	\$	111,388	\$	221,700	\$ 66,000	\$	129,900	\$	229,185	\$	212,765	
Fund Total: Downtown												
Municipal Service District	\$	112,958	\$	-	\$ 160,189	\$	101,575	\$	-	\$	-	

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.

The Renaissance Centre celebrated our diverse community by offering a wide variety of arts programming for its citizens. The mainstage season presented 27 performances, 17 of which were sold out, with over 5,500 tickets sold in total. Over 83 cultural classes, camps, and workshops were offered this year, serving almost 500 students of various ages and interests. Additionally, the Renaissance Centre provided several free performances in the Northeast Community on the Alston-Massenburg Center stage. These performances foster a safe, diverse, and welcoming community by ensuring the arts are available to all our citizens. This fiscal year has been one of transition, welcoming a new Director of the Centre. In this phase, the goal of the Centre has been to continue offering quality programs, to explore opportunities for growth, and to further develop symbiotic partnerships with local artists and arts organizations.

The budget for fiscal year 2026-2027 is \$1,539,500. Revenues consist of facility rentals for the Centre, sponsorships, donations, concessions, and program revenues from the variety of events planned. Funds have been included to incorporate risers for November and December. A transfer in the amount of \$930,335 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

	2025 Actual		2026 Amended Budget		2026 Actuals 3/31/26		2026 Projected		2027 Requested Budget		2027 Proposed Budget	
Revenue												
Sales and services	\$	184,593	\$	322,700	\$	257,796	\$	291,025	\$	253,000	\$	319,165
Other Revenue		163,788		184,375		166,610		186,500		170,000		197,500
Investment Earnings		252		450		-		-		-		2,500
Other Financing Sources		950,839		996,625		694,969		926,625		940,050		1,020,335
Revenue Total	\$	1,299,472	\$	1,504,150	\$	1,119,375	\$	1,404,150	\$	1,363,050	\$	1,539,500
Expenses												
Personal Service	\$	792,558	\$	893,980	\$	624,196	\$	868,980	\$	940,050	\$	937,835
Professional Services		91,794		70,264		405,666		70,265		135,000		90,000
Operating		399,921		539,906		34,626		459,702		533,895		503,565
Capital Outlay		-		-		-		-		-		8,100
Expenses Total	\$	1,284,273	\$	1,504,150	\$	1,064,487	\$	1,398,947	\$	1,608,945	\$	1,539,500
Fund Total: Wake Forest Renaissance Centre	\$	15,199	\$	-	\$	54,888	\$	5,203	\$	(245,895)	\$	-

Department Summary

Renaissance Centre

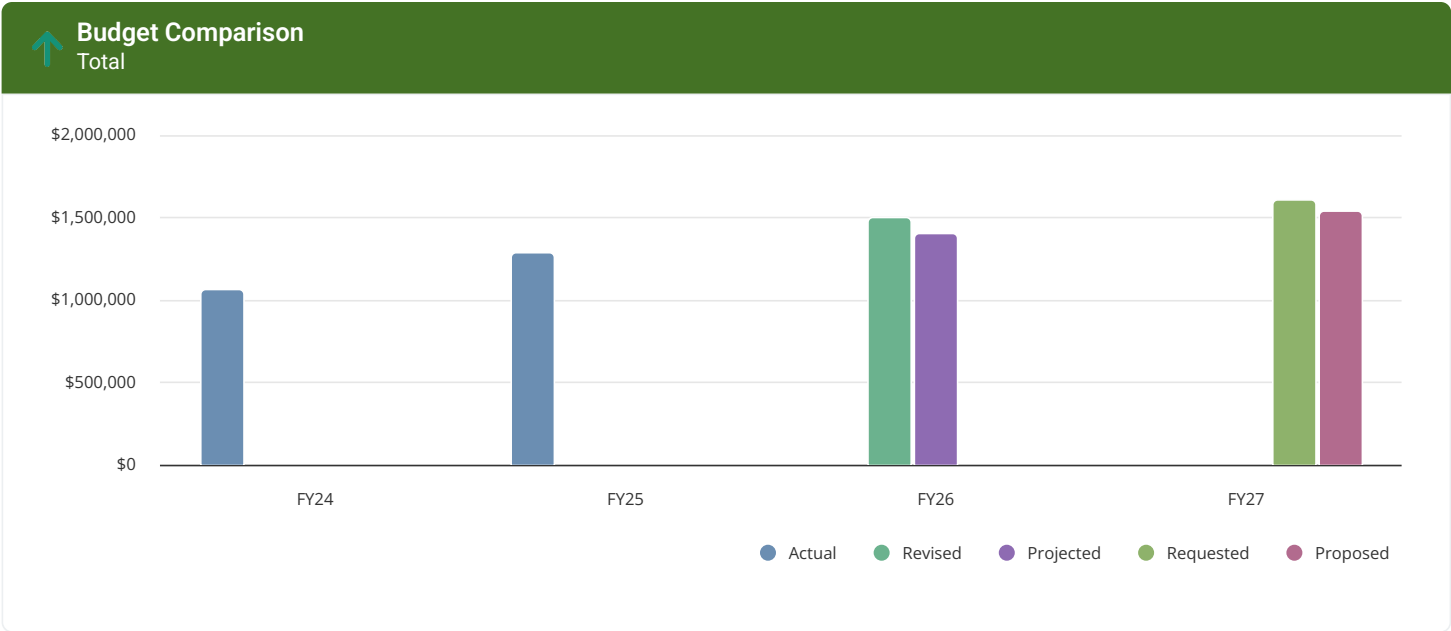
Description

The Wake Forest Renaissance Centre is northern Wake County's premier cultural arts and event venue. Located at 405 S. Brooks St., in the heart of downtown Wake Forest, the facility features 10,000 square feet of versatile event and meeting space providing the perfect venue for a variety of events and activities, including exhibits, concerts, plays, recitals, conferences and private celebrations.

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.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$741,316	\$792,559	\$893,980	\$868,980	\$940,050	\$937,835
Professional	\$0	\$91,794	\$70,264	\$70,265	\$135,000	\$90,000
Operating	\$325,060	\$399,921	\$539,906	\$459,702	\$533,895	\$503,565
Capital	\$0	\$0	\$0	\$0	\$0	\$8,100
Total	\$1,066,375	\$1,284,272	\$1,504,150	\$1,398,947	\$1,608,945	\$1,539,500



Budget Highlights

- Transfers daytime arts programming and maintenance and operation for existing kiln to the Center for Active Aging; capital item is for the Renaissance Centre's replacement kiln
- Includes fundraising consultant and design firm to assist with new arts center donations and design, respectively

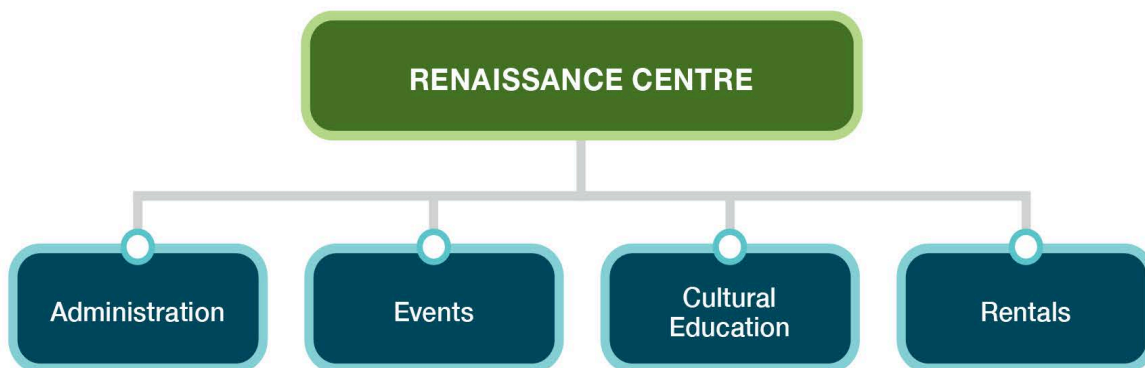
Positions

7 - Renaissance Centre Director | Renaissance Centre Program Manager | Renaissance Centre Event Manager | Technical Operations Manager | Technical Operations Specialist | Arts Coordinator | Box Office Administrative Specialist

Accomplishments

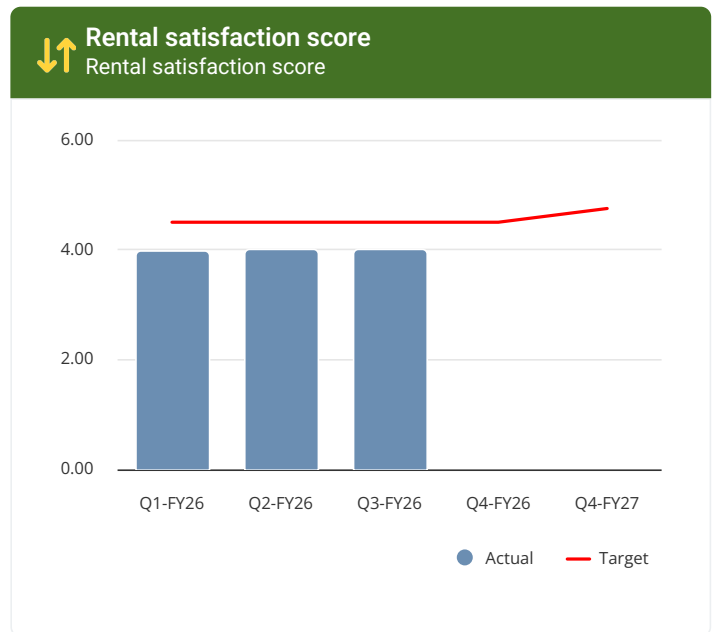
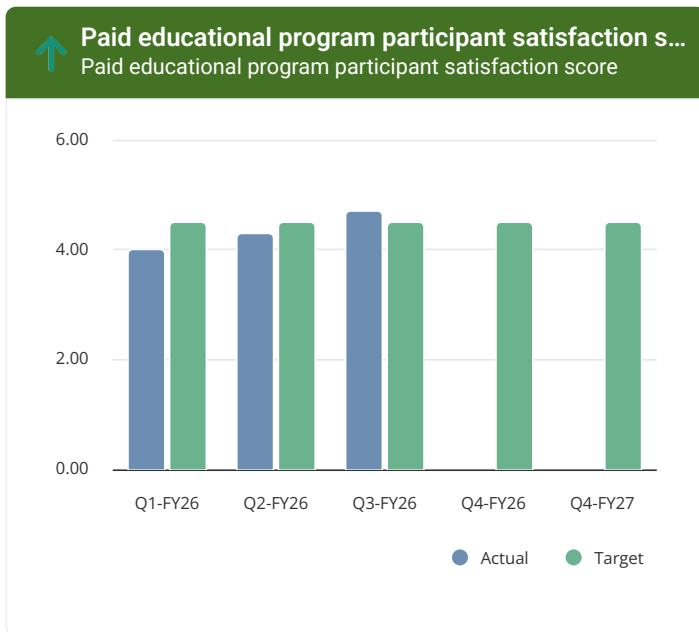
- Expanded performance programming by successfully presenting 25 shows, drawing in more than 5,000 attendees and generating over \$170,000 in ticket revenue
- Increased demand expanded next season's offerings to over 30 shows with new programming aimed at families, children, and first-time attendees
- Completed Phase 2 of the feasibility study, issued an RFP for initial design, and engaged fundraising experts such as Jed Bernstein to support future capital efforts
- Generated a new Arts Partnership Agreement to be implemented in the 26-27 season to partner with local performing arts companies to offer more arts events
- Achieved record attendance at the Celebration of the Arts with community members enjoying various artistic mediums including sculpture, jewelry making, drawing, and performing arts

Function Chart



Strategic Plan Alignment





Goal/Function	Performance Objectives
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
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
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
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

Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↑ Mainstage average patron satisfaction score					
STRATEGIC GOAL					
Fostering a Safe Diverse & Welcoming Community					
Actual			4.85		
Target			4.75	4.75	4.75
PERFORMANCE MEASURE					
↑ Paid educational program participant satisfaction score					
STRATEGIC GOAL					
Fostering a Safe Diverse & Welcoming Community					
Actual			4.70		
Target			4.50	4.50	4.50
PERFORMANCE MEASURE					
↓↑ Rental satisfaction score					
STRATEGIC GOAL					
Fostering a Safe Diverse & Welcoming Community					
Actual			4.00		
Target			4.50	4.50	4.75
Workload Indicators	Period				
	Jun-24	Jun-25	Mar-26		
Number of paid rental events	45	22	10		
Number of free/internal rental events	25	27	13		
Number of miscellaneous art experiences (ex- in-school visits, NE community performances, PAC initiatives)					
Number of mainstage events ("Mainstage" includes the Summer at the Centre series)	14	19	6		
Number of patrons in mainstage attendance	3,047	4,397	1,024		
Number of paid educational programs			49		
Number of paid educational program participants			174		

Town of Wake Forest ELECTRIC UTILITY FUND

The Town of Wake Forest operates its own electric utility, Wake Forest Power, a not-for-profit municipal-owned electric system. It provides electricity, manages local infrastructure, and funds initiatives through customer revenue, offering energy-saving, rate-related programs, including appliance rebates, and contributing to community programs like HOPE (Helping Others Providing Electricity).

As a department of the Town of Wake Forest, Wake Forest Power strives to provide uninterrupted electric service to over 9,000 residential and commercial customers through the regular maintenance and upkeep of the town's electric distribution system.

Altogether, crews operate and maintain more than 95 miles of overhead electric distribution lines. They regularly refurbish or rebuild electric lines that show signs of wear, and upgrade facilities where electric load has grown. Additionally, through our Reliability Improvement Program, we identify electric lines and circuits that require upgrades or even complete reconstruction to meet the growing needs of our community.

Thanks to these efforts, customers enjoy dependable electric service 99.9% of the time. On those rare occasions when power is interrupted, the problem is often traced to equipment issues that are undetectable prior to the outage and unpredictable wildlife.

The proposed budget for fiscal year 2026-2027 is 29,710,500. Revenues consist of charges for services which are billed directly to the consumer by the Town. Expenses include primarily personnel, operating costs and capital improvements specific to operations, billing and collections, and tree trimming activities.

