

# 2026-2027 BUDGET-IN-BRIEF



WAKE  
FOREST

FISCAL YEAR ENDING JUNE 30, 2027





# WAKE FOREST

Town of Wake Forest

Proposed Budget

**Fiscal Year 2026-2027**

**Budget-in-Brief**

301 S. Brooks St.

Wake Forest, NC 27587

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

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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. Morrill*

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

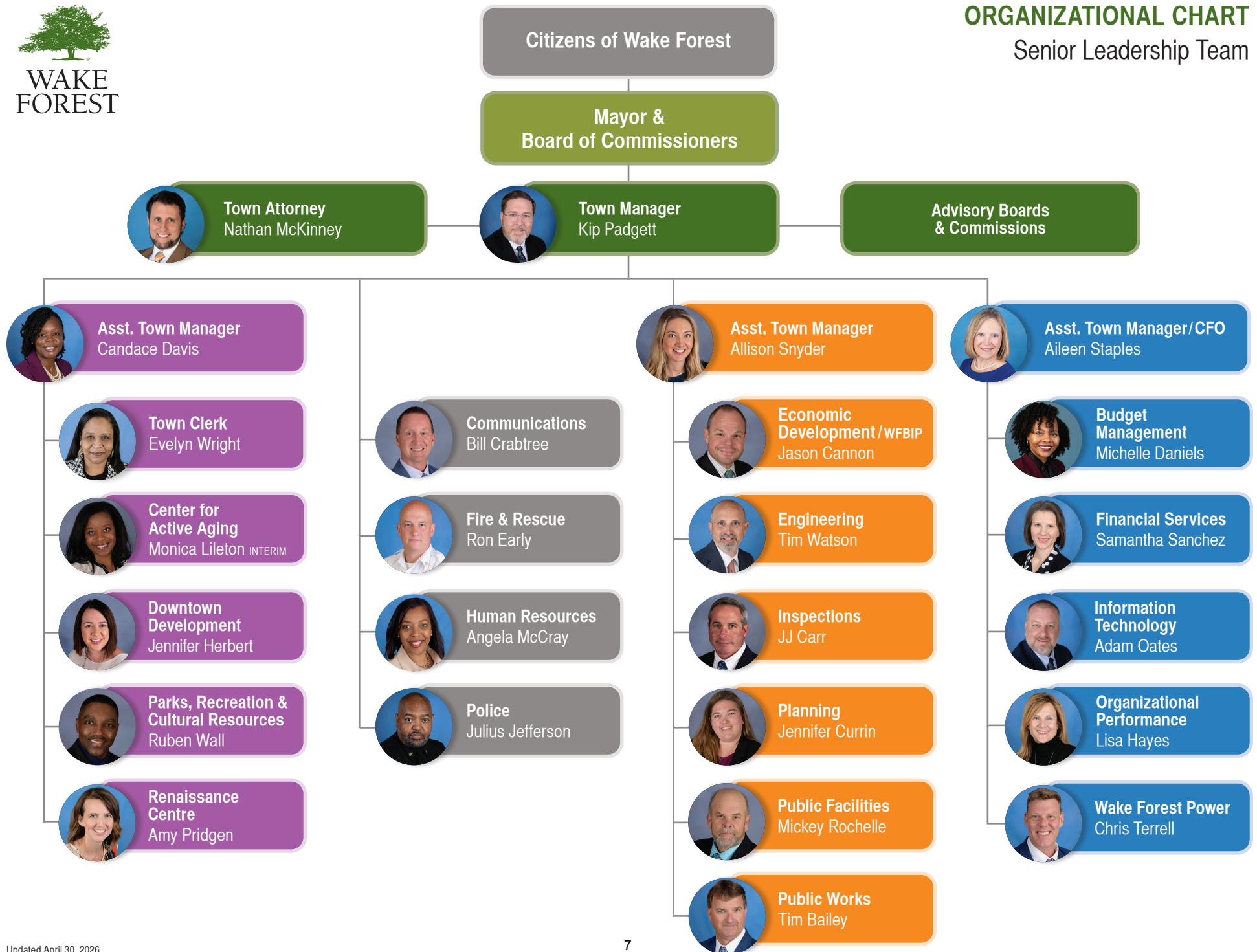
<b>TOWN OF WAKE FOREST STAFF</b>	
Kipling D. Padgett Town Manager	Candace R. Davis Assistant Town Manager
Allison Snyder Assistant Town Manager	Aileen J. Staples Assistant Town Manager/CFO
Nathan McKinney Town Attorney	Evelyn Wright Town Clerk
Angela McCray Human Resources Director	Bill Crabtree Communications 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

<b>ADVISORY BOARDS AND COMMISSIONS</b>	
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  
BUSINESS & INDUSTRY PARTNERSHIP

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.



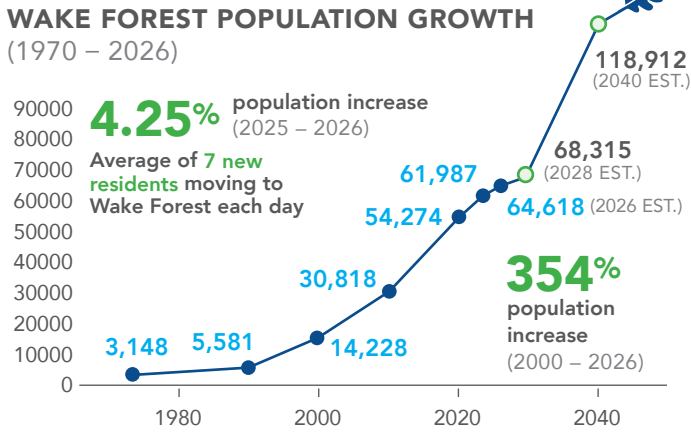
Top 3% among 551 municipalities across NC



## Location

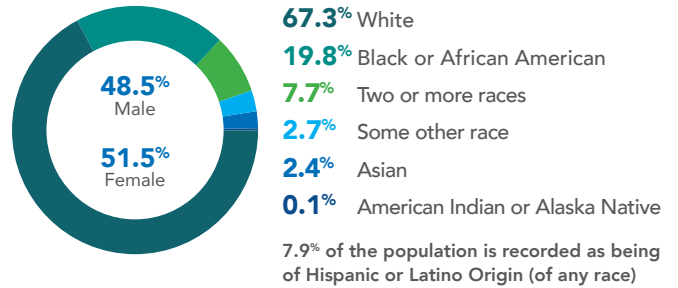


## Population Characteristics



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

### GENDER & ETHNICITY



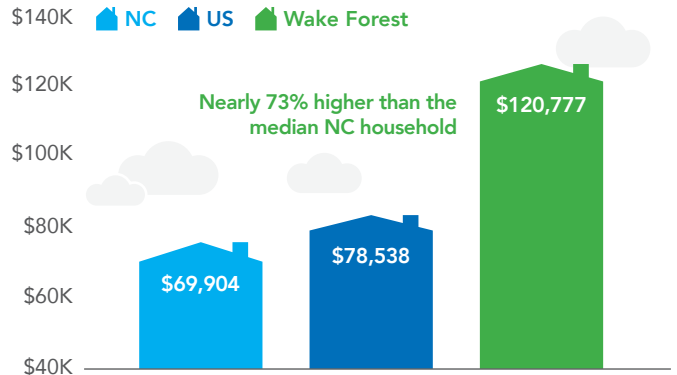
Source: 2023 American Community Survey (ACS) 5-Year Estimates

### 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



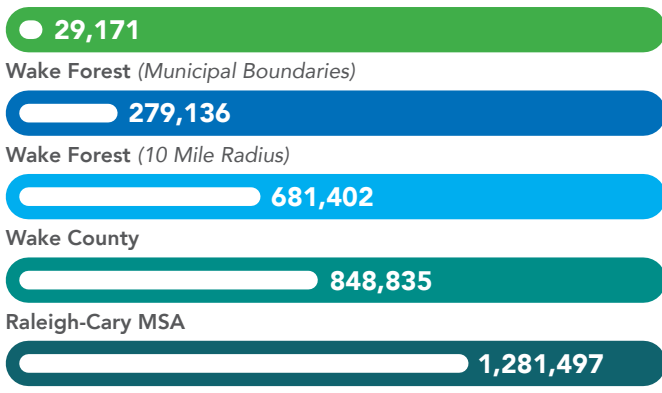
Source: 2023 American Community Survey (ACS) 5-Year Estimates





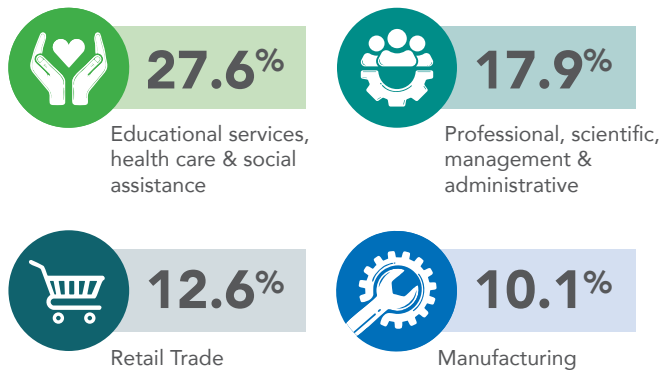
# Workforce Transportation

## LABOR FORCE



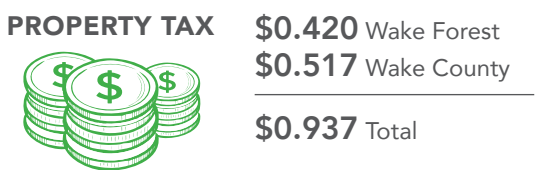
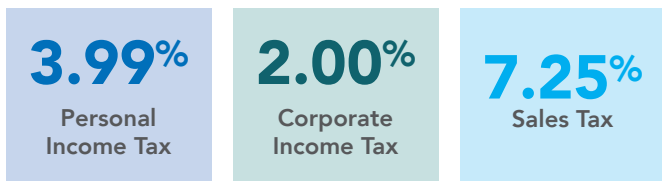
Source: Wake Forest 10-mile radius: 2023 ACS 5-Year Estimates (via JobsEQ); Other data: Local Area Unemployment Statistics (LAUS) Program, a partnership between the U.S. Bureau of Labor Statistics (BLS) and the North Carolina Department of Commerce.

## 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](http://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](http://www.ncbytrain.org).

## BUS



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

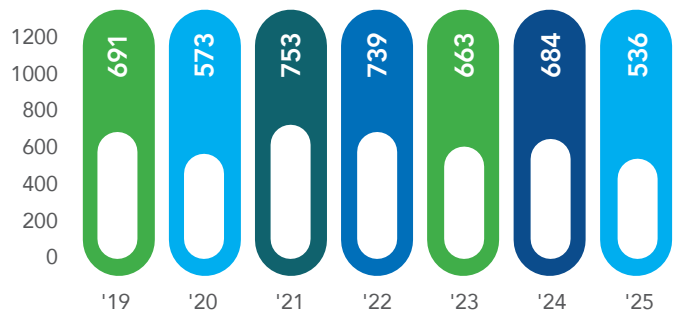
## VAN



GO WAKE FOREST Townwide on-demand micro transit service [city.ridewithvia.com/wake-forest](http://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



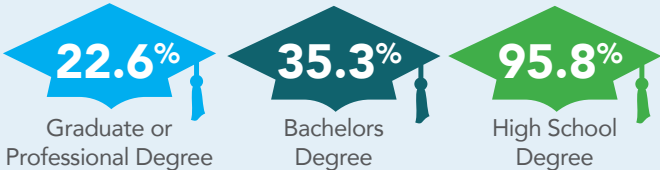


# Education

## 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](http://wcpss.net).

Wake Forest students enjoy access to:

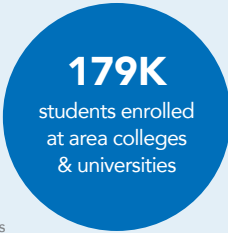


**57.9%**

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

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



525 S. White St., Suite 117  
Wake Forest, NC 27587  
919.435.9420  
[discoverwakeforest.org](http://discoverwakeforest.org)



# TOWN *of* WAKE FOREST

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

[www.wakeforestnc.gov](http://www.wakeforestnc.gov)

May 5, 2026

Honorable Ben Clapsaddle, Mayor  
Honorable Keith Shackelford, 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.

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.

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.

***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
<b>Recommended Rates and Fees</b>		
.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
<ul style="list-style-type: none"> <li>- Replacement patrol vehicles, radios</li> <li>- Ailey Young House (design construction drawings/structural analysis)</li> <li>- S-line design</li> <li>- ADA improvements</li> <li>- Building improvements</li> <li>- Wayfinding signage</li> <li>- Replacement equipment; chipper, excavator, leaf vacuum truck</li> </ul>	<ul style="list-style-type: none"> <li>- Line construction</li> <li>- Replacement vehicles and equipment; excavator, wire puller, diggers</li> <li>- Building improvements</li> </ul>	<ul style="list-style-type: none"> <li>- Crenshaw improvements</li> <li>- Toms/Richland Creek Watershed Improvements</li> <li>- Replacement equipment; dump truck, sweeper</li> <li>- Pipe repair and replacement</li> </ul>
<b>\$4.3M</b>	<b>\$2.4M</b>	<b>\$2.3M</b>

**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 0 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 black 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
<b>Total General Fund Estimated Revenues</b>	<b>\$97,545,500</b>

**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
<b>Total General Fund Appropriations</b>	<b>\$ 97,545,500</b>

**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
<b>Total Electric Fund Revenues</b>	<b>\$ 29,710,500</b>

**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
<b>Total Electric Fund Appropriations</b>	<b>\$ 29,710,500</b>

**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
<b>Total Estimated Revenues</b>	<b>\$ 212,765</b>
Interfund transfers	212,765
<b>Total Appropriations</b>	<b>\$ 212,765</b>