Fund 360: Wake Forest Power

	2025 Actual Budget	2026 Amended Budget	2026 YTD 3/31/26	2026 Projected	2027 Requested Budget	2027 Proposed Budget
360 Wake Forest Power						
Revenue						
Charges for Services	\$ 25,646,357	\$ 26,006,750	\$ 20,150,906	\$ 26,100,930	\$ 26,468,250	\$ 26,653,650
Sales Tax - Utility	1,773,192	1,771,610	1,394,568	1,856,219	1,787,775	1,840,350
Other Revenue	320,938	215,000	95,405	125,384	155,000	167,500
Investment Earnings	27,895	40,000	67,217	72,215	45,000	45,000
Other Financing Sources	-	-	266,524	-	-	904,000
Permits and Fees	443,796	207,640	-	266,525	100,000	100,000
Revenue Total	\$ 28,212,178	\$ 28,241,000	\$ 21,974,620	\$ 28,421,273	\$ 28,556,025	\$ 29,710,500
Expenses						
Personal Service	5,861,052	\$ 5,610,540	\$ 3,827,762	\$ 5,567,810	\$ 5,745,200	\$ 6,113,565
Professional Services	94,323	175,000	63,877	157,980	115,000	115,000
Operating	18,941,849	19,443,605	12,966,670	19,371,908	20,910,850	20,657,940
Contributions	10,000	10,000	5,000	10,000	10,000	10,000
Capital Outlay	4,840,074	2,085,000	1,532,168	2,072,366	2,612,500	2,372,000
Debt Service	51,440	916,855	227,421	587,500	441,995	441,995
Transfers In (Out)	-	-	-	-	-	-
Expenses Total	\$ 29,798,738	\$ 28,241,000	\$ 18,622,897	\$ 27,767,564	\$ 29,835,545	\$ 29,710,500
Revenue Total	\$ 28,212,178	\$ 28,241,000	\$ 21,974,620	\$ 28,421,273	\$ 28,556,025	\$ 29,710,500
Expense Total	\$ 29,798,738	\$ 28,241,000	\$ 18,622,897	\$ 27,767,564	\$ 29,835,545	\$ 29,710,500
Fund 360 - Net Total	\$ (1,586,560)	\$ -	\$ 3,351,723	\$ 653,709	\$ (1,279,520)	\$ -

Wake Forest Power Budget Summary by Department

	2025 Actual Budget	2026 Amended Budget	2026 YTD 3/31/26	2026 Projected	2027 Requested Budget	2027 Proposed Budget
360 Wake Forest Power						
Revenue						
000 Non-Departmental	\$ 28,212,178	\$ 28,241,000	\$ 21,974,620	\$ 28,421,273	\$ 28,556,025	\$ 29,710,500
Revenue Total	28,212,178	28,241,000	21,974,620	28,421,273	28,556,025	29,710,500
Expenses						
840 Electric - Billing & Collections	913,617	872,860	550,258	815,518	959,595	988,620
850 Electric - Operations	28,527,362	26,837,655	17,682,516	26,446,510	28,296,290	28,167,235
860 Electric - Tree Trimming	357,759	530,485	390,123	505,536	579,660	554,645
Expenses Total	29,798,738	28,241,000	18,622,897	27,767,564	29,835,545	29,710,500
 Fund Total: Wake Forest Power	 \$ (1,586,560)	 \$ -	 \$ 3,351,723	 \$ 653,709	 \$ (1,279,520)	 \$ -

Department Summary

Wake Forest Power

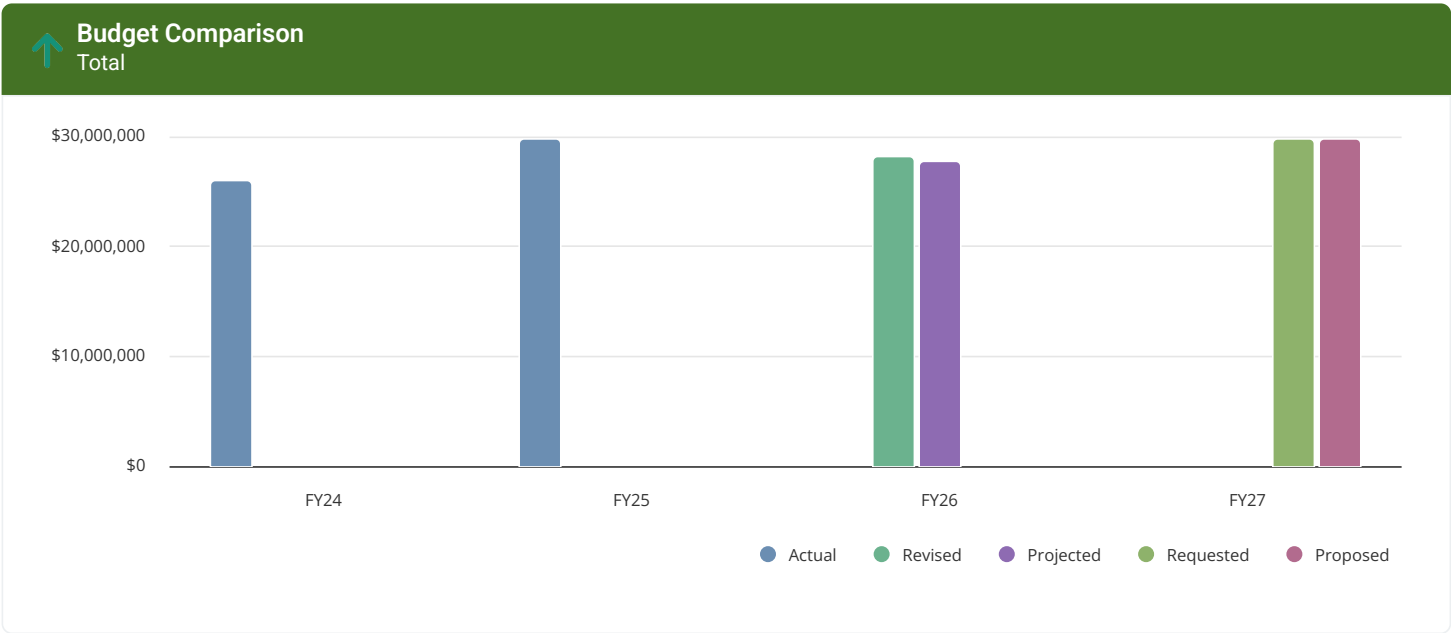
Description

Wake Forest Power is comprised of three divisions, Electric, Billing and Collections and Tree Trimming. Together, construction, operation and maintenance, tree trimming, line clearance, meter readings, and the distribution of utility billing statements contribute to residential and commercial customers of the Town's electrical system.

Purpose Statement

Deliver consistent and reliable electric service in a timely and cost-effective manner, provide timely and accurate billing of utility payments for the citizens of Wake Forest and, preserve existing tree and vegetative cover to protect the health safety and welfare of the public by preserving the visual and aesthetic qualities.

Budget Category	FY 24 Actual	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$5,384,365	\$5,861,054	\$5,610,540	\$5,567,810	\$5,745,200	\$6,113,565
Professional	\$58,880	\$94,323	\$175,000	\$157,980	\$115,000	\$115,000
Operating	\$17,904,560	\$18,941,851	\$19,443,605	\$19,371,908	\$20,910,850	\$20,657,940
Capital	\$2,599,656	\$4,840,075	\$2,085,000	\$2,072,366	\$2,612,500	\$2,372,000
Total	\$26,044,316	\$29,798,737	\$28,241,000	\$27,767,564	\$29,835,545	\$29,710,500



Budget Highlights

The FY27 budget remains relatively flat and consists of two new positions; Customer Service Representative and Utility Billing Specialist to maintain consistent customer service and support increasing workload demands. Capital equipment includes a stump grinder, excavator, digger truck, wire puller, and trench packer.

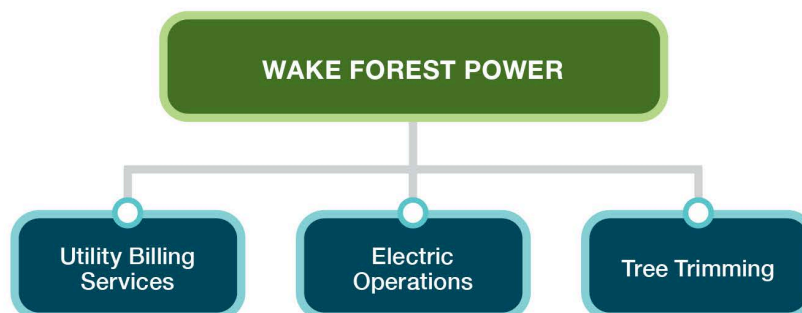
Positions

33 - Customer Service Representative (3) | Utility Accounts Supervisor | Tree Trimming Technician II (2) | Tree Trimming Supervisor | Administrative Assistant | Electric Meter Apprentice (3) | Electric Powerline Technician | Electric Meter Technician | Electric Power Line Technician II (5) | Electric Power Line Technician II (4) | Senior Electrical Meter Technician | Senior Electric Powerline Technician (3) | Electric Powerline Crew Supervisor (4) | Electric Systems Division Manager (2) | Electric Utility Director

Accomplishments

- Maintained Reliable Service - Continued to provide consistent and dependable electric service while managing normal outages and system demands
- Kept Up with Construction Demand - Met ongoing residential and commercial construction needs and completed service installations as requested
- Implemented After-Hours On-Call Dispatch - Established an after-hours dispatch process to improve response coordination and reduce delays during outages and emergencies
- Completed Commercial Projects in Grove 98 - Energized multiple commercial developments in the Grove 98 area and completed associated infrastructure work

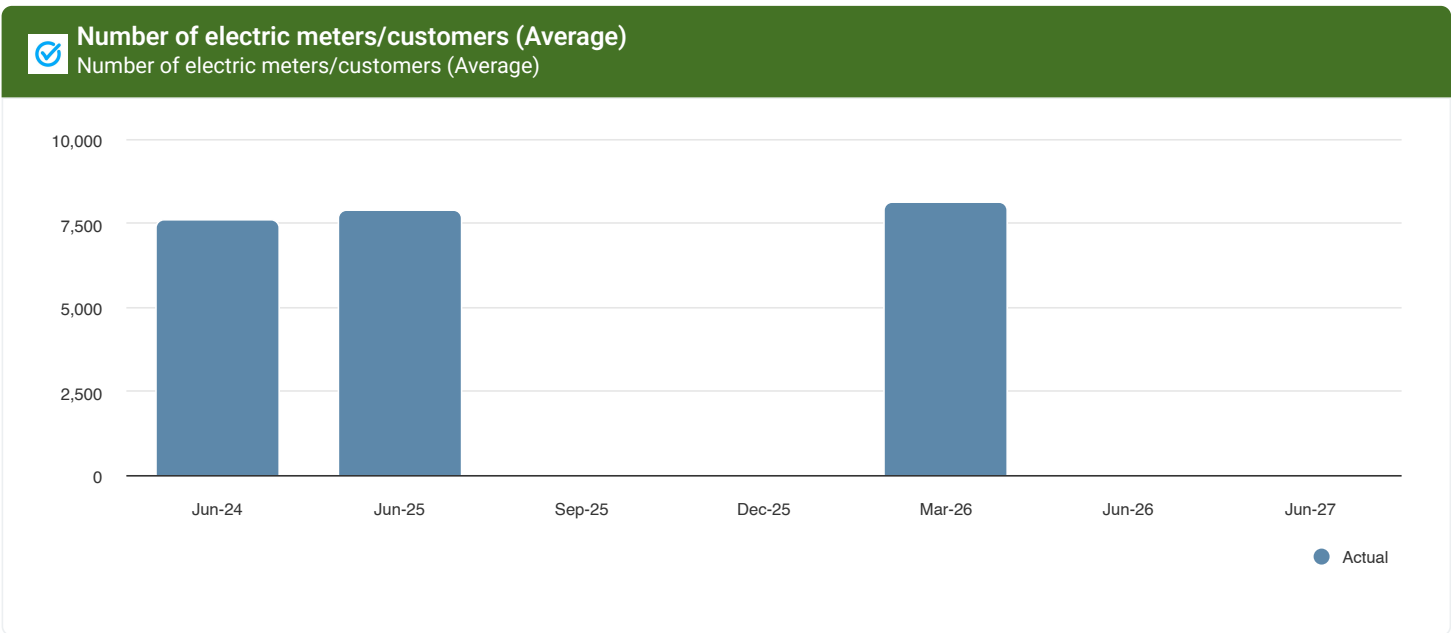
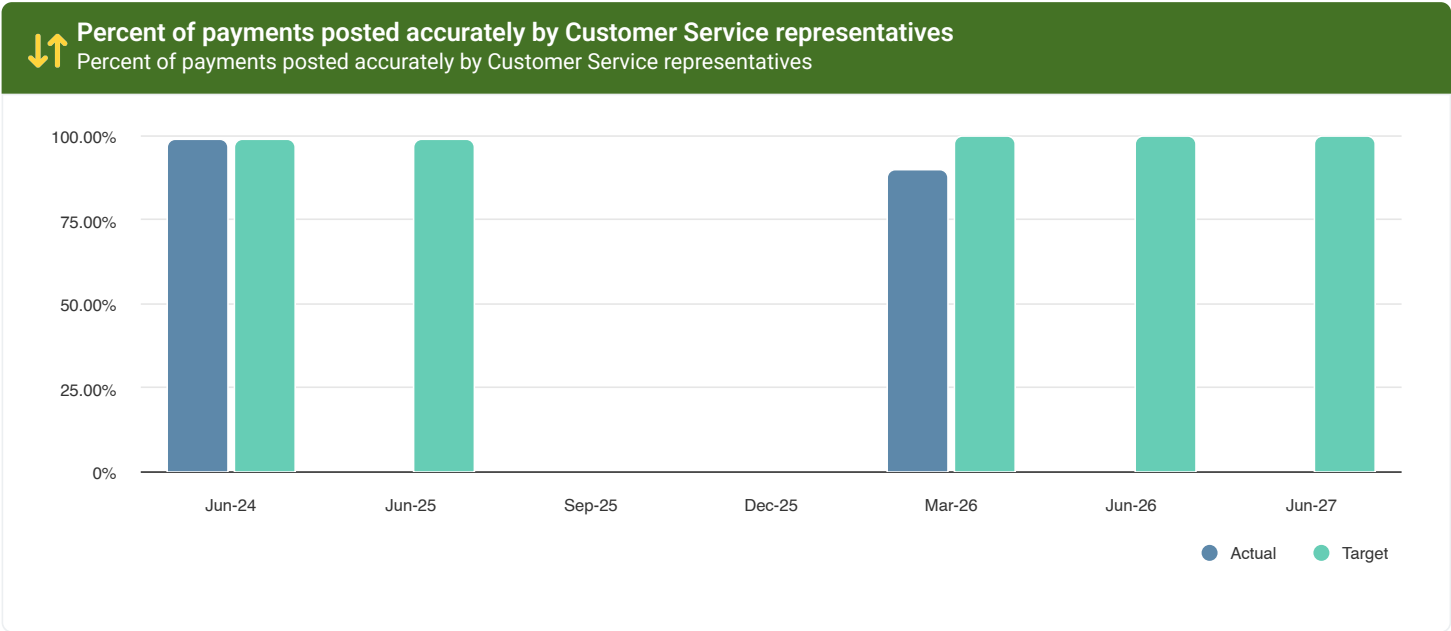
Function Chart