*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
<b>Total Estimated Revenues</b>	<b>\$ 11,451,500</b>
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
<b>Total Appropriations</b>	<b>\$11,451,500</b>

**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	<b>\$ 733,250</b>
WF BIP/Economic Development	\$ 733,250
Total Appropriations	<b>\$ 733,250</b>

**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	<b>\$ 1,539,500</b>
Renaissance Centre	\$ 1,539,500
Total Appropriations	<b>\$ 1,539,500</b>

**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
<b>Total Estimated Revenues</b>	<b>\$ 4,020,500</b>
Stormwater Management	\$ 4,020,500
<b>Total Appropriations</b>	<b>\$ 4,020,500</b>

**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
<b>NEW RESIDENTIAL DWELLINGS (Single Family, Townhomes, Duplex)</b>			
Up to 1200 S.F.	\$500.00	\$600.00	20%
Over 1200 S.F.	\$500 +.25/sf	\$600 + .25/sf	20%
<b>RESIDENTIAL ADDITION/RENOVATIONS (includes all trades)</b>			
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%
<b>MULTI-FAMILY DWELLINGS (includes all trades) (Subject to Commercial Plan Review Fees)</b>			
For each unit	\$500.00	\$600.00	20%
<b>MANUFACTURED HOUSING (including all trades)</b>			
Modular units	\$500.00	\$600.00	20%
Mobile homes	\$240.00	\$300.00	25%
<b>RESIDENTIAL TRADE FEES</b>			
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**

<b>COST PER TRADE</b>	<b>CURRENT FEE</b>	<b>PROPOSED FEE</b>	<b>CHANGE</b>
\$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**

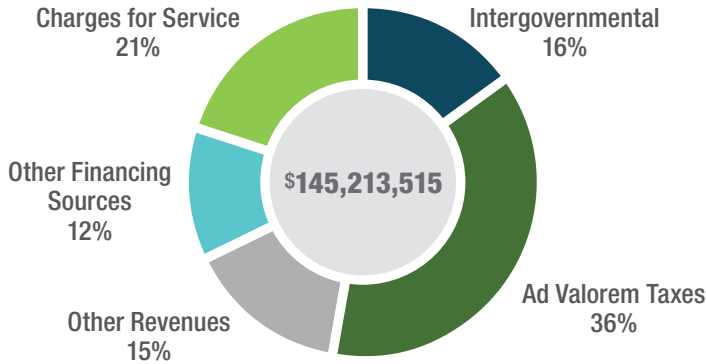
**PROPOSED SOLID WASTE FEE**

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

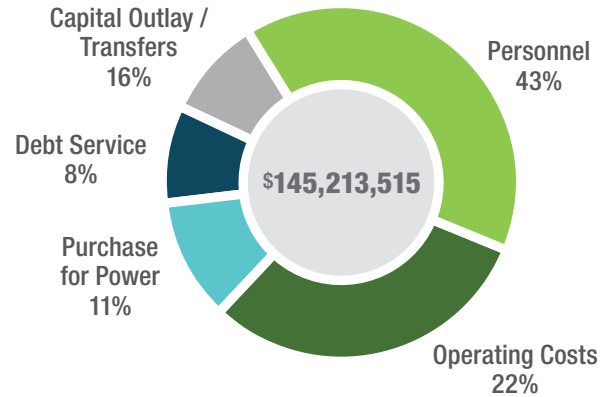
# Budget Highlights



## 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



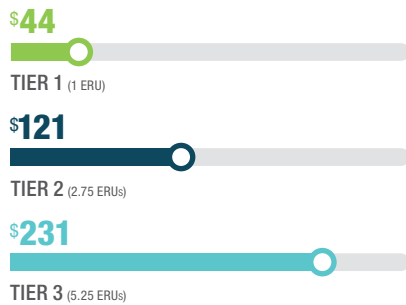
**Residential Energy Charge Wake Forest Power**  
No change in rate  
Increase in revenue is due to customer base growth



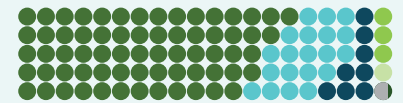
**Downtown Municipal Service District Tax**  
1¢ decrease in tax rate  
\*Per \$100 of assessed property valuation



**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



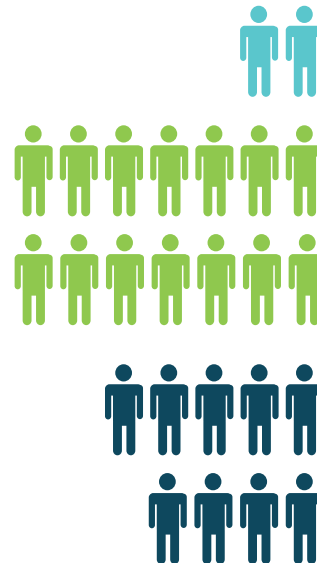
## Major Initiatives



- 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

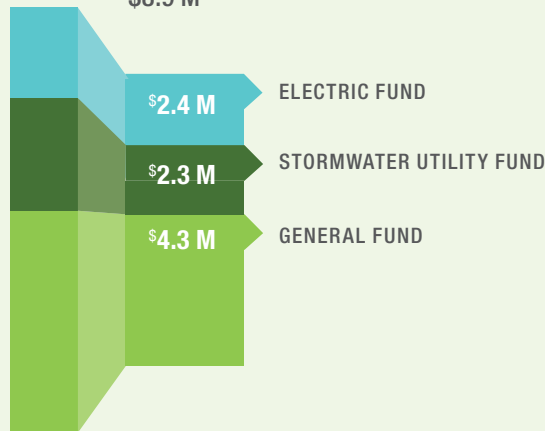
#### Insurance Premiums

6% increase absorbed by Town

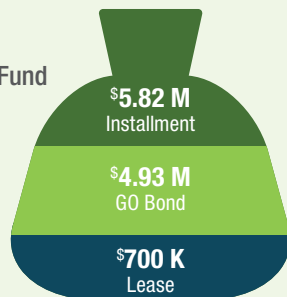
#### Local Governmental Employees' Retirement System (LGERS)

Mandated increase

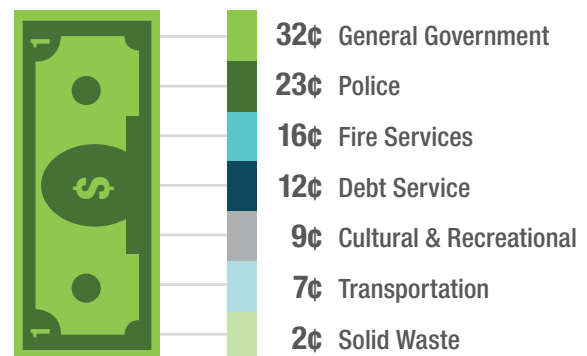
### Capital Funding Plan \$8.9 M



### Debt Service Fund \$11.45 M



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



# 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  
 Additional staff (25 new positions)

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  
 Expand micro-transit service  
 Toms Creek and Richland Creek Watershed Improvements  
 Smiths Creek Phases 2 and 3

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

**AUTHORIZED POSITIONS BY DEPARTMENT**

	<b>2024 Actual</b>	<b>2025 Actual</b>	<b>2026 Actual</b>	<b>2027 Requested</b>	<b>2027 Proposed</b>
<b>GENERAL FUND</b>					
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
<b>TOTAL GENERAL FUND</b>	<b>398</b>	<b>410</b>	<b>423</b>	<b>453</b>	<b>445</b>
Wake Forest Power					
<b>ELECTRIC FUND</b>	<b>TOTAL</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>35</b>
Stormwater Management					
<b>STORMWATER UTILITY FUND</b>	<b>TOTAL</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>7</b>
Economic Development					
<b>WFBIP FUND</b>	<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>
Renaissance Centre					
<b>RENAISSANCE CENTRE FUND</b>	<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>440</b>	<b>454</b>	<b>472</b>	<b>505</b>	<b>497</b>

- (1) Excludes temporary, part-time and seasonal employees
- (2) Reflects FY24 and FY26 Reorganizations
- (3) Includes a mid-year authorization for Fire

## 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	FY 2023	FY 2024	FY 2025	AMENDED FY 2026	03/31/26 FY 2026	FY 2026	PROPOSED FY 2027	FY 2028	FY 2029	FY 2030
	Actual	Actual	Actual	Actual	Budget	YTD	Projected	BUDGET	Forecast	Forecast	Forecast
<b>REVENUES</b>											
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	-	-	-
<b>TOTAL REVENUES</b>	<b>69,941,108</b>	<b>72,681,077</b>	<b>87,327,035</b>	<b>90,656,974</b>	<b>99,025,008</b>	<b>75,503,726</b>	<b>95,100,374</b>	<b>99,741,055</b>	<b>102,899,663</b>	<b>105,690,033</b>	<b>108,065,291</b>
<b>Expenditures</b>											
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
<b>TOTAL</b>	<b>50,817,410</b>	<b>56,319,484</b>	<b>64,371,926</b>	<b>71,896,384</b>	<b>80,455,325</b>	<b>56,634,011</b>	<b>77,397,621</b>	<b>84,021,580</b>	<b>85,159,860</b>	<b>88,939,562</b>	<b>92,820,335</b>
<b>Debt Service:</b>											
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
<b>Future Debt Service (planned)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,895,000</b>	<b>2,165,000</b>	<b>2,640,000</b>
<b>TOTAL</b>	<b>7,621,693</b>	<b>7,335,215</b>	<b>7,741,291</b>	<b>8,510,874</b>	<b>11,404,415</b>	<b>7,377,196</b>	<b>10,527,210</b>	<b>11,451,500</b>	<b>12,203,335</b>	<b>11,579,135</b>	<b>11,457,620</b>
<b>Non Operating Department</b>											
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
<b>TOTAL</b>	<b>3,698,419</b>	<b>3,487,328</b>	<b>12,703,315</b>	<b>4,185,566</b>	<b>7,165,268</b>	<b>4,004,950</b>	<b>5,590,174</b>	<b>4,267,975</b>	<b>5,500,000</b>	<b>6,500,000</b>	<b>6,500,000</b>
<b>TOTAL EXPENDITURES</b>	<b>62,137,522</b>	<b>67,142,027</b>	<b>84,816,531</b>	<b>84,592,823</b>	<b>99,025,008</b>	<b>68,016,158</b>	<b>93,515,005</b>	<b>99,741,055</b>	<b>102,863,195</b>	<b>107,018,697</b>	<b>110,777,955</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ 7,803,586</b>	<b>\$ 5,539,050</b>	<b>\$ 2,510,504</b>	<b>\$ 6,064,151</b>	<b>\$ -</b>	<b>\$ 7,487,568</b>	<b>\$ 1,585,369</b>	<b>\$ -</b>	<b>\$ 36,468</b>	<b>\$ (1,328,664)</b>	<b>\$ (2,712,664)</b>

## 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
<b>REVENUES</b>											
<b>Electric Fund Operating Revenues</b>											
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
<b>TOTAL</b>	<b>22,554,757</b>	<b>22,748,969</b>	<b>26,492,083</b>	<b>28,121,825</b>	<b>28,161,000</b>	<b>21,877,857</b>	<b>28,306,234</b>	<b>28,719,000</b>	<b>30,522,596</b>	<b>31,747,701</b>	<b>32,955,814</b>
<b>Non Operating Revenues</b>											
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
<b>TOTAL</b>	<b>12,803</b>	<b>109,068</b>	<b>158,482</b>	<b>90,354</b>	<b>80,000</b>	<b>96,073</b>	<b>115,039</b>	<b>87,500</b>	<b>160,000</b>	<b>162,500</b>	<b>165,000</b>
<b>Total Electric Revenues</b>	<b>22,567,560</b>	<b>22,858,037</b>	<b>26,650,565</b>	<b>28,212,179</b>	<b>28,241,000</b>	<b>21,973,930</b>	<b>28,421,273</b>	<b>28,806,500</b>	<b>30,682,596</b>	<b>31,910,201</b>	<b>33,120,814</b>
Transfer in/(out)	73,790	149,500	(34,400)	-	-	-	-	-	-	-	-
Installment Purchase Proceeds	-	-	-	-	-	-	-	904,000	-	951,500	939,000
Appropriated Retained Earnings	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>22,641,350</b>	<b>23,007,537</b>	<b>26,616,165</b>	<b>28,212,179</b>	<b>28,241,000</b>	<b>21,973,930</b>	<b>28,421,273</b>	<b>29,710,500</b>	<b>30,682,596</b>	<b>32,861,701</b>	<b>34,059,814</b>
<b>Expenses</b>											
<b>Electric Operations</b>											
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
<b>TOTAL</b>	<b>21,267,081</b>	<b>20,392,800</b>	<b>22,058,630</b>	<b>25,061,687</b>	<b>25,239,145</b>	<b>16,863,308</b>	<b>25,107,698</b>	<b>26,896,505</b>	<b>27,858,114</b>	<b>28,963,176</b>	<b>30,099,849</b>
<b>Debt Service:</b>											
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
<b>General Fund repayment and future IPA</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>464,580</b>	<b>-</b>	<b>135,230</b>	<b>-</b>	<b>323,075</b>	<b>323,075</b>	<b>787,655</b>
<b>TOTAL</b>	<b>800,096</b>	<b>796,837</b>	<b>779,036</b>	<b>514,650</b>	<b>916,855</b>	<b>227,421</b>	<b>587,500</b>	<b>441,995</b>	<b>765,060</b>	<b>754,770</b>	<b>965,230</b>
<b>Non Operating Department</b>											
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
<b>TOTAL</b>	<b>1,327,134</b>	<b>1,493,451</b>	<b>2,597,172</b>	<b>4,840,074</b>	<b>2,085,000</b>	<b>1,532,168</b>	<b>2,072,366</b>	<b>2,372,000</b>	<b>2,000,000</b>	<b>2,687,500</b>	<b>2,487,500</b>
<b>TOTAL EXPENSES</b>	<b>23,394,311</b>	<b>22,683,088</b>	<b>25,434,838</b>	<b>30,416,411</b>	<b>28,241,000</b>	<b>18,622,897</b>	<b>27,767,564</b>	<b>29,710,500</b>	<b>30,623,174</b>	<b>32,405,446</b>	<b>33,552,579</b>
<b>Revenues Over (Under) Expenses</b>	<b>\$ (752,961)</b>	<b>\$ 324,449</b>	<b>\$ 1,181,327</b>	<b>\$ (2,204,232)</b>	<b>\$ -</b>	<b>\$ 3,351,033</b>	<b>\$ 653,709</b>	<b>\$ -</b>	<b>\$ 59,421</b>	<b>\$ 456,254</b>	<b>\$ 507,235</b>