Strategic Plan Alignment



Division Summary
Wake Forest Power - Billing & Collections



Data Type	Period					
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27	
PERFORMANCE MEASURE						
 Percent of payments posted accurately by Customer Service representatives						
STRATEGIC GOAL						
Sustaining Excellent Town Services						
Actual	99.00%		90.00%			
Target	99.00%	99.00%	100.00%	100.00%	100.00%	

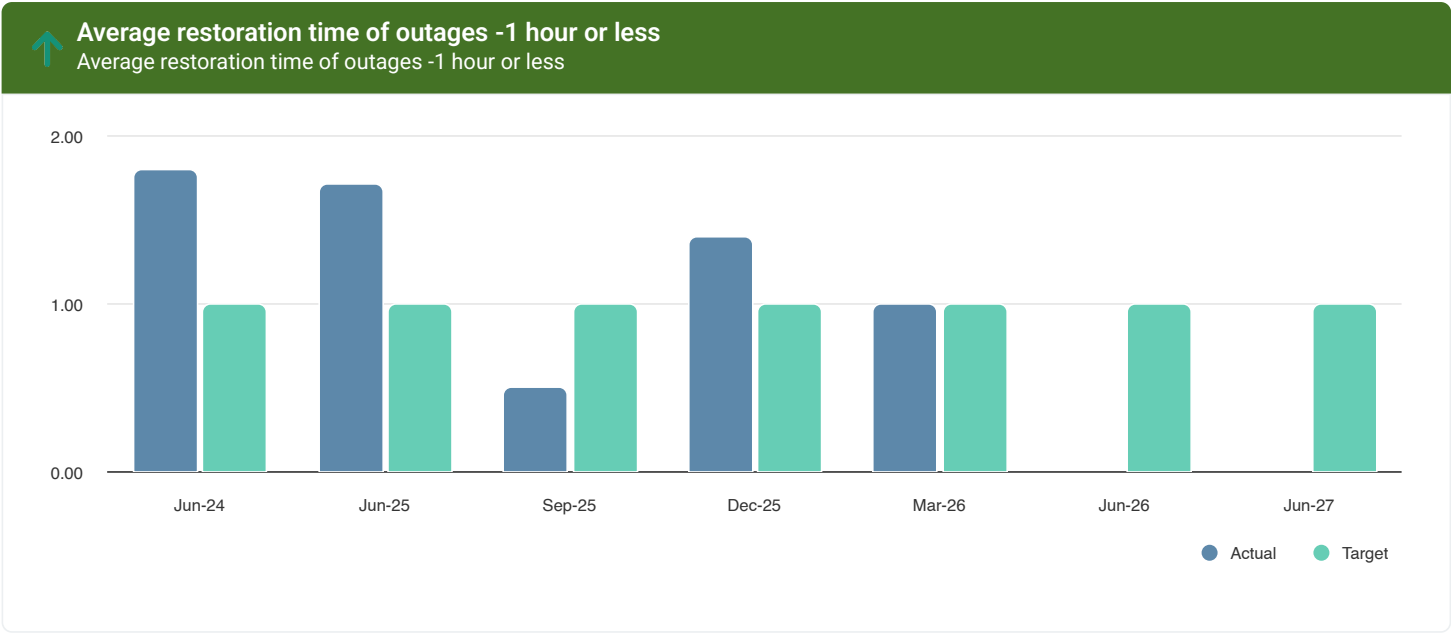
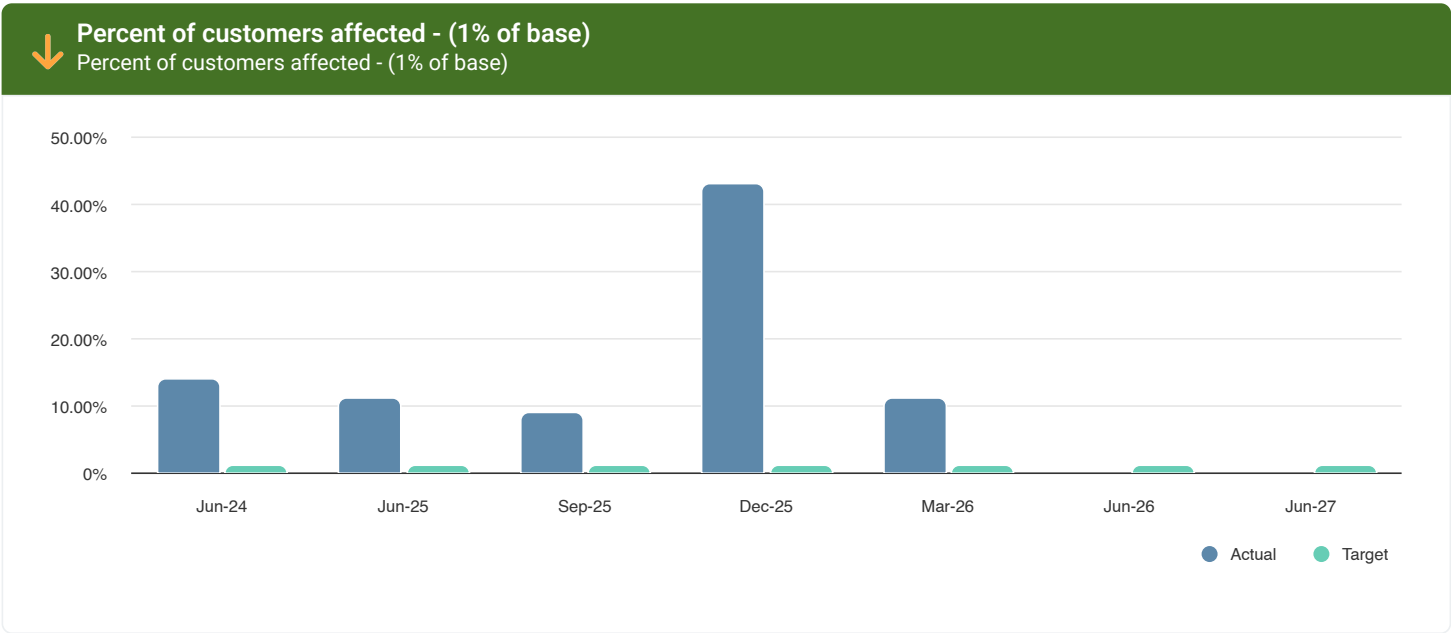
Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↕↑ Percent of utility bills processed on time					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	99.75%		99.00%		
Target	99.00%	99.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
↕↑ Percent of customer service requests within 2 business days					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	99.00%		95.00%		
Target	99.00%	99.00%	100.00%	100.00%	100.00%
PERFORMANCE MEASURE					
↕ Percent of 90-day delinquent electric accounts					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	3.00%		10.00%		
Target	5.00%	5.00%	5.00%	5.00%	5.00%

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Number of electric meters/customers (Average)	7,572	7,893	8,128
Average number of prepay (pay as your go) electric customers	472	434	372
Number of Authorize.net + Paymentus card transactions (Post pay)	16,277	21,617	67,009
Number of Authorize.net + Paymentus card transactions (Pre pay)			

Division Summary

Wake Forest Power - Operations

Goal/Function	Performance Objectives
To provide a reliable Electric Distribution system and ensure lighting is maintained	↓↑ Perform residential and commercial energy audits
	↓↑ Perform routine maintenance on Distribution system
	↓↑ Repair street/parking lot lighting when notified

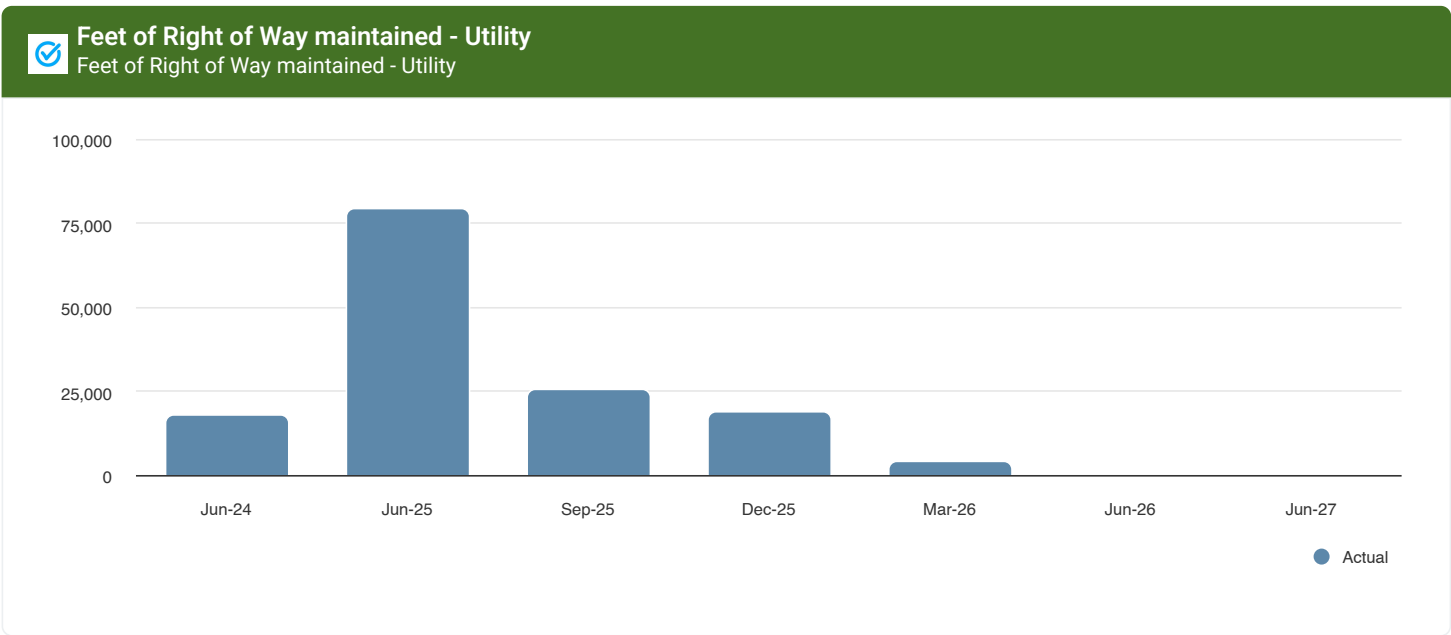
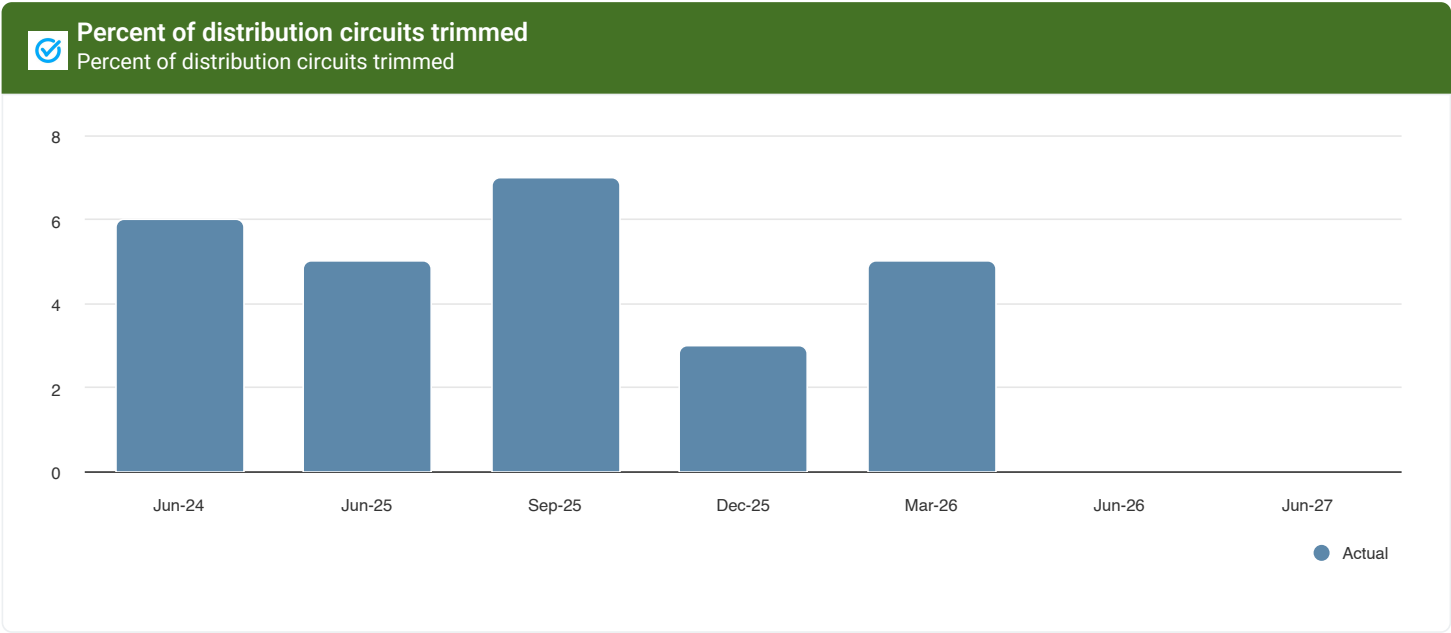


Data Type	Period				
	Jun-24	Jun-25	Mar-26	Jun-26	Jun-27
PERFORMANCE MEASURE					
↓ Percent of customers affected - (1% of base)					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	14.00%	11.13%	11.00%		
Target	1.00%	1.00%	1.00%	1.00%	1.00%
PERFORMANCE MEASURE					
↑ Average restoration time of outages -1 hour or less					
STRATEGIC GOAL					
Sustaining Excellent Town Services					
Actual	1.80	1.71	1.00		
Target	1.00	1.00	1.00	1.00	1.00

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Total number of customers affected by outages	4,936	4,273	1,116
Number of residential energy audits performed	7	7	3
Number of commercial energy audits performed	5	5	0
Number of Hours New Construction	3,419	3,219	2,889
Number of Hours Maintenance	196	182	
Number of Hours Repair	444	603	
Number of Street Lights converted to LED	24	47	
Number of Commercial Energy Audits performed			

Division Summary

Wake Forest Power - Tree Trimming



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Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Percent of distribution circuits trimmed	6	5	5
Percent of tap lines trimmed	9	3	1
Percent of Tree Canopy maintained			

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Tree City USA Certification			
Number of trees removed - Utility	80	231	73
Number of trees trimmed - Utility	1,488	5,086	598
Feet of Right of Way maintained - Utility	17,849	79,069	4,200
Number of hours for distribution circuits trimmed	863	2,976	
Number of hours for tap lines trimmed	519	1,342	



TOWN *of*
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Town of Wake Forest STORMWATER UTILITY FUND

Stormwater includes rainfall, snow melt, and all other forms of precipitation that flows from driveways, parking lots, roof tops, and impervious or other hard surfaces into the local drainage system. The drainage system includes storm sewers, ditches, culverts, streams, and roadside swales that carry stormwater away from roads and private property. Maintenance on the drainage system includes work on the storm sewers themselves as well as general upkeep on creeks, streams, ditches, culverts, and other components of the drainage system.