## Town of Wake Forest Annual Budget Summary

	FY 2025 Actual	FY 2026 Budget	FY 2026 YTD (3/31/26)	FY 2026 Projected	FY 2027 Proposed
<b>100 General Fund</b>					
<b>Revenue</b>					
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
<b>Revenue Total</b>	<b>88,082,418</b>	<b>96,410,443</b>	<b>73,092,341</b>	<b>92,456,617</b>	<b>97,545,500</b>
<b>Expenses</b>					
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
<b>Expenses Total</b>	<b>85,032,764</b>	<b>96,410,443</b>	<b>67,231,424</b>	<b>91,777,645</b>	<b>97,545,500</b>
<b>100 General Fund Total</b>	<b>\$ 3,049,654</b>	<b>\$ -</b>	<b>\$ 5,860,917</b>	<b>\$ 678,972</b>	<b>\$ -</b>
<b>200 Debt Service Fund</b>					
<b>Revenue</b>					
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
<b>Revenue Total</b>	<b>11,525,371</b>	<b>11,404,415</b>	<b>9,003,773</b>	<b>11,433,607</b>	<b>11,451,500</b>
<b>Expenses</b>					
Professional Services	-	-	-	-	-
Operating	-	-	-	-	-
Debt Service	8,510,874	11,404,415	7,377,196	10,527,210	11,451,500
<b>Expenses Total</b>	<b>8,510,874</b>	<b>11,404,415</b>	<b>7,377,196</b>	<b>10,527,210</b>	<b>11,451,500</b>
<b>200 Debt Service Fund Total</b>	<b>\$ 3,014,498</b>	<b>\$ -</b>	<b>\$ 1,626,577</b>	<b>\$ 906,397</b>	<b>\$ -</b>
<b>360 Wake Forest Power</b>					
<b>Revenue</b>					
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
<b>Revenue Total</b>	<b>28,212,178</b>	<b>28,241,000</b>	<b>21,974,808</b>	<b>28,421,273</b>	<b>29,710,500</b>
<b>Expenses</b>					
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)	-	-	-	-	-
<b>Expenses Total</b>	<b>29,798,738</b>	<b>28,241,000</b>	<b>18,622,897</b>	<b>27,767,564</b>	<b>29,710,500</b>
<b>360 Wake Forest Power Total</b>	<b>\$ (1,586,560)</b>	<b>\$ -</b>	<b>\$ 3,351,911</b>	<b>\$ 653,709</b>	<b>\$ -</b>

## 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
<b>370 Stormwater Utility Fund</b>					
<b>Revenue</b>					
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	-	-	-	-	-
<b>Revenue Total</b>	<b>3,945,096</b>	<b>3,635,510</b>	<b>4,007,158</b>	<b>4,023,990</b>	<b>4,020,500</b>
<b>Expenses</b>					
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	-	-	-	-
<b>Expenses Total</b>	<b>3,359,796</b>	<b>3,635,510</b>	<b>1,313,465</b>	<b>3,024,445</b>	<b>4,020,500</b>
<b>370 Stormwater Utility Fund Total</b>	<b>\$ 585,299</b>	<b>\$ -</b>	<b>\$ 2,693,693</b>	<b>\$ 999,545</b>	<b>\$ -</b>
<b>400 DMSD Special Revenue Fund</b>					
<b>Revenue</b>					
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	-	-	-	-	-
<b>Revenue Total</b>	<b>224,346</b>	<b>221,700</b>	<b>226,189</b>	<b>231,475</b>	<b>212,765</b>
<b>Expenses</b>					
Transfers In (Out)	111,388	221,700	66,000	129,900	212,765
<b>Expenses Total</b>	<b>111,388</b>	<b>221,700</b>	<b>66,000</b>	<b>129,900</b>	<b>212,765</b>
<b>400 DMSD Special Revenue Fund Total</b>	<b>\$ 112,958</b>	<b>\$ -</b>	<b>\$ 160,189</b>	<b>\$ 101,575</b>	<b>\$ -</b>
<b>415 Wake Forest B.I.P.</b>					
<b>Revenue</b>					
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
<b>Revenue Total</b>	<b>509,943</b>	<b>582,855</b>	<b>434,684</b>	<b>581,060</b>	<b>733,250</b>
<b>Expenses</b>					
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	-	-	-	-	-
<b>Expenses Total</b>	<b>507,301</b>	<b>582,855</b>	<b>382,846</b>	<b>592,442</b>	<b>733,250</b>
<b>415 Wake Forest B.I.P. Total</b>	<b>\$ 2,642</b>	<b>\$ -</b>	<b>\$ 51,838</b>	<b>\$ (11,382)</b>	<b>\$ -</b>
<b>425 Wake Forest Renaissance Centre</b>					
<b>Revenue</b>					
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
<b>Revenue Total</b>	<b>1,299,472</b>	<b>1,504,150</b>	<b>1,119,375</b>	<b>1,404,150</b>	<b>1,539,500</b>
<b>Expenses</b>					
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)	-	-	-	-	-
<b>Expenses Total</b>	<b>1,284,273</b>	<b>1,504,150</b>	<b>1,064,487</b>	<b>1,398,947</b>	<b>1,539,500</b>
<b>425 Wake Forest Renaissance Centre Total</b>	<b>\$ 15,199</b>	<b>\$ -</b>	<b>\$ 54,888</b>	<b>\$ 5,203</b>	<b>\$ -</b>
<b>Revenue Grand Totals</b>	<b>133,798,826</b>	<b>142,000,073</b>	<b>109,858,327</b>	<b>138,552,172</b>	<b>145,213,515</b>
<b>Expenditure Grand Totals</b>	<b>128,605,135</b>	<b>142,000,073</b>	<b>96,058,314</b>	<b>135,218,153</b>	<b>145,213,515</b>
<b>Net Grand Totals</b>	<b>\$ 5,193,691</b>	<b>\$ -</b>	<b>\$ 13,800,013</b>	<b>\$ 3,334,019</b>	<b>\$ -</b>

**Fund 100: General Fund Summary**

	<b>2025 Actual</b>	<b>2026 Adopted Budget</b>	<b>2026 Amended Budget</b>	<b>2026 YTD (3/31/26)</b>	<b>2026 Projected</b>	<b>2027 Requested</b>	<b>2027 Proposed Budget</b>
<b>Revenue</b>							
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
<b>Revenue Total</b>	<b>\$ 88,082,418</b>	<b>\$ 93,975,500</b>	<b>\$ 96,410,443</b>	<b>\$ 73,092,341</b>	<b>\$ 92,456,617</b>	<b>\$ 93,125,500</b>	<b>\$ 97,545,500</b>
<b>Expenses</b>							
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
<b>Expenses Total</b>	<b>\$ 85,032,764</b>	<b>\$ 93,975,500</b>	<b>\$ 96,410,443</b>	<b>\$ 67,231,424</b>	<b>\$ 91,777,645</b>	<b>\$ 155,986,011</b>	<b>\$ 97,545,500</b>
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
<b>Fund 100 - Net Total</b>	<b>\$ 3,049,654</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,860,917</b>	<b>\$ 678,972</b>	<b>\$ (62,860,511)</b>	<b>\$ -</b>

# General Fund Budget Summary by Department

	2025 Actual	2026 Adopted Budget	2026 Amended Budget	2026 YTD (3/31/26)	2026 Projected	2027 Requested	2027 Proposed Budget
<b>Revenue</b>							
000 Non-Departmental	\$ 88,082,418	\$ 93,975,500	\$ 96,410,443	\$ 73,092,341	\$ 92,456,617	\$ 93,125,500	\$ 97,545,500
<b>Revenue Total</b>	<b>\$ 88,082,418</b>	<b>\$ 93,975,500</b>	<b>\$ 96,410,443</b>	<b>\$ 73,092,341</b>	<b>\$ 92,456,617</b>	<b>\$ 93,125,500</b>	<b>\$ 97,545,500</b>
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
<b>Expenses Total</b>	<b>85,032,764</b>	<b>93,975,500</b>	<b>96,410,443</b>	<b>67,231,424</b>	<b>91,777,645</b>	<b>155,986,011</b>	<b>97,545,500</b>
<b>Grand Total: 100 General Fund</b>	<b>\$ 3,049,654</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,860,917</b>	<b>\$ 678,972</b>	<b>\$ (62,860,511)</b>	<b>\$ -</b>

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

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

**NOTE: Includes General and Debt Service Funds.**

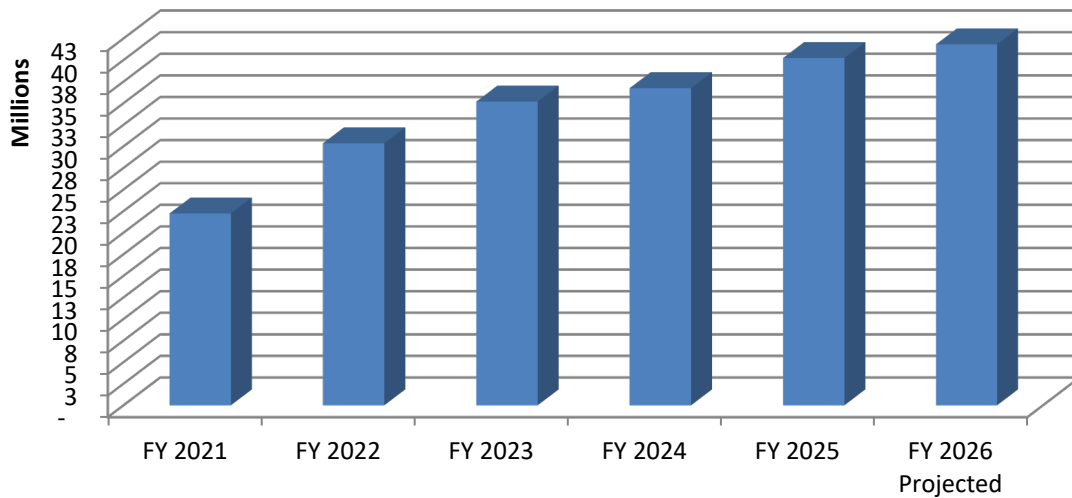
	<b>Target %</b>	<b>Amount to Retain Per Policy Available Fund Balance*</b>	<b>PROJECTED Additional Funds over/(under) Target %</b>
<b>Policy Approved by BOC</b>			
<b>Unassigned Fund Balance</b>	<b>20 - 25%</b>	<b>\$19,948,211</b>	<b>\$4,166,610</b>

*\*calculated at lowest threshold*

# General Fund - Fund Balance

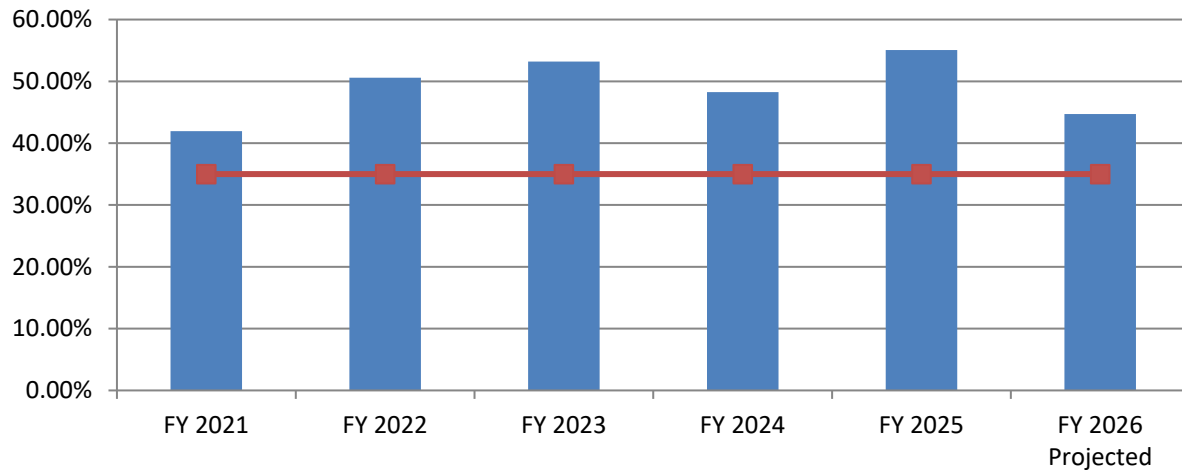
It is important to maintain a fund balance level that would be sufficient for the town in the event of an unanticipated crisis or event, such as a loss or major reduction of a revenue source, a sudden economic downturn, or a natural disaster. In addition, fund balance assists the town in avoiding cash 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