The Town's stormwater management program addresses stormwater regulations that were created by the federal Environmental Protection Agency and subsequently adopted by the North Carolina Department of Environmental Quality (NCDEQ). The Town of Wake Forest must meet the stormwater permitting requirements set forth by these entities.

The Town of Wake Forest is pursuing a more proactive approach to stormwater management due to increasingly stringent unfunded stormwater regulations under the MS4 (Municipal Separate Storm Sewer System) Permit and NPDES regulations created by the federal Environmental Protection Agency and subsequently adopted by the NC Department of Environmental Quality (NCDEQ).

NPDES stands for National Pollutant Discharge Elimination System, which is a permit program administered by individual states that controls water pollution by regulating point sources that discharge pollutants into waterways. The Town of Wake Forest must meet the stormwater permitting requirements set forth by these entities.

However, it is the Town's goal to not only meet these new permitting requirements, but to also provide current and future residents with a stormwater management program that will protect our drainage infrastructure, improve the efficiency of the overall drainage system, and ultimately enhance the local environment.

In December 2023, the Board of Commissioners approved a new Stormwater Utility along with a fee structure that will be effective July 1, 2024. A stormwater fee is a fee charged to property owners that will fund ongoing management and maintenance of stormwater infrastructure and associated drainage systems. Benefits of a stormwater utility fee include improved water quality, reduced flooding, increased sustainability, and fairness.

The stormwater utility is based on the total square footage of impervious surface on a property. Impervious includes any material which reduces and/or prevents absorption of storm water. An Equivalent Residential Unit (ERU) is the unit used to measure the rate for both residential and non-residential properties in an equitable manner. There are three different tiers of rates based on square footage of impervious surface and no changes to the current rate structure.

The proposed budget for fiscal year 2026-2027 is \$4,020,500. Revenues consist of stormwater fees which will be billed by Wake and Franklin Counties annually in conjunction with the property tax bill. All exempt properties will be billed annually by the Town. Expenses include personnel, operating and capital improvements specific to stormwater management.

Fund 370: Stormwater Utility Fund

	2025 Actual		2026 Amended Budget		2026 Actuals 3/31/26		2026 Projected		2027 Requested Budget		2027 Proposed Budget	
Revenue												
Ad Valorem Taxes	\$	1,288	\$	-	\$	-	\$	-	\$	-	\$	-
Investment Earnings		50,750		25,000		37,558		41,290		32,500		35,500
Other Financing Sources		-		-		-		-		-		-
Charges for Services		3,893,058		3,610,510		3,969,599		3,982,700		3,985,000		3,985,000
Revenue Total	\$	3,945,096	\$	3,635,510	\$	4,007,158	\$	4,023,990	\$	4,017,500	\$	4,020,500
Expenses												
Personal Service	\$	252,951	\$	423,800		238,105	\$	426,300	\$	714,085	\$	721,560
Professional Services		138,324		200,000		230,689		273,570		650,000		650,000
Operating		118,398		452,675		177,789		310,775		266,665		373,940
Capital Outlay		-		2,553,000		666,883		2,013,800		2,275,000		2,275,000
Debt Service		124		6,035		-		-		-		-
Transfers In (Out)		2,850,000		-		-		-		-		-
Expenses Total	\$	3,359,796	\$	3,635,510	\$	1,313,465	\$	3,024,445	\$	3,905,750	\$	4,020,500
Fund Total: Stormwater Utility Fund	\$	585,299	\$	-	\$	2,693,693	\$	999,545	\$	111,750	\$	-

Department Summary

Stormwater Management

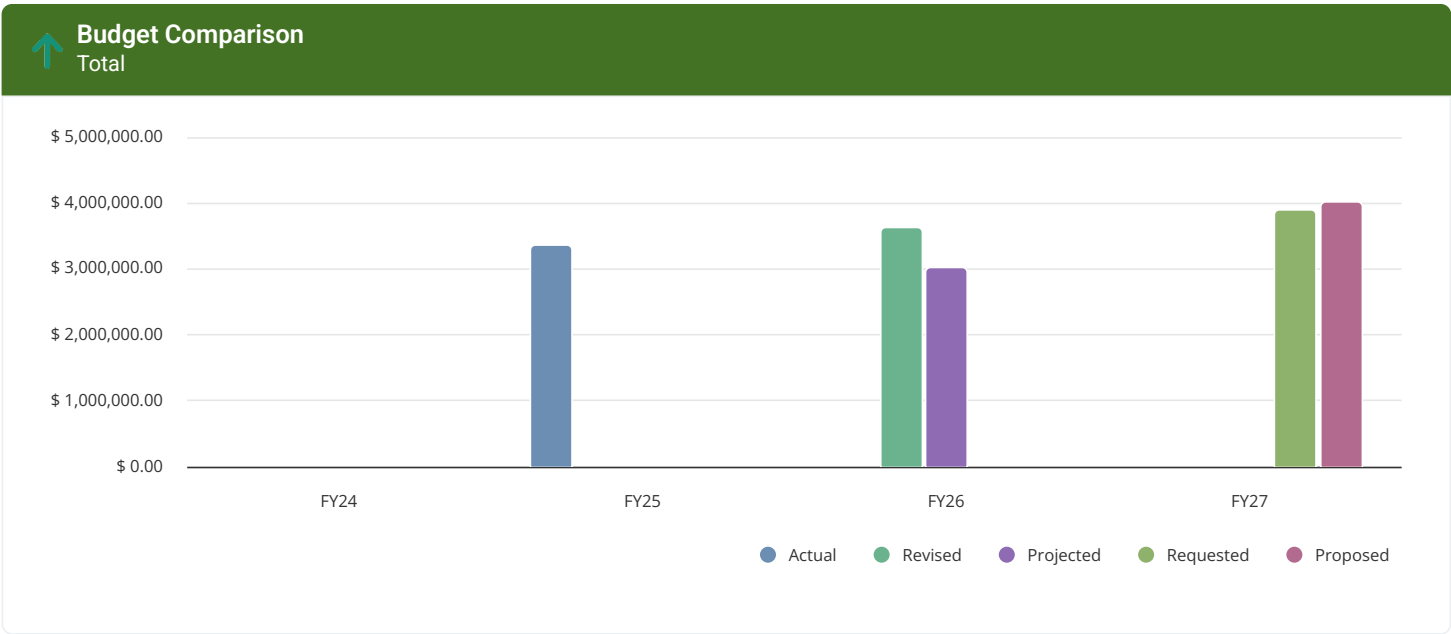
Description

The Stormwater Management 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.

Budget Category	FY 25 Actual	FY 26 Revised	FY 26 Projected	FY 27 Requested	FY 27 Proposed
Workforce	\$ 252,951	\$ 423,800	\$ 426,300	\$ 714,085	\$ 721,560
Professional	\$ 138,324	\$ 200,000	\$ 273,570	\$ 650,000	\$ 650,000
Operating	\$ 118,399	\$ 452,675	\$ 310,775	\$ 266,665	\$ 373,940
Capital	\$ 0	\$ 2,553,000	\$ 2,013,800	\$ 2,275,000	\$ 2,275,000
Debt	\$ 124	\$ 0	\$ 0	\$ 0	\$ 0
Transfers In (Out)	\$ 2,850,000	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 3,359,797	\$ 3,635,510	\$ 3,024,445	\$ 3,905,750	\$ 4,020,500



Budget Highlights

- Fully-burdened cost of 5 Stormwater positions authorized in FY26
- Significant investments in capital improvement projects; Toms Creek and Richland Creek Watershed projects

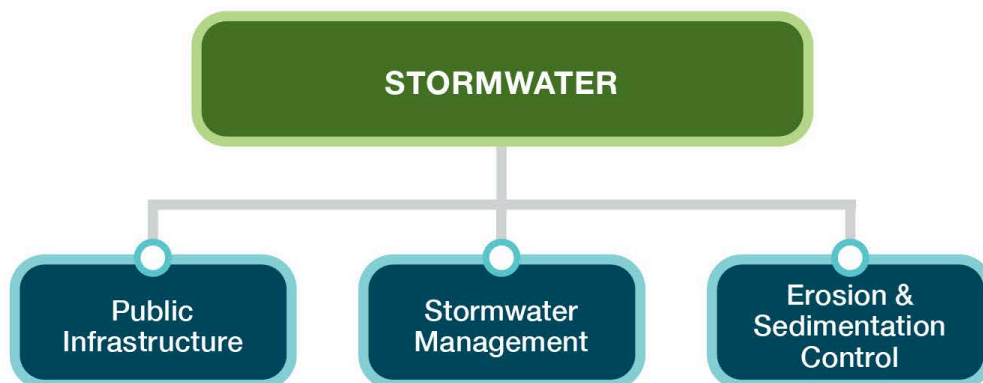
Positions

7 - Stormwater Utility Manager | Stormwater Specialist | Street Supervisor | Construction Worker III | Construction Worker II (3)

Accomplishments

- Completed the first fully Stormwater Utility Fee-funded capital project, with Crenshaw Stormwater Improvements (Lots 5 and 6) nearing construction completion by March
- Restored critical streambanks and upgraded outdated stormwater infrastructure, reducing safety hazards and maintenance needs for residents
- Advanced future capital planning by preparing to design improvements identified in the Richland Creek and Tom's Creek Watershed Studies
- Made major progress integrating Pipe Criticality Assessment data into Cartegraph, including GIS QA/QC, data corrections, and adding missing assets—on track for full integration by Fall 2026
- Nearly completed the Cardinal Hills Neighborhood Drainage Study, which shows most drainage concerns can be addressed in-house by Public Works and the new Stormwater Maintenance Crew

Function Chart

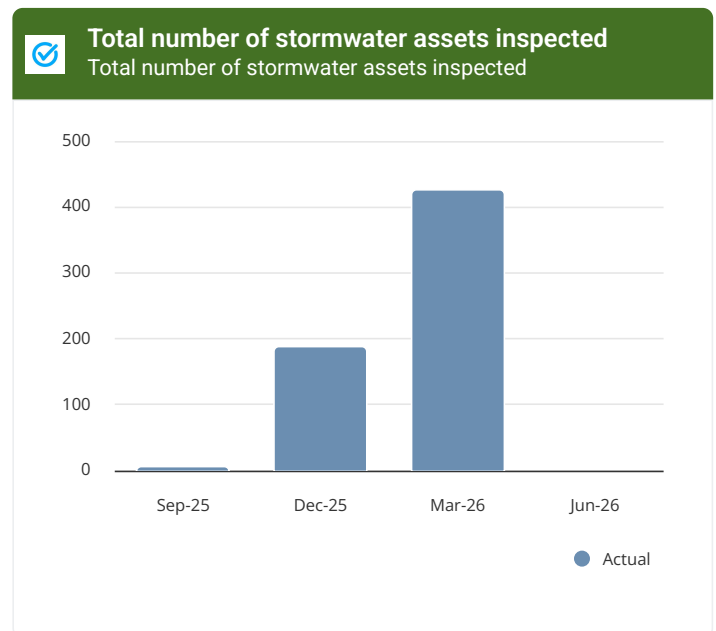
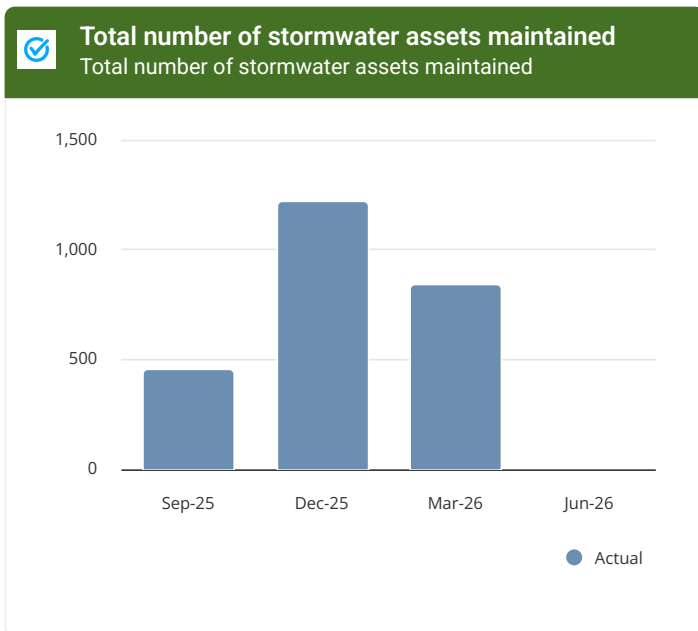


Strategic Plan Alignment



Goal/Function	Performance Objectives
Protect the water quality of the natural environment	↑ Educate public on environmental issues
	↑ Keep any new water course off of the State's 303 (d) List
	↑ Complete inventory of Town's stormwater infrastructure
	↑ Respond to storm water complaints within 3 days

Workload Indicators	Period		
	Jun-24	Jun-25	Mar-26
Grants/alternative funding applied for	0	0	0
Community and educational events participation/ Social media/ website updates	0	0	5
Percent of Annual SCM Inspection Responses Received	0%	0%	29.00%
Total amount of major outfalls inspected	0	0	14
Total number of stormwater assets inspected	0	0	426
Total number of stormwater assets added/edited in GIS	0	0	152
Total number of stormwater complaints responded to	0	0	7
Total number of stormwater assets maintained	0	0	838





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CAPITAL OUTLAY SUMMARY Fiscal Year 2026-2027				
The following capital expenditures are included in the budget.				
Department/Division	CIP #	Description	P/T	Amount
General Fund:				
Information Technology	IT-1	Physical Security Upfit (Year 2 of 3)	M-2	175,000
	n/a	Radio Testing Equipment	n/a	65,000
Inspections	VR	Vehicle Replacement - Truck (#4806)	M-2	57,000
Planning	AM-17	Water Tower Branding - College St.	L-3	28,500
	VR	Vehicle Replacement - Truck (#4902)	M-2	70,000
Public Facilities	PF-4	Vehicle Additions - Custodian Van (2), Service Truck (1)	M-3	155,000
	AM-4	Town Hall Maintenance	M-2	200,000
	AM-5	General Facility Maintenance	M-2	211,000
	n/a	Monument Signs (8)	n/a	144,000
Police	PD-11	License Plate Reader System - Flock (Lease)	H-3	75,000
	n/a	Breaching Door	n/a	15,000
	n/a	IDEMIA LiveScan System Desktop - Fingerprint machine	n/a	12,000
	n/a	Replacement Radios - In Car	n/a	7,000
	n/a	Replacement Radios - Portable with N70 radio (10)	n/a	114,000
	n/a	Replacement Cameras In Car/Body worn (16)	n/a	144,000
	PD-9	Replacement Motorcycle (1)	L-2	33,000
	VR	Replacement Patrol Vehicles (16)	M-2	936,000
	VR	Replacement Vehicle Tax and Tags (16)	M-2	30,000
Fire	F-1	Mobile & Portable Radios	H-2	140,000
	VR	Vehicle Replacement - Van (#5204)	M-2	50,000
Urban Forestry	VR	Equipment Replacement - Chipper (#8613)	M-2	98,000
Streets	PWS-2	Transportation - New Sidewalk Projects	H-3	50,000
	PWS-3	Town Wide Wayfinding Designs/Signage	H-3	450,000
	n/a	Transportation - Sidewalk Replacement	n/a	100,000
	VR	Equipment Replacement - Mower (#5678)	M-2	19,000
	VR	Equipment Replacement - Service Truck (#5656)	M-2	92,000
	VR	Equipment Replacement - Excavator (#5622)	M-2	275,000
	n/a	Thermo Application Machine	n/a	14,000