## DEBT MANAGEMENT

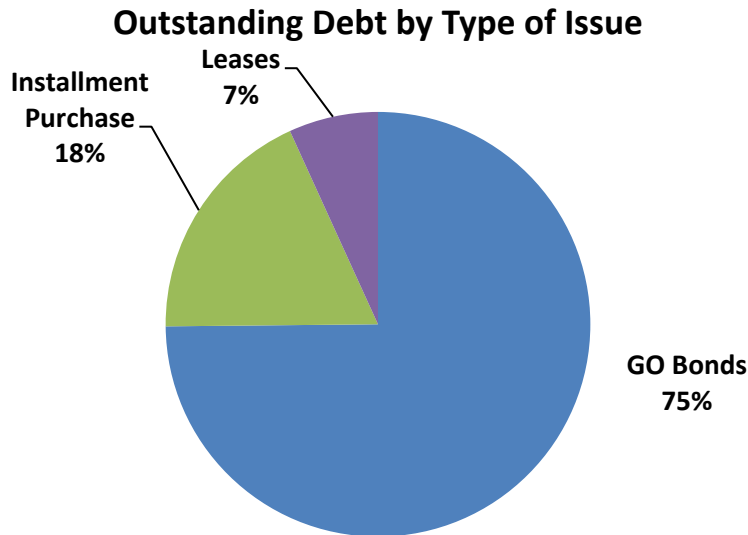
The Town strategically manages its long-term financing needs using various debt financing options available such as General Obligation Bonds, Revenue Bonds, and Installment Purchase Agreements. Debt service expenditures include principal and interest payments, which are budgeted in the corresponding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

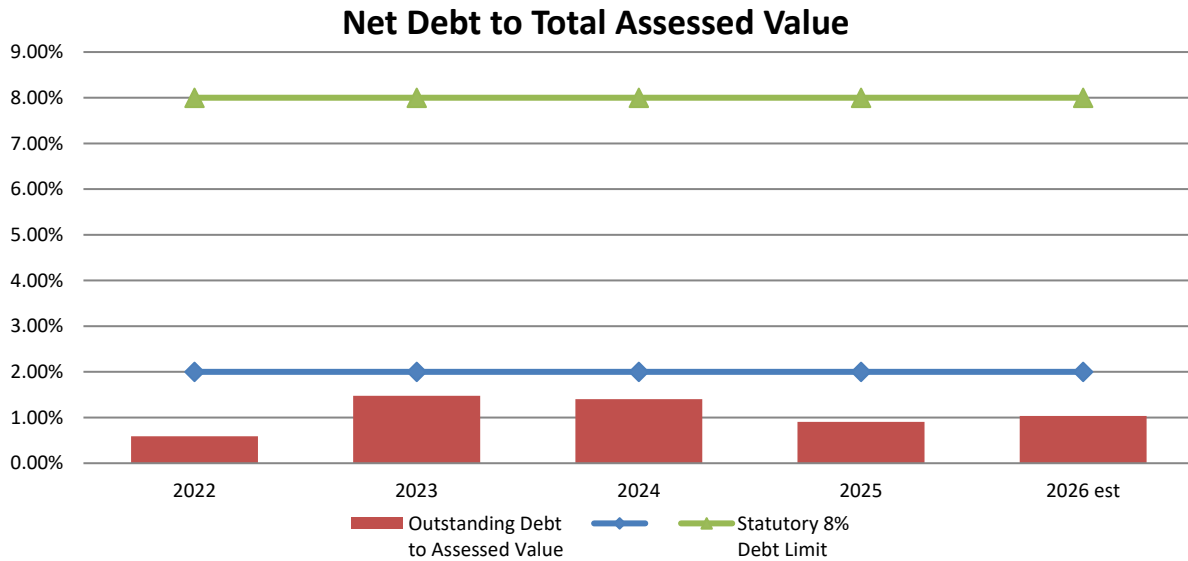
### Summary of Outstanding Debt Issuance

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



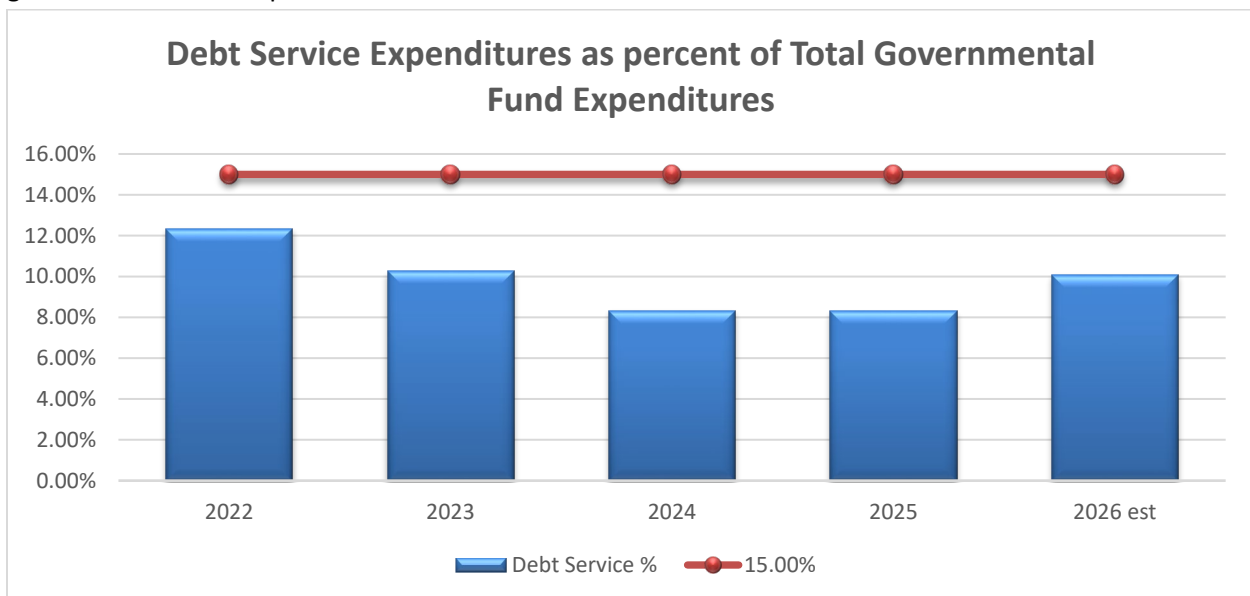
### Legal Debt Limit

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**

	<b>2026 Amended Budget</b>	<b>2026 YTD 3/31/26</b>	<b>2026 Projected</b>	<b>2027 Proposed Budget</b>
<b>Fund 200 - Debt Service Fund</b>				
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	-	-	-	-
<b>Revenue Total</b>	<b>\$ 11,404,415</b>	<b>\$ 9,003,773</b>	<b>\$ 11,433,607</b>	<b>\$ 11,451,500</b>
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
<b>Expenses Total</b>	<b>\$ 11,404,415</b>	<b>7,377,196</b>	<b>\$ 10,527,210</b>	<b>\$ 11,451,500</b>
<b>Fund 200 - Debt Service Fund Total</b>				
<b>Total Debt Service Fund</b>	<b>\$ -</b>	<b>\$ 1,626,577</b>	<b>\$ 906,397</b>	<b>\$ -</b>