CAPITAL OUTLAY SUMMARY Fiscal Year 2026-2027				
The following capital expenditures are included in the budget.				
Department/Division	CIP #	Description	P/T	Amount
Solid Waste	VR	Equipment Replacement - Leaf Vacuum Truck (#5820)	M-2	310,000
	VR	Equipment Replacement - Service Truck (#5822)	M-2	48,500
Parks and Recreation	PRCR-1	Vehicle Addition - Light Duty Truck	M-3	55,000
	PRCR-3	Aerification Equipment	H-1	94,975
Transfers	n/a	Affordable Housing Fund/Housing Rehab Program	n/a	617,080
	GTP-11	S-Line Commitment - Design	H-4	600,000
	n/a	Transportation Initiatives	n/a	1,851,190
General Fund - Subtotal				7,336,245
Electric Fund: Operations	WFP-1	Line/Construction System Improvements	M-2	1,200,000
	WFP-4	Equipment Addition - Back Property Digger	M-3	260,000
	n/a	Unicon Building Improvements (Reappropriate from FY 26)	n/a	100,000
	VR	Equipment Replacement - Wire Puller (#8535)	M-2	210,000
	VR	Equipment Replacement - Trench Packer (#8561)	M-2	51,500
	VR	Equipment Replacement - Digger Truck (#8564)	M-2	314,000
	VR	Equipment Replacement - Excavator (#8568)	M-2	120,000
	VR	Equipment Replacement - Stump Grinder (#8609)	M-2	116,500
Electric Fund - Subtotal				2,372,000
Stormwater Utility Fund: Stormwater Management	SM-8	Equipment Addition - Tandem Axle Dump Truck	M-3	300,000
	SM-9	Vehicle Addition - Equipment Trailer	M-4	30,000
	SM-16	Pipe Rehabilitation/Replacement Project	L-2	345,000
	VR	Equipment Replacement - Sweeper (#5661)	M-2	400,000
	n/a	Crenshaw Stormwater Improvements Lots 1-4	n/a	1,200,000
Stormwater Utility Fund - Subtotal				2,275,000
WF Renaissance Centre Fund: WF Renaissance Centre	n/a	Kiln Replacement	n/a	8,100
WF Renaissance Centre - Subtotal				8,100
GRAND TOTAL				<u>\$11,991,345</u>

Town of Wake Forest CAPITAL IMPROVEMENT PLAN

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, with respect to available resources. 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: The 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 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
- 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 – IN ACCORDANCE WITH THE FISCAL POLICY:

- The Town will prioritize all capital improvements in accordance with an adopted Capital Improvement Plan.
- The Town will develop a five-year plan for capital improvements, and will review and update that plan annually.
- The Town will coordinate development of the Capital Improvement Plan 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 Capital Improvement Plan 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 public art to promote social and aesthetic interaction. It is intended that works of public art will enliven public space, encourage 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 change exceeds fifteen (15) percent of the initial budgeted cost of the Capital Project.

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

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

It is with this in mind that the town staff has implemented an “Maintenance/Replacement” type. 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 current projects 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 and maintenance cost. There are, however, several additional factors which must be considered in determining these replacements: fuel costs, condition, safety, life of equipment, etc.

CIP PRIORITIZATION SYSTEM

Priorities are determined by the matrix system shown below. The system was developed to assist in establishing priorities for capital expenditures, as budget constraints do not allow all requests to be funded in any given year. The matrix contains a measure of priority on the horizontal axis and a determination of criteria category on the vertical access. Each project is then assigned a corresponding level of funding.

		PRIORITY			Levels of Funding
		1	2	3	
CRITERIA CATEGORY	1	LEVEL A			Level A: Highest consideration for funding
	2		LEVEL B		Level B: Moderate consideration for funding
	3		LEVEL B		Level C: Least consideration for funding
	4			LEVEL C	

Priorities

- 1 - High
 - Mandated by local, state or federal regulations
 - Prioritized by the Town Board
 - Substantially reduces losses or increases revenues
- 2 - Medium
 - Maintains existing service levels
 - Results in better efficiency of service delivery
 - Reduces operational costs
 - Improves workforce morale
- 3 - Low
 - Not mandated
 - Improves service levels
 - Improves quality of life

Criteria Categories

- 1 - Health, Safety and Welfare
 - Protect the health, safety and welfare of the community and the employees serving it
- 2 - Maintenance/Replacement
 - Provide for the maintenance of existing systems and equipment
- 3 - Expansion of Existing Programs
 - Enhance the existing systems and programs to allow for the expansion and improvement of services
- 4 - Expansion of New Programs
 - Allow for expansion into new programs and services

Capital Improvement Plan - Priorities
Wake Forest, NC

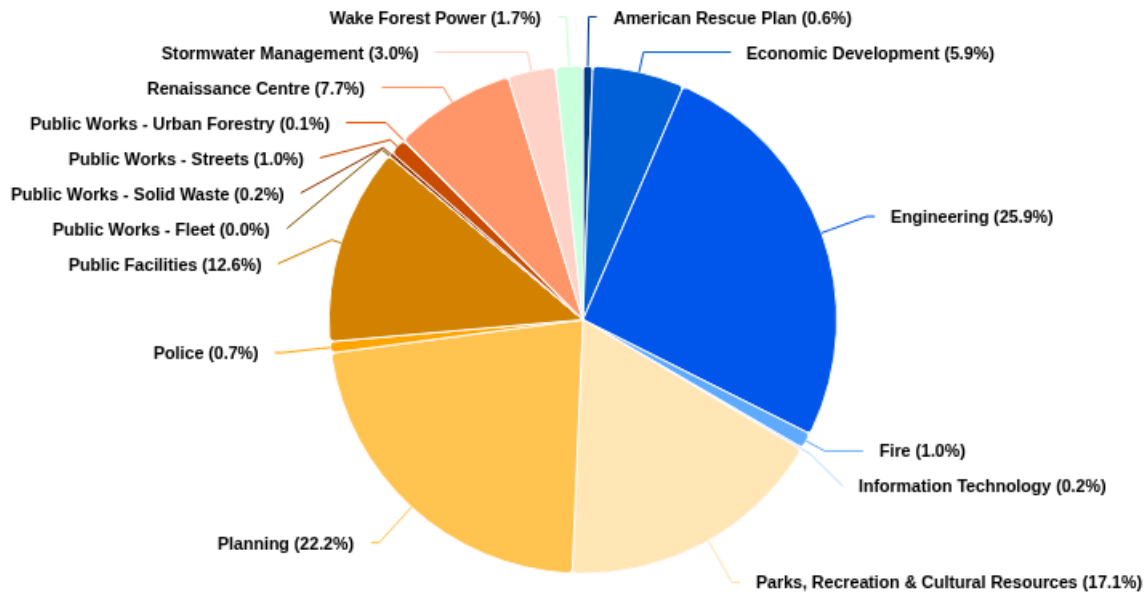
Project Name	Department	Project #	Priority	1st Year Project Cost Request	Externally Funded	Fiscally Constrained
Priority High						
ADA Improvements	<i>Public Facilities</i>	PF-1	1	50,000	-	-
American Rescue Plan Act	<i>American Rescue Plan</i>	ARPA-1	1	3,247,000	3,247,000	-
Fire Station #6	<i>Public Facilities</i>	PF-16	1	17,379,000	-	-
General Transportation Improvements	<i>Engineering</i>	GTP-20	1	3,250,000	3,000,000	-
HL Miller Park	<i>Engineering</i>	AM-11	1	445,000	445,000	-
NCDOT S-Line Project	<i>Planning</i>	GTP-11	1	2,625,000	-	600,000
Smith Creek Greenway - Phase 2 & Trailhead	<i>Planning</i>	GTP-14	1	6,341,000	6,160,000	-
Smith Creek Greenway - Phase 3	<i>Planning</i>	GTP-15	1	2,721,000	2,540,000	-
Spectator Accessibility, ADA Bleachers, Dugouts	<i>Parks, Recreation & Cultural</i>	PRCR-4	1	171,500	-	-
Street Resurfacing & Pavement Condition Survey	<i>Engineering</i>	AM-3	1	100,000	-	-
Townwide Wayfinding Designs/Signage	<i>Public Works - Streets</i>	PWS-3	1	450,000	-	450,000
Transportation New Sidewalk Projects	<i>Public Works - Streets</i>	PWS-2	1	100,000	-	50,000
Total for: Priority 1				36,879,500	15,392,000	1,100,000
Priority Medium					-	
Aerification Equipment	<i>Parks, Recreation & Cultural</i>	PRCR-3	2	95,000	-	94,975
Ailey Young House Heritage Site	<i>Planning</i>	P-3	2	800,000	-	-
Ailey Young Park Improvements	<i>Parks, Recreation & Cultural</i>	PRCR-10	2	5,550,000	4,040,000	-
Athletic Courts Construction	<i>Parks, Recreation & Cultural</i>	AM-9	2	2,100,000	-	-
Athletic Fields Fence Replacement	<i>Parks, Recreation & Cultural</i>	AM-10	2	230,000	-	-
Back Property Digger - Addition	<i>Wake Forest Power</i>	WFP-4	2	260,000	-	260,000
Crack Sealing Equipment - Addition	<i>Public Works - Streets</i>	PWS-5	2	115,000	-	-
Downtown Overhead to Underground Conversion	<i>Wake Forest Power</i>	WFP-2	2	300,000	-	-
Downtown Trash/Recycling Receptacle	<i>Public Works - Solid</i>	PWSW-5	2	50,000	-	-
Equipment Trailer - Addition	<i>Stormwater</i>	SM-9	2	30,000	-	30,000
Facility Space Planning	<i>Public Facilities</i>	PF-2	2	80,000	-	-
Fire Station #5 Water and Sewer Connections	<i>Stormwater</i>	SM-18	2	369,000	-	-
Fire Station #6 Furniture	<i>Public Facilities</i>	PF-15	2	200,000	-	-
Flaherty Community Center Office	<i>Public Facilities</i>	PF-8	2	49,000	-	-
Flaherty Park Field #2 Improvements/(Final Phase)	<i>Parks, Recreation & Cultural</i>	PRCR-2	2	3,442,000	-	-
Friendship Chapel Extension	<i>Engineering</i>	GTP-3	2	1,550,000	-	-
General Facility Maintenance	<i>Public Facilities</i>	AM-5	2	211,000	-	211,000
Greenway Infrastructure Improvements	<i>Engineering</i>	AM-7	2	330,000	-	-
Greenway & Park Signage (Phase 2)	<i>Parks, Recreation & Cultural</i>	PRCR-6	2	305,500	-	-
Holding Park Community House Maintenance	<i>Public Facilities</i>	AM-12	2	110,000	-	-
Horse Creek Watershed Water Quality Improvements	<i>Stormwater Management</i>	SM-2	2	345,000	-	-
Joyner Park Farm Buildings Rehab	<i>Parks, Recreation & Cultural</i>	AM-8	2	233,000	-	-
Line Construction/System Improvements	<i>Wake Forest Power</i>	WFP-1	2	1,200,000	-	1,200,000

Capital Improvement Plan - Priorities
Wake Forest, NC

Project Name	Department	Project #	Priority	1st Year Project Cost Request	Externally Funded	Fiscally Constrained
Mobile & Portable Radios Replacement	<i>Fire</i>	F-1	2	142,000	-	140,000
Park Sidewalk & Greenway Connections	<i>Parks, Recreation &</i>	PRCR-11	2	67,000	-	-
Patrol Vehicles - Additional	<i>Police</i>	PD-10	2	165,000	-	-
Physical Security Refresh	<i>Information Technology</i>	IT-1	2	250,000	-	175,000
Renaissance Centre Expansion	<i>Renaissance Centre</i>	RC-1	2	25,000	-	-
Replace Playground Equipment & Surface	<i>Parks, Recreation & Cultural</i>	AM-15	2	795,000	-	-
Replace Smith Creek Soccer Center Irrigation	<i>Parks, Recreation & Cultural</i>	PRCR-9	2	155,000	-	-
Reservoir Improvements	<i>Engineering</i>	AM-6	2	1,225,000	1,225,000	-
Restroom Installation	<i>Parks, Recreation & Cultural</i>	PRCR-7	2	8,130,000	7,200,000	-
Rogers Road Grade Separation	<i>Engineering</i>	GTP-8	2	470,000	470,000	-
Skate Park/Pump Park	<i>Parks, Recreation &</i>	PRCR-12	2	7,895,000	-	-
Stormwater Analysis - Neighborhood Drainage Improvements	<i>Stormwater Management</i>	SM-1	2	345,000	-	-
Street Preservation and Maintenance	<i>Public Works - Streets</i>	AM-2	2	381,000	-	-
Tandem Axle Dump Truck - Addition	<i>Stormwater</i>	SM-8	2	300,000	-	300,000
Toms Creek Watershed Improvements	<i>Stormwater</i>	SM-15	2	300,000	-	-
Town Hall Maintenance	<i>Public Facilities</i>	AM-4	2	5,850,000	-	200,000
Town Roadway Lighting	<i>Public Works - Streets</i>	PWS-1	2	50,000	-	-
Traffic/Pedestrian Signals	<i>Engineering</i>	GTP-19	2	320,000	-	-
Traffic/Pedestrian Signals	<i>Engineering</i>	GTP-19b	2	320,000	-	-
Underwater ROV	<i>Fire</i>	F-4	2	100,000	-	-
Vehicle Additions	<i>Public Facilities</i>	PF-4	2	210,000	-	155,000
Vehicle Additions	<i>Parks, Recreation & Cultural</i>	PRCR-1	2	55,000	-	55,000
Total for: Priority 2				45,504,500	12,935,000	2,820,975
Priority Low						
Multipurpose Outdoor Sports Complex	<i>Parks, Recreation &</i>	PRCR-13	3	4,540,000	4,540,000	-
Pipe Rehabilitation/Replacement Project	<i>Stormwater</i>	SM-16	3	345,000	-	345,000
Police Motorcycle Replacement	<i>Police</i>	PD-9	3	33,000	-	33,000
Richland Creek Watershed Improvements	<i>Stormwater</i>	SM-17	3	250,000	-	-
S. Franklin St. Expansion	<i>Engineering</i>	GTP-9	3	1,175,000	-	-
Short-Throw Projector for Grand Hall	<i>Renaissance Centre</i>	RC-4	3	33,000	-	-
Site Acquisition and Development	<i>Economic Development</i>	ED-2	3	3,000,000	-	-
Total for: Priority 3				9,376,000	4,540,000	378,000
GRAND TOTAL				91,760,000	32,867,000	4,298,975
Capital Outlay not reported as part of the Capital Improvement Plan						7,592,370
Reallocation from FY 25/26 budget due to completion of project						100,000
Reconciled to Capital Outlay Summary Presented						\$ 11,991,345

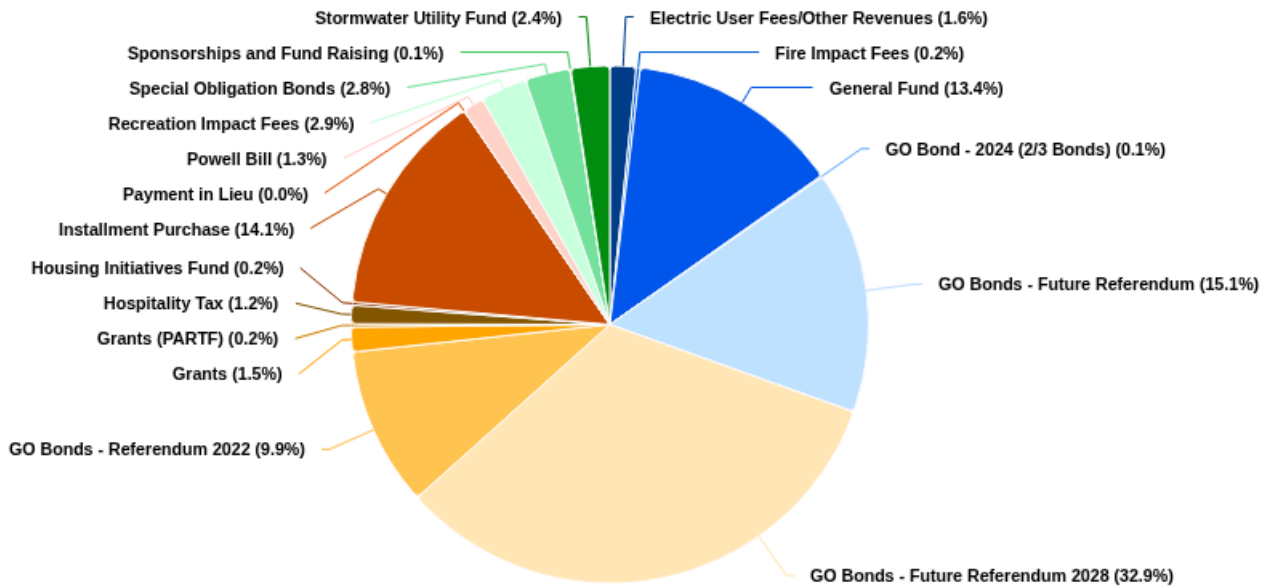
*External funding represents **ONLY** amounts that have been secured or officially awarded to the Town (i.e. Grants Awarded and Authorized Bond Funding). Projects with bond authorization funding will be presented until the debt is actually issued.

26-27 through 30-31
Department Summary
Wake Forest, NC



Department	26-27	27-28	28-29	29-30	30-31	Total
American Rescue Plan	3,247,000					3,247,000
Economic Development	3,000,000	3,250,000	15,750,000	6,237,000	3,000,000	31,237,000
Engineering	9,185,000	6,930,000	22,828,000	66,538,000	32,570,000	138,051,000
Fire	242,000	282,000	3,392,000	1,242,000	142,000	5,300,000
Information Technology	250,000	550,000				800,000
Parks, Recreation & Cultural Resources	33,764,000	4,533,000	14,948,000	1,415,000	36,365,000	91,025,000
Planning	12,487,000	13,413,000	10,258,000	29,453,000	52,700,000	118,311,000
Police	198,000	655,000	1,672,000	500,000	770,000	3,795,000
Public Facilities	24,139,000	5,048,000	23,942,000	12,477,000	1,200,000	66,806,000
Public Works - Fleet		100,000				100,000
Public Works - Solid Waste	50,000	350,000	595,000	325,000		1,320,000
Public Works - Streets	1,096,000	808,000	1,033,000	1,227,000	1,335,000	5,499,000
Public Works - Urban Forestry			360,000			360,000
Renaissance Centre	58,000	800,000	40,150,000			41,008,000
Stormwater Management	2,284,000	2,548,000	3,599,000	4,862,000	2,797,000	16,090,000
Wake Forest Power	1,760,000	2,378,000	2,695,000	2,400,000		9,233,000
GRAND TOTAL	91,760,000	41,645,000	141,222,000	126,676,000	130,879,000	532,182,000

26-27 through 30-31
Funding Source Summary
Wake Forest, NC



Source	26-27	27-28	28-29	29-30	30-31	Total
Electric User Fees/Other Revenues	1,500,000	2,378,000	2,410,000	2,400,000		8,688,000
Fire Impact Fees	1,000,000		250,000			1,250,000
General Fund	16,804,000	19,247,000	13,321,000	17,215,000	4,629,000	71,216,000
GO Bond - 2024 (2/3 Bonds)	445,000					445,000
GO Bonds - Future Referendum					80,585,000	80,585,000
GO Bonds - Future Referendum 2028			60,812,000	81,985,000	32,203,000	175,000,000
GO Bonds - Referendum 2022	29,175,000		23,775,000			52,950,000
Grants	3,247,000	2,000,000		2,436,000	500,000	8,183,000
Grants (PARTF)	500,000				500,000	1,000,000
Hospitality Tax	6,221,000					6,221,000
Housing Initiatives Fund		500,000		500,000		1,000,000
Installment Purchase	22,949,000	6,619,000	31,447,000	11,886,000	1,970,000	74,871,000
Payment in Lieu		58,000				58,000
Pilot Funds					15,000	15,000
Powell Bill		1,408,000	508,000	3,002,000	2,200,000	7,118,000
Recreation Impact Fees	4,665,000	3,587,000	3,100,000		4,055,000	15,407,000
Special Obligation Bonds	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Sponsorships and Fund Raising		300,000				300,000
Stormwater Utility Fund	2,254,000	2,548,000	2,599,000	4,252,000	1,222,000	12,875,000
GRAND TOTAL	91,760,000	41,645,000	141,222,000	126,676,000	130,879,000	532,182,000

Town of Wake Forest

BUDGET PROCESS

OVERVIEW

The Town's budgets are adopted as required by the North Carolina General Statutes. An annual budget is adopted for the General, Enterprise Special Revenue 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.

PROCEDURE

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

Department Directors are responsible for estimating departmental expenditures and providing their department's current performance measure data. The Chief Financial Officer and Budget and Performance Director will make the determination of the revenue projections. The budget reflects the strategic priorities of the Board and residents 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 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 posted 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.

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 shows those required tasks (denoted by date), additional tasks (denoted by bullet).

JULY 1 - New Fiscal Year Begins. The budget ordinance shall be adopted by the governing board.	AUGUST • CIP budget development planning for next fiscal year begins.	SEPTEMBER • Distribute CIP budget materials to Department Directors.
OCTOBER • CIP Public Hearing on capital needs held. • Complete and return CIP budget request to Budget Department.	NOVEMBER • Meet with Department Directors to review CIP budget requests.	DECEMBER • Operating budget development planning for next year begins. • Distribute CIP Update to Board for review.
JANUARY • Work Session on CIP Update to Board. • Public Hearing to receive input on CIP budget. • Public Hearing on budget needs held. • Adoption of CIP Update. • Distribute operating budget materials to Department Directors.	FEBRUARY • Complete and return budget request to Budget Department.	MARCH • 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. • Finalize proposed budget.	MAY • Present proposed budget to Board. • Public Hearing on budget proposal.	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. • Conduct budget work sessions with BOC. • Adopt Budget Ordinance. 30 - Fiscal Year Ends.

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

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

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

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

BUDGET TRANSFERS & AMENDMENTS

Full implementation of the budget begins immediately on July 1. Pursuant to General Statute 159-15, the budget may be amended by submission of proposed changes to the Town Board. The Town Manager is authorized to transfer funds from one appropriation to another within the same fund in an amount not to exceed \$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 Statutes, the Town maintains encumbrance accounts, which are considered “budgetary accounts” under which purchase orders, contracts, and other commitments for expenditures of funds are recorded 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 Recreational	Debt Service
General	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 Funds

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 Business and Industry Partnership (BIP) Fund, and Industrial Development Corporation (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 Fund accounts 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 two Enterprise Funds; Electric, and Stormwater Utility.

Fund and Town Structure* Relationship

DEPARTMENT	GOVERNMENTAL FUNDS			PROPRIETARY FUNDS
	General	Special Revenue	Capital Project	Enterprise
Board of Commissioners	X			
Legal Services	X			
Town Manager's Office	X			
Town Clerk	X			
Risk Management	X			
Organizational Performance	X			
Budget Management	X			
Downtown Development	X	X		
Economic Development		X		
Renaissance Centre		X		
Communications	X			
Finance	X	X		
Fire	X		X	
Human Resources	X			
Information Technology	X			
Public Facilities	X		X	
Engineering	X		X	
Stormwater Management	X		X	X
Inspections	X			
Planning	X		X	
Police	X	X		
Fire	X			
Parks, Recreation and Cultural Resources	X		X	
Wake Forest Center for Active Aging	X			
Public Works	X		X	
Administration	X			
Fleet	X			
Solid Waste	X			
Streets	X		X	
Urban Forestry	X			
Wake Forest Power				X

*Pertains to the accounting structure

Town of Wake Forest

FISCAL POLICY GUIDELINES

ADOPTED POLICIES

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

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

BUDGETARY

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

Balanced Budget:

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

CAPITAL IMPROVEMENT PLAN

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

CASH MANAGEMENT AND INVESTMENT

1. It is the intent of the Town that public funds will be invested to the extent possible to reduce the need for property tax revenues. Funds will be invested with the chief objectives of safety of principal, liquidity and yield, in that order. All deposits and investments of Town funds will be in accordance with N.C.G.S. 159.
2. The Town will use a central depository to maximize the availability and mobility of cash for all funds that can be legally and practically combined.
3. Cash flows will be forecasted and investments will be made to mature when funds are projected to be needed to meet cash flow requirements.
4. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time.
5. Maturity: All investments will mature in no more than thirty-six (36) months from their purchase date.
6. Custody: All investments will be purchased "payment-versus-delivery" and if certificated will be held by the Finance Director in the name of the Town. All non-certificated investment will be held in book-entry form in the name of the Town with the Town's third party custodian (safekeeping agent).
7. Authorized Investments: The Town may deposit Town funds into: Any Board approved official depository, if such funds are secured in accordance with NCGS-159 (31). The Town may invest Town funds in: the North Carolina Capital Management Trust, US Treasury Securities, US

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

8. Diversification: No more than 5% of the Town’s investment funds may be invested in a specific company’s commercial paper and no more than 20% of the Town’s investment funds may be invested in commercial paper. No more than 25% of the Town’s investments may be invested in any one US Agency’s Securities.
9. Allocation: Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Director.
10. Reporting: The Board of Commissioners will receive copies of the Town’s “Report of Deposits and Investments” (LGC Form 203) filed semi-annually with the Local Government Commission.

DEBT MANAGEMENT

1. The Town will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.
2. The Town will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances in excess of policy targets, and current year (pay-as-you-go) appropriations.
3. When the Town finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.
4. Where feasible, the Town will explore the usage of special assessment revenue or other self-supporting bonds instead of general obligation bonds.
5. Where feasible, the Town will limit the amount of debt issued within the respective calendar year to remain bank qualified per Internal Revenue Service (IRS) guidelines.
6. Net debt as a percentage of total assessed value of taxable property should not exceed 2%. Net debt is defined as any and all debt that is supported by tax revenues.
7. The ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed 15% with an aggregate ten (10) year principal payout ratio target of 60% or better.

RESERVE POLICY

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

1. Unassigned Fund Balances will mean funds that remain available for appropriation by the Board of Commissioners after all commitments for future expenditures, required reserves defined by state statutes and previous designations have been calculated. The Town will maintain an unassigned General Fund balance minimum between 20% and 25% of General Fund expenditures.
2. Total fund balance at the close of each fiscal year should be at least 35% of general fund expenditures.
3. In the event that funds are available over and beyond the targeted amount as defined above, those funds may be transferred to capital reserve funds or capital project funds, at the Board of Commissioners discretion.
4. The Board of Commissioners may, from time-to-time, appropriate fund balances that will reduce unassigned fund balances below the 20% – 25% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal stability and security of the Town of Wake Forest. In such circumstances, the Town will strive to replenish the unassigned fund balances to the policy level within 36 months from the date of the appropriation.