## **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
<b>Revenue</b>						
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
<b>Revenue Total</b>	<b>509,943</b>	<b>582,855</b>	<b>434,684</b>	<b>581,060</b>	<b>823,750</b>	<b>733,250</b>
<b>Expenses</b>						
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	-	-	-	-	-	-
<b>Expenses Total</b>	<b>507,301</b>	<b>582,855</b>	<b>382,846</b>	<b>592,442</b>	<b>823,750</b>	<b>733,250</b>
<b>Fund Total: Wake Forest B.I.P Total</b>	<b>\$ 2,642</b>	<b>\$ -</b>	<b>\$ 51,838</b>	<b>\$ (11,382)</b>	<b>\$ -</b>	<b>\$ -</b>

## **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 Budget	2026 Amended Budget	2026 YTD 3/31/26	2026 Projected	2027 Requested Budget	2027 Proposed Budget
<b>Revenue</b>						
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	-	-	-	-	-	-
<b>Revenue Total</b>	<b>\$ 224,346</b>	<b>\$ 221,700</b>	<b>\$ 226,189</b>	<b>\$ 231,475</b>	<b>\$ 229,185</b>	<b>\$ 212,765</b>
<b>Expenses</b>						
Transfers In (Out)	111,388	221,700	66,000	129,900	229,185	212,765
<b>Expenses Total</b>	<b>\$ 111,388</b>	<b>\$ 221,700</b>	<b>\$ 66,000</b>	<b>\$ 129,900</b>	<b>\$ 229,185</b>	<b>\$ 212,765</b>
<b>Fund Total: Downtown Municipal Service District</b>	<b>\$ 112,958</b>	<b>\$ -</b>	<b>\$ 160,189</b>	<b>\$ 101,575</b>	<b>\$ -</b>	<b>\$ -</b>

## **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
<b>Revenue</b>						
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
<b>Revenue Total</b>	<b>\$ 1,299,472</b>	<b>\$ 1,504,150</b>	<b>\$ 1,119,375</b>	<b>\$ 1,404,150</b>	<b>\$ 1,363,050</b>	<b>\$ 1,539,500</b>
<b>Expenses</b>						
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
<b>Expenses Total</b>	<b>\$ 1,284,273</b>	<b>\$ 1,504,150</b>	<b>\$ 1,064,487</b>	<b>\$ 1,398,947</b>	<b>\$ 1,608,945</b>	<b>\$ 1,539,500</b>
<b>Fund Total: Wake Forest Renaissance Centre</b>	<b>\$ 15,199</b>	<b>\$ -</b>	<b>\$ 54,888</b>	<b>\$ 5,203</b>	<b>\$ (245,895)</b>	<b>\$ -</b>

## 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
<b>360 Wake Forest Power</b>						
<b>Revenue</b>						
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
<b>Revenue Total</b>	<b>\$ 28,212,178</b>	<b>\$ 28,241,000</b>	<b>\$ 21,974,620</b>	<b>\$ 28,421,273</b>	<b>\$ 28,556,025</b>	<b>\$ 29,710,500</b>
<b>Expenses</b>						
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)	-	-	-	-	-	-
<b>Expenses Total</b>	<b>\$ 29,798,738</b>	<b>\$ 28,241,000</b>	<b>\$ 18,622,897</b>	<b>\$ 27,767,564</b>	<b>\$ 29,835,545</b>	<b>\$ 29,710,500</b>
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
<b>Fund 360 - Net Total</b>	<b>\$ (1,586,560)</b>	<b>\$ -</b>	<b>\$ 3,351,723</b>	<b>\$ 653,709</b>	<b>\$ (1,279,520)</b>	<b>\$ -</b>

## 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						
<b>Revenue</b>						
000 Non-Departmental	\$ 28,212,178	\$ 28,241,000	\$ 21,974,620	\$ 28,421,273	\$ 28,556,025	\$ 29,710,500
<b>Revenue Total</b>	<b>28,212,178</b>	<b>28,241,000</b>	<b>21,974,620</b>	<b>28,421,273</b>	<b>28,556,025</b>	<b>29,710,500</b>
<b>Expenses</b>						
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
<b>Expenses Total</b>	<b>29,798,738</b>	<b>28,241,000</b>	<b>18,622,897</b>	<b>27,767,564</b>	<b>29,835,545</b>	<b>29,710,500</b>
 <b>Fund Total: Wake Forest Power</b>	 <b>\$ (1,586,560)</b>	 <b>\$ -</b>	 <b>\$ 3,351,723</b>	 <b>\$ 653,709</b>	 <b>\$ (1,279,520)</b>	 <b>\$ -</b>

## **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
<b>Revenue</b>						
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
<b>Revenue Total</b>	<b>\$ 3,945,096</b>	<b>\$ 3,635,510</b>	<b>\$ 4,007,158</b>	<b>\$ 4,023,990</b>	<b>\$ 4,017,500</b>	<b>\$ 4,020,500</b>
<b>Expenses</b>						
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	-	-	-	-	-
<b>Expenses Total</b>	<b>\$ 3,359,796</b>	<b>\$ 3,635,510</b>	<b>\$ 1,313,465</b>	<b>\$ 3,024,445</b>	<b>\$ 3,905,750</b>	<b>\$ 4,020,500</b>
<b>Fund Total: Stormwater Utility Fund</b>	<b>\$ 585,299</b>	<b>\$ -</b>	<b>\$ 2,693,693</b>	<b>\$ 999,545</b>	<b>\$ 111,750</b>	<b>\$ -</b>

## CAPITAL OUTLAY SUMMARY

**Fiscal Year 2026-2027**

The following capital expenditures are included in the budget.

Department/Division	CIP #	Description	P/T	Amount
<b>General Fund:</b>				
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
<b>General Fund - Subtotal</b>				<b>7,336,245</b>
<b>Electric Fund:</b> 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
	Tree Trimming	VR	Equipment Replacement - Stump Grinder (#8609)	M-2
<b>Electric Fund - Subtotal</b>				<b>2,372,000</b>
<b>Stormwater Utility Fund:</b> 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
<b>Stormwater Utility Fund - Subtotal</b>				<b>2,275,000</b>
<b>WF Renaissance Centre Fund:</b> WF Renaissance Centre	n/a	Kiln Replacement	n/a	8,100
<b>WF Renaissance Centre - Subtotal</b>				<b>8,100</b>
<b>GRAND TOTAL</b>				<b>\$11,991,345</b>



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TOWN *of*  
WAKE FOREST