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

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

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
565	Town Attorney	412 - Legal Services	07 - Exempt
583	56 - Paralegal	412 - Legal Services	01 - General Employees
159	68 - Economic Development Director	415 - Economic Development	07 - Exempt
537	59 - Economic Development Manager	415 - Economic Development	07 - Exempt
3	Town Manager	420 - Administration	07 - Exempt
4	71 - Assistant Town Manager	420 - Administration	07 - Exempt
524	71 - Assistant Town Manager	420 - Administration	07 - Exempt
7	71 - Assistant Town Manager/CFO	420 - Administration	07 - Exempt
112	59 - Town Clerk	421 - Town Clerk	07 - Exempt
523	58 - Deputy Town Clerk	421 - Town Clerk	01 - General Employees
152	61 - Community Outreach Manager	422 - Organizational Performance	07 - Exempt
24	55 - Community Outreach Asst.	422 - Organizational Performance	01 - General Employees
525	67 - Org Performance Director	422 - Organizational Performance	07 - Exempt
566	57 - Org Performance Specialist	422 - Organizational Performance	07 - Exempt
173	61 - Budget and Performance Analyst	423 - Budget Management	07 - Exempt
625	67 - Budget & Performance Director	423 - Budget Management	07 - Exempt
718	61 - Budget and Performance Analyst	423 - Budget Management	07 - Exempt
719	59 - Grants Program Manager	423 - Budget Management	07 - Exempt
105	59 - Marketing and Business Relations Manager	425 - Communications	07 - Exempt
146	67 - Comm./Public Affairs Director	425 - Communications	07 - Exempt
169	60 - Graphic Design Manager	425 - Communications	07 - Exempt
367	57 - Marketing & Bus. Relations Assoc.	425 - Communications	07 - Exempt
409	57 - Graphic Design Specialist	425 - Communications	07 - Exempt
598	57 - Communications Resource Specialist	425 - Communications	01 - General Employees
626	55 - Admin Assistant (Com)	425 - Communications	01 - General Employees
720	57 - Graphic Design Specialist	425 - Communications	07 - Exempt
50	61 - Senior Human Resources Consultant	430 - Human Resources	07 - Exempt
526	59 - HR Consultant	430 - Human Resources	07 - Exempt
6	70 - HR Director	430 - Human Resources	07 - Exempt
616	55 - HR Technician	430 - Human Resources	01 - General Employees
730	64 - Assistant Human Resources Director	430 - Human Resources	07 - Exempt
134	63 - Safety & Risk Manager	431 - Risk Management	07 - Exempt
556	58 - Safety Coordinator	431 - Risk Management	07 - Exempt
132	64 - Downtown Dev. Director	435 - Downtown Development	07 - Exempt
408	57 - Downtown Development Specialist	435 - Downtown Development	07 - Exempt
597	55 - Downtown Program Coordinator	435 - Downtown Development	01 - General Employees
114	58 - Procurement Specialist	440 - Finance	01 - General Employees
115	60 - Warehouse Supervisor	440 - Finance	01 - General Employees
126	67 - Finance Director	440 - Finance	07 - Exempt
201	53 - Accounting Technician	440 - Finance	01 - General Employees
29	53 - Accounting Technician	440 - Finance	01 - General Employees
33	52 - Inventory Specialist	440 - Finance	01 - General Employees
44	56 - Senior Inventory Specialist	440 - Finance	01 - General Employees
527	56 - Accounting Specialist	440 - Finance	01 - General Employees
528	61 - Purchasing Supervisor	440 - Finance	01 - General Employees
57	59 - Senior Accountant	440 - Finance	01 - General Employees
662	56 - Accountant	440 - Finance	01 - General Employees
82	61 - Financial Analyst	440 - Finance	07 - Exempt
174	62 - Applications Analyst II	445 - Information Technology	07 - Exempt
203	64 - Information Manager	445 - Information Technology	07 - Exempt
5	69 - Chief Information Officer	445 - Information Technology	07 - Exempt
529	62 - Applications Analyst I	445 - Information Technology	07 - Exempt
542	62 - GIS Manager	445 - Information Technology	07 - Exempt
574	62 - IT Analyst II	445 - Information Technology	07 - Exempt
684	63 - Senior IT Analyst	445 - Information Technology	07 - Exempt
685	63 - Senior IT Analyst	445 - Information Technology	07 - Exempt
695	61 - GIS Analyst II	445 - Information Technology	07 - Exempt
696	64 - Applications Manager	445 - Information Technology	07 - Exempt
721	57 - Radio Technician	445 - Information Technology	07 - Exempt
104	55 - Inspections Tech	480 - Building Inspections	01 - General Employees
130	68 - Inspections & Public Facilities Dir.	480 - Building Inspections	07 - Exempt

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
204	56 - Code Enforcement Officer I	480 - Building Inspections	01 - General Employees
206	60 - Sr. Code Enforcement Officer	480 - Building Inspections	01 - General Employees
207	56 - Code Enforcement Officer I	480 - Building Inspections	01 - General Employees
208	57 - Senior Inspections Technician	480 - Building Inspections	01 - General Employees
209	61 - Code Enforcement Sec. Supv.	480 - Building Inspections	01 - General Employees
46	56 - Code Enforcement Officer I	480 - Building Inspections	01 - General Employees
51	57 - Code Enforce Officer II	480 - Building Inspections	01 - General Employees
547	59 - Code Enforce Officer III	480 - Building Inspections	01 - General Employees
576	61 - Code Enforcement Section Supervisor	480 - Building Inspections	01 - General Employees
587	61 - Code Enforcement Supervisor	480 - Building Inspections	07 - Exempt
62	59 - Code Enforcement Officer III	480 - Building Inspections	01 - General Employees
627	59 - Code Enforcement Officer III	480 - Building Inspections	01 - General Employees
628	52 - Code Enforcement Apprentice	480 - Building Inspections	01 - General Employees
688	64 - Assistant Inspections Director	480 - Building Inspections	07 - Exempt
689	64 - Assistant Inspections Director	480 - Building Inspections	07 - Exempt
694	60 - Senior Code Enforcement Officer	480 - Building Inspections	01 - General Employees
78	60 - Senior Code Enforcement Officer	480 - Building Inspections	01 - General Employees
142	61 - Senior Planner (HP)	490 - Planning	07 - Exempt
189	56 - Planning Technician	490 - Planning	01 - General Employees
194	63 - Development Services Manager	490 - Planning	07 - Exempt
198	61 - Senior Planner (DS)	490 - Planning	07 - Exempt
346	59 - Planner II (DS)	490 - Planning	07 - Exempt
366	58 - Zoning Enforcement Officer	490 - Planning	01 - General Employees
420	59 - Planner II (DS)	490 - Planning	07 - Exempt
530	63 - Long Range Planning Manager	490 - Planning	07 - Exempt
540	59 - Long Range Planner II	490 - Planning	07 - Exempt
549	59 - Long Range Planner II	490 - Planning	07 - Exempt
550	58 - DS Planner I	490 - Planning	01 - General Employees
622	58 - Planner I (HP)	490 - Planning	01 - General Employees
629	58 - Zoning Enforcement Officer	490 - Planning	01 - General Employees
702	59 - Parks Planner II	490 - Planning	07 - Exempt
703	63 - Project/Programs Manager	490 - Planning	07 - Exempt
9	69 - Planning Director	490 - Planning	07 - Exempt
119	66 - Facilities Director	500 - Public Buildings	07 - Exempt
133	55 - Facilities Maint. Specialist	500 - Public Buildings	01 - General Employees
165	58 - Facilities Maint. Supervisor	500 - Public Buildings	01 - General Employees
213	55 - Facilities Maint. Specialist	500 - Public Buildings	01 - General Employees
531	55 - Facilities Maint. Specialist	500 - Public Buildings	01 - General Employees
532	53 - Facilities/Landscape Tech.	500 - Public Buildings	01 - General Employees
619	55 - Facilities Admin. Assistant	500 - Public Buildings	01 - General Employees
630	50 - Custodian	500 - Public Buildings	01 - General Employees
631	50 - Custodian	500 - Public Buildings	01 - General Employees
10	70 - Police Chief	510 - Police Department	07 - Exempt
111	P08 - Police Captain	510 - Police Department	07 - Exempt
117	55 - Evidence Technician	510 - Police Department	01 - General Employees
140	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
141	55 - Admin. Assistant (PC)	510 - Police Department	01 - General Employees
150	57 - Qtrmaster/Crime Analyst	510 - Police Department	01 - General Employees
178	57 - Telecommunications Shift Supervisor	510 - Police Department	14 - Telecommunicator
184	P04 - Senior Police Officer (40)	510 - Police Department	01 - General Employees
186	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
190	55 - Admin Assistant	510 - Police Department	01 - General Employees
191	53 - Police Records Technician	510 - Police Department	01 - General Employees
214	P08 - Police Captain	510 - Police Department	07 - Exempt
217	P04 - Senior Police Officer (42)	510 - Police Department	02 - Police - 42 hours
219	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
220	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
222	P07 - Police Lieutenant (42)	510 - Police Department	12 - Police - Exempt 42 hours
226	P07 - Police Lieutenant	510 - Police Department	07 - Exempt
227	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
228	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
231	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
232	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
233	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
234	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
235	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
236	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
238	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
240	P03 - Officer First Class (40)	510 - Police Department	01 - General Employees
241	P03 - Officer First Class (40)	510 - Police Department	01 - General Employees
242	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
247	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
249	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
256	P06 - Police Sergeant (40)	510 - Police Department	01 - General Employees
257	P06 - Police Sergeant (40)	510 - Police Department	01 - General Employees
258	P06 - Police Sergeant (42)	510 - Police Department	02 - Police - 42 hours
259	P06 - Police Sergeant (40)	510 - Police Department	01 - General Employees
260	P06 - Police Sergeant (42)	510 - Police Department	02 - Police - 42 hours
261	P06 - Police Sergeant (42)	510 - Police Department	02 - Police - 42 hours
262	P06 - Police Sergeant (42)	510 - Police Department	02 - Police - 42 hours
263	P06 - Police Sergeant (42)	510 - Police Department	02 - Police - 42 hours
264	P04 - Sr. Police Officer (40)	510 - Police Department	01 - General Employees
265	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
268	57 - Telecommunications Shift Supervisor	510 - Police Department	14 - Telecommunicator
269	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
270	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
271	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
272	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
273	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
274	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
326	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
327	P07 - Police Lieutenant (42)	510 - Police Department	12 - Police - Exempt 42 hours
328	P07 - Police Lieutenant (40)	510 - Police Department	07 - Exempt
329	P01 - Police Officer I (40)	510 - Police Department	01 - General Employees
330	P03 - Officer First Class (40)	510 - Police Department	01 - General Employees
35	54 - Parking Enforcement Officer	510 - Police Department	01 - General Employees
356	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
357	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
36	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
361	P03 - Master Police Officer (42)	510 - Police Department	02 - Police - 42 hours
369	57 - Police Fiscal Specialist	510 - Police Department	01 - General Employees
375	P03 - Master Police Officer (42)	510 - Police Department	02 - Police - 42 hours
377	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
378	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
379	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
380	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
381	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
382	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
383	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
384	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
385	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
386	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
387	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
388	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
389	56 - Spec. Events/Accred. Analyst	510 - Police Department	01 - General Employees
390	P03 - Officer First Class (42)	510 - Police Department	02 - Police - 42 hours
391	P03 - Master Police Officer (42)	510 - Police Department	02 - Police - 42 hours
392	P06 - Police Sergeant (42)	510 - Police Department	02 - Police - 42 hours
393	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
394	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
395	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
396	P06 - Police Sergeant (42)	510 - Police Department	02 - Police - 42 hours

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
397	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
398	P02 - Police Officer II (40)	510 - Police Department	01 - General Employees
400	P05 - Police Corporal (42)	510 - Police Department	02 - Police - 42 hours
401	P07 - Police Lieutenant	510 - Police Department	07 - Exempt
406	55 - Telecommunicator	510 - Police Department	14 - Telecommunicator
511	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
512	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
513	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
514	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
53	P01 - Police Officer II (40)	510 - Police Department	01 - General Employees
539	P07 - Police Lieutenant (42)	510 - Police Department	12 - Police - Exempt 42 hours
544	P04 - Senior Officer (40)	510 - Police Department	01 - General Employees
548	P03 - Officer First Class (40)	510 - Police Department	01 - General Employees
55	61 - Telecommunications Supervisor	510 - Police Department	14 - Telecommunicator
558	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
559	P01 - Police Officer I (40)	510 - Police Department	01 - General Employees
560	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
561	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
562	57 - Telecommunications Shift Supervisor	510 - Police Department	14 - Telecommunicator
563	57 - Telecommunications Shift Supervisor	510 - Police Department	14 - Telecommunicator
564	57 - Vehicle Upfit and Equipment Specialist	510 - Police Department	01 - General Employees
573	55 - Evidence Technician	510 - Police Department	01 - General Employees
58	P03 - Officer First Class (40)	510 - Police Department	01 - General Employees
59	P03 - Officer First Class (42)	510 - Police Department	02 - Police - 42 hours
601	P03 - Officer First Class (40)	510 - Police Department	01 - General Employees
604	P08 - Police Captain	510 - Police Department	07 - Exempt
606	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
607	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
64	P04 - Senior Officer (42)	510 - Police Department	02 - Police - 42 hours
652	P02 - Police Officer II (42)	510 - Police Department	02 - Police - 42 hours
661	P02 - Police Officer II (40)	510 - Police Department	02 - Police - 42 hours
683	P03 - Officer First Class (40)	510 - Police Department	01 - General Employees
701	P06 - Police Sergeant	510 - Police Department	02 - Police - 42 hours
705	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
706	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
707	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
708	P01 - Police Officer I (42)	510 - Police Department	02 - Police - 42 hours
79	P06 - Police Sergeant (40)	510 - Police Department	01 - General Employees
80	P06 - Police Sergeant (40)	510 - Police Department	01 - General Employees
85	P07 - Police Lieutenant (42)	510 - Police Department	12 - Police - Exempt 42 hours
86	P07 - Police Lieutenant (42)	510 - Police Department	12 - Police - Exempt 42 hours
422	70 - Fire Chief	520 - Fire Department	07 - Exempt
423	F06 E - Battalion Chief	520 - Fire Department	17 - Battalion Chief 56 hrs
424	F06 E - Battalion Chief	520 - Fire Department	17 - Battalion Chief 56 hrs
425	F06 E - Battalion Chief	520 - Fire Department	17 - Battalion Chief 56 hrs
426	F06 - Administrative Battalion Chief	520 - Fire Department	07 - Exempt
427	F06 - Fire Services Admin.	520 - Fire Department	07 - Exempt
428	55 - Admin. Assistant (FC)	520 - Fire Department	01 - General Employees
429	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
430	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
431	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
432	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
433	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
434	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
435	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
436	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
437	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
438	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
439	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
440	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
441	F05 - Fire Captain	520 - Fire Department	15 - Firefighters

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
442	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
443	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
444	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
445	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
446	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
447	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
448	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
449	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
450	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
451	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
452	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
453	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
454	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
456	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
457	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
458	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
459	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
460	58 - Fire Logistics Officer	520 - Fire Department	01 - General Employees
461	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
462	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
463	F01 - Firefighter	520 - Fire Department	15 - Firefighters
464	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
466	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
467	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
468	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
470	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
471	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
472	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
473	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
474	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
475	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
476	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
477	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
479	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
480	F01 - Firefighter	520 - Fire Department	15 - Firefighters
481	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
482	F01 - Firefighter	520 - Fire Department	15 - Firefighters
483	F01 - Firefighter	520 - Fire Department	15 - Firefighters
484	F01 - Firefighter	520 - Fire Department	15 - Firefighters
485	F01 - Firefighter	520 - Fire Department	15 - Firefighters
494	F01 - Firefighter	520 - Fire Department	15 - Firefighters
499	F01 - Firefighter	520 - Fire Department	15 - Firefighters
502	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
503	F01 - Firefighter	520 - Fire Department	15 - Firefighters
508	F01 - Firefighter First Class	520 - Fire Department	15 - Firefighters
509	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
515	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
516	F05 - Fire Captain	520 - Fire Department	15 - Firefighters
517	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
518	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
519	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
520	F04 - Fire Lieutenant	520 - Fire Department	15 - Firefighters
553	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
579	F01 - Firefighter	520 - Fire Department	15 - Firefighters
588	F05 - Fire Captain - Training Officer	520 - Fire Department	01 - General Employees
609	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
610	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
611	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
612	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
613	F01 - Firefighter	520 - Fire Department	15 - Firefighters
614	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
615	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
656	F02 - Firefighter First Class	520 - Fire Department	15 - Firefighters
665	F01 - Firefighter	520 - Fire Department	15 - Firefighters
666	F01 - Firefighter	520 - Fire Department	15 - Firefighters
667	F01 - Firefighter	520 - Fire Department	15 - Firefighters
668	F01 - Firefighter	520 - Fire Department	15 - Firefighters
669	F01 - Firefighter	520 - Fire Department	15 - Firefighters
670	F01 - Firefighter	520 - Fire Department	15 - Firefighters
671	F01 - Firefighter	520 - Fire Department	15 - Firefighters
672	F01 - Firefighter	520 - Fire Department	15 - Firefighters
674	F01 - Firefighter	520 - Fire Department	15 - Firefighters
675	F01 - Firefighter	520 - Fire Department	15 - Firefighters
676	F01 Firefighter	520 - Fire Department	15 - Firefighters
677	F01 Firefighter	520 - Fire Department	15 - Firefighters
679	F01 Firefighter	520 - Fire Department	15 - Firefighters
681	F01 - Firefighter	520 - Fire Department	15 - Firefighters
682	F01 - Firefighter	520 - Fire Department	15 - Firefighters
697	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
698	F03 - Master Firefighter	520 - Fire Department	15 - Firefighters
709	F01 - Firefighter	520 - Fire Department	15 - Firefighters
722	F04 - Fire Lieutenant (Training)	520 - Fire Department	15 - Firefighters
11	69 - Public Works Director	530 - Public Works Admin	07 - Exempt
510	55 - Admin. Assistant (PW)	530 - Public Works Admin	01 - General Employees
147	62 - Urban Forestry Manager	535 - Urban Forestry Division	07 - Exempt
181	56 - Urban Forestry Technician	535 - Urban Forestry Division	01 - General Employees
45	56 - Tree Trimming Tech. I	535 - Urban Forestry Division	01 - General Employees
578	56 - Tree Trimming Tech. I	535 - Urban Forestry Division	01 - General Employees
704	61 - Tree Trimming Supervisor	535 - Urban Forestry Division	01 - General Employees
193	60 - Engineering Inspection Supervisor	540 - Engineering	07 - Exempt
277	59 - Senior Engineering Inspector	540 - Engineering	01 - General Employees
533	59 - Engineer	540 - Engineering	01 - General Employees
534	59 - Engineer	540 - Engineering	01 - General Employees
568	69 - Engineering Director	540 - Engineering	07 - Exempt
589	63 - CIP Project Manager	540 - Engineering	07 - Exempt
617	56 - Engineering Technician	540 - Engineering	01 - General Employees
618	63 - Senior Civil Engineer	540 - Engineering	07 - Exempt
65	57 - Engineering Inspector I	540 - Engineering	01 - General Employees
655	58 - Engineering Inspector II	540 - Engineering	01 - General Employees
686	58 - Engineering Inspector II	540 - Engineering	01 - General Employees
81	63 - Senior Civil Engineer	540 - Engineering	07 - Exempt
647	59 - Stormwater Specialist	545 - Stormwater Management	07 - Exempt
691	61 - Stormwater Utility Manager	545 - Stormwater Management	07 - Exempt
725	58 - Street Supervisor	545 - Stormwater Management	01 - General Employees
726	54 - Construction Worker III	545 - Stormwater Management	01 - General Employees
727	53 - Construction Worker II	545 - Stormwater Management	01 - General Employees
728	53 - Construction Worker II	545 - Stormwater Management	01 - General Employees
729	53 - Construction Worker II	545 - Stormwater Management	01 - General Employees
278	56 - Equipment Mechanic II	550 - Fleet Maintenance	01 - General Employees
279	56 - Equipment Mechanic II	550 - Fleet Maintenance	01 - General Employees
31	55 - Equipment Mechanic I	550 - Fleet Maintenance	01 - General Employees
360	56 - Equipment Mechanic II	550 - Fleet Maintenance	01 - General Employees
411	57 - Shop Foreman	550 - Fleet Maintenance	01 - General Employees
535	56 - Parts Spec./Service Writer	550 - Fleet Maintenance	01 - General Employees
67	62 - Fleet Manager	550 - Fleet Maintenance	07 - Exempt
106	62 - Streets Maintenance Manager	560 - Streets	07 - Exempt
123	54 - Construction Worker III	560 - Streets	01 - General Employees
144	55 - Right of Way Supervisor	560 - Streets	01 - General Employees
16	51 - Construction Worker I	560 - Streets	01 - General Employees
28	53 - Construction Worker II	560 - Streets	01 - General Employees
281	51 - Construction Worker I	560 - Streets	01 - General Employees
282	51 - Construction Worker I	560 - Streets	01 - General Employees

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
283	53 - Construction Worker II	560 - Streets	01 - General Employees
284	53 - Construction Worker II	560 - Streets	01 - General Employees
285	53 - Construction Worker II	560 - Streets	01 - General Employees
286	53 - Construction Worker II	560 - Streets	01 - General Employees
287	53 - Construction Worker II	560 - Streets	01 - General Employees
288	53 - Construction Worker II	560 - Streets	01 - General Employees
289	54 - Construction Worker III	560 - Streets	01 - General Employees
290	54 - Construction Worker III	560 - Streets	01 - General Employees
291	54 - Construction Worker III	560 - Streets	01 - General Employees
292	54 - Construction Worker III	560 - Streets	01 - General Employees
293	58 - Street Supervisor	560 - Streets	01 - General Employees
294	58 - Street Supervisor	560 - Streets	01 - General Employees
38	58 - Street Supervisor	560 - Streets	01 - General Employees
590	53 - Construction Worker II	560 - Streets	01 - General Employees
591	53 - Construction Worker II	560 - Streets	01 - General Employees
592	55 - Senior Construction Worker	560 - Streets	01 - General Employees
15	50 - Solid Waste Collector	580 - Solid Waste Division	01 - General Employees
18	53 - Solid Waste Equip. Oper.	580 - Solid Waste Division	01 - General Employees
188	53 - Solid Waste Equip. Oper.	580 - Solid Waste Division	01 - General Employees
296	50 - Solid Waste Collector	580 - Solid Waste Division	01 - General Employees
298	53 - Solid Waste Equip. Oper.	580 - Solid Waste Division	01 - General Employees
299	53 - Solid Waste Equip. Oper.	580 - Solid Waste Division	01 - General Employees
300	53 - Solid Waste Equip. Oper.	580 - Solid Waste Division	01 - General Employees
336	50 - Solid Waste Collector	580 - Solid Waste Division	01 - General Employees
337	50 - Solid Waste Collector	580 - Solid Waste Division	01 - General Employees
338	50 - Solid Waste Collector	580 - Solid Waste Division	01 - General Employees
347	50 - Solid Waste Collector	580 - Solid Waste Division	01 - General Employees
43	61 - Solid Waste Manager	580 - Solid Waste Division	07 - Exempt
536	58 - Sustainability Coordinator	580 - Solid Waste Division	01 - General Employees
541	58 - Solid Waste Supervisor	580 - Solid Waste Division	01 - General Employees
648	53 - Solid Waste Equipment Operator	580 - Solid Waste Division	01 - General Employees
122	55 - P&R Maint Crew Supervisor	620 - Parks & Recreation	01 - General Employees
135	60 - Athletics/Aquatics Manager	620 - Parks & Recreation	07 - Exempt
166	57 - Athletics Program Coordinator	620 - Parks & Recreation	01 - General Employees
180	57 - Special Events Specialist	620 - Parks & Recreation	01 - General Employees
301	51 - P&R Maint. Specialist	620 - Parks & Recreation	01 - General Employees
304	53 - P&R Maint. Specialist II	620 - Parks & Recreation	01 - General Employees
305	53 - P&R Maint. Specialist II	620 - Parks & Recreation	01 - General Employees
306	51 - P&R Maint. Specialist	620 - Parks & Recreation	01 - General Employees
307	51 - P&R Maint. Specialist	620 - Parks & Recreation	01 - General Employees
309	62 - Rec. Programs Manager	620 - Parks & Recreation	07 - Exempt
341	55 - P&R Maint. Crew Sup.	620 - Parks & Recreation	01 - General Employees
350	58 - Community Center Supervisor	620 - Parks & Recreation	01 - General Employees
351	58 - Community Center Supervisor	620 - Parks & Recreation	01 - General Employees
359	51 - P&R Maint. Specialist I	620 - Parks & Recreation	01 - General Employees
410	57 - Rec. Specialist (JPCC)	620 - Parks & Recreation	01 - General Employees
412	59 - Recreation Center Supervisor (JPCC)	620 - Parks & Recreation	07 - Exempt
594	51 - P&R Maint. Specialist	620 - Parks & Recreation	01 - General Employees
595	53 - P&R Maint. Specialist II	620 - Parks & Recreation	01 - General Employees
602	58 - Community Center Supervisor	620 - Parks & Recreation	01 - General Employees
624	57 - Rec. Specialist (SIP)	620 - Parks & Recreation	01 - General Employees
650	57 - Athletics Program Coordinator	620 - Parks & Recreation	01 - General Employees
658	53 - P&R Maint. Specialist II	620 - Parks & Recreation	01 - General Employees
659	53 - P&R Maint. Specialist II	620 - Parks & Recreation	01 - General Employees
68	59 - P&R Maintenance Manager	620 - Parks & Recreation	07 - Exempt
687	51 - P&R Maint. Specialist I	620 - Parks & Recreation	01 - General Employees
690	55 - Special Events Coordinator	620 - Parks & Recreation	01 - General Employees
723	55 - Specialized Recreation and Inclusion Co	620 - Parks & Recreation	01 - General Employees
724	51 - P&R Maint. Specialist	620 - Parks & Recreation	01 - General Employees
8	68 - Parks & Recreation Director	620 - Parks & Recreation	07 - Exempt
97	55 - Admin. Assistant (PRCR)	620 - Parks & Recreation	01 - General Employees

Town of Wake Forest

Position Roster

Position Number	Description	Department	BenefitGroup
137	64 - Renaissance Centre Director	626 - WF Renaissance Centre	07 - Exempt
138	59 - Renaissance Centre Program Manager	626 - WF Renaissance Centre	07 - Exempt
182	58 - Technical Operations Mgr.	626 - WF Renaissance Centre	01 - General Employees
183	55 - Box Office Admin Specialist	626 - WF Renaissance Centre	01 - General Employees
421	56 - Arts Coordinator (WFRC)	626 - WF Renaissance Centre	01 - General Employees
572	59 - Ren Centre Event Manager	626 - WF Renaissance Centre	07 - Exempt
603	56 - Technical Operations Specialist (WFRC)	626 - WF Renaissance Centre	01 - General Employees
712	64 - Center for Active Aging Director	630 - Center for Active Aging	07 - Exempt
713	60 - Community Engagement Manager	630 - Center for Active Aging	07 - Exempt
714	59 - Program Manager (CFAA)	630 - Center for Active Aging	07 - Exempt
715	56 - Technical Operations Specialist	630 - Center for Active Aging	01 - General Employees
716	53 - Customer Service Specialist	630 - Center for Active Aging	01 - General Employees
20	52 - Customer Services Rep	840 - Billing and Collections	01 - General Employees
202	52 - Customer Services Rep	840 - Billing and Collections	01 - General Employees
37	58 - Utility Accounts Supervisor	840 - Billing and Collections	07 - Exempt
581	52 - Customer Services Rep.	840 - Billing and Collections	01 - General Employees
131	E04 - Sr. Electrical Meter Tech.	850 - Electric - Operations	01 - General Employees
19	E02 - Electric Meter Technician	850 - Electric - Operations	01 - General Employees
195	E07 - Electric Systems Division Manager	850 - Electric - Operations	07 - Exempt
30	E01 - Elec. Powerline Tech I	850 - Electric - Operations	01 - General Employees
311	E05 - Sr. Electric Power Line Tech.	850 - Electric - Operations	01 - General Employees
312	E04 - Elec. Power Line Tech III	850 - Electric - Operations	01 - General Employees
313	E03 - Elec. Power Line Tech II	850 - Electric - Operations	01 - General Employees
314	E06 - Elec. Powerline Crew Sup.	850 - Electric - Operations	01 - General Employees
316	E06 - Elec. Powerline Crew Sup.	850 - Electric - Operations	01 - General Employees
317	E06 - Elec. Powerline Crew Sup.	850 - Electric - Operations	01 - General Employees
352	E03 - Elec. Power Line Tech. II	850 - Electric - Operations	01 - General Employees
418	E05 - Sr. Electric Power Line Tech.	850 - Electric - Operations	01 - General Employees
419	E04 - Elec. Power Line Tech. III	850 - Electric - Operations	01 - General Employees
47	E00 - Electric Meter Apprentice	850 - Electric - Operations	01 - General Employees
545	E00 - Electric Meter Apprentice	850 - Electric - Operations	01 - General Employees
546	E00 - Electric Meter Apprentice	850 - Electric - Operations	01 - General Employees
551	E04 - Elec. Power Line Tech. III	850 - Electric - Operations	01 - General Employees
575	69 - Electric Utility Director	850 - Electric - Operations	07 - Exempt
580	55 - Admin. Assistant (EO)	850 - Electric - Operations	01 - General Employees
585	E03 - Powerline Tech. II	850 - Electric - Operations	01 - General Employees
599	E03 - Electric Powerline Technician II	850 - Electric - Operations	01 - General Employees
61	E04 - Elec. Power Line Tech III	850 - Electric - Operations	01 - General Employees
664	E03 - Powerline Tech. II	850 - Electric - Operations	01 - General Employees
693	E05 - Sr. Electric Power Line Tech.	850 - Electric - Operations	01 - General Employees
77	E07 - Electric System Meter Manager	850 - Electric - Operations	07 - Exempt
83	E06 - Elec. Powerline Crew Sup.	850 - Electric - Operations	01 - General Employees
319	E02 - Tree Trimming Tech. II	860 - Electric - Tree Trimming	01 - General Employees
56	E02 - Tree Trimming Tech. II	860 - Electric - Tree Trimming	01 - General Employees
75	E05 - Tree Trimming Supervisor	860 - Electric - Tree Trimming	01 - General Employees

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.

BUDGET ACRONYMS

ACFR – Annual Comprehensive Financial Report

BOC - Board of Commissioners

CAA - Center for Active Aging

CAD - Computer Aided Design

CID - Criminal Investigations Division

CIP - Capital Improvement Plan

DMSD - Downtown Municipal Service District

DRC – Downtown Revitalization Corporation

E&SC - erosion and sediment control

ERU – Equivalent Residential Unit

FICA - Federal Insurance Contributions Act

FY - Fiscal Year

GASB – Governmental Accounting Standards Board

GMP - Guaranteed Maximum Price

HR - Human Resources

IT - Information Technology

MS4 - Municipal Separate Storm Sewer System

NCDEQ – North Carolina Department of Environmental Quality

NPDES – National Pollutant Discharge Elimination System

NWS - New World Systems

PRCR – Parks, Recreation and Cultural Resources

SCM - Stormwater Control Measures

SEBTS - Southeastern Baptist Theological Seminary

WFBIP - Wake Forest Business and Industry Partnership

WFBTP - Wake Forest Business and Technology Park

WFD, Inc. - Wake Forest Downtown, Inc.