



# **Recommended Operating Budget and Capital Improvement Program**

**For the Fiscal Year July 1, 2018 through June 30, 2019**



# Table of Contents

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## **GFOA DISTINGUISHED BUDGET**

### **PRESENTATION AWARD ..... 1**

## **WAKE COUNTY GOVERNMENT..... 3**

Board of County Commissioners .....3

Wake County Government Organizational Chart .....4

Goals, Objectives & Initiatives .....5

## **READER'S GUIDE TO THE BUDGET..... 17**

Reader's Guide to the Budget .....17

Budget Process .....18

Budget Calendar for Fiscal Year 2019 .....19

Fund Structure.....20

Fund Structure Chart.....22

Basis of Budgeting and Basis of Accounting.....23

Financial Policies.....24

Long-Range Planning.....30

## **BUDGET OVERVIEW.....33**

Revenue Overview.....33

Revenues.....37

Expenditure Overview .....42

Capital and Debt Service Transfers/Allocations .....50

Schedule of Interfund Transfers .....51

County Department General Fund Requests Funded ..54

General Fund Requests Not Funded .....60

Personnel Summary .....61

Personnel Changes Summary .....64

Total Revenues by Fund.....69

Total Revenue by Source .....70

Expenditures by Use .....71

Expenditures by Type .....72

Summary of Revenue, Expenditures & Changes in Fund

Balance.....73

Overview of Changes in Fund Balance .....80

## **GENERAL FUND .....83**

General Fund Revenue Summary.....83

General Fund Expenditure Summary .....86

## **GENERAL GOVERNMENT .....89**

General Government Budget Summary.....89

Board Of Commissioners.....90

Communications Office .....92

County Manager.....94

County Attorney.....96

Board Of Elections .....98

Budget And Management Services..... 102

Facilities Design & Construction .....104

Finance Department.....107

Human Resources .....114

Information Services.....118

Register Of Deeds .....125

Revenue Department.....128

Quasi-Governmental .....132

## **COMMUNITY SERVICES..... 137**

Community Services Management and Budget Office ..  
139

Parks, Recreation and Open Space.....140

Planning, Development and Inspections .....145

Veterans Services .....152

Geographic Information Services.....154

Libraries.....157

## **ENVIRONMENTAL SERVICES ..... 165**

Environmental Services Administration.....167

Environmental Health & Safety .....170

Water Quality.....173

Animal Care, Control and Adoption Center .....178

## **GENERAL SERVICES ADMINISTRATION.. 181**

Administration / Support .....183

Physical Plant.....186

Safety and Security .....189

Criminal Justice/General Government.....191

Facility and Field Services .....193

Utilities.....196

County Building Agreements .....198

## **HUMAN SERVICES..... 199**

Social Services Economic Self Sufficiency.....201

Child Welfare .....207

Children, Youth and Family.....211

Public Health .....212

Health Clinics.....219

Administration and Operations .....225

Behavioral Health - MCO .....229

Human Service Reserves.....230

# Table of Contents

---

<b>HOUSING .....</b>	<b>231</b>	<b>CAPITAL IMPROVEMENT PROGRAM ....</b>	<b>305</b>
<b>BEHAVIORAL HEALTH - MANAGED CARE</b>	<b>235</b>	Introduction and Highlights.....	305
<b>EMERGENCY MEDICAL SERVICES.....</b>	<b>237</b>	Capital Budget Process.....	309
<b>FIRE SERVICES .....</b>	<b>241</b>	How to Read the Capital Improvement Program ....	312
<b>EMERGENCY MANAGEMENT .....</b>	<b>245</b>	Operating Budget Impact .....	314
<b>EMERGENCY COMMUNICATIONS.....</b>	<b>247</b>	Horizon Issues .....	315
<b>RALEIGH/WAKE CITY-COUNTY BUREAU OF IDENTIFICATION .....</b>	<b>249</b>	Capital Improvement Program Projects.....	316
<b>SHERIFF.....</b>	<b>251</b>	<b>SEVEN-YEAR SUMMARY OF SOURCES AND USES .....</b>	<b>325</b>
Law Enforcement .....	253	<b>DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES .....</b>	<b>327</b>
Detention.....	255	<b>CIP - COUNTY CAPITAL.....</b>	<b>335</b>
<b>NON-DEPARTMENTAL.....</b>	<b>257</b>	Automation.....	335
Public Agencies.....	257	Community Capital Grants .....	341
Memberships .....	258	County Building Improvements .....	348
Non-departmental.....	259	Criminal Justice .....	357
Soil & Water Conservation District .....	261	Economic Development.....	364
Cooperative Extension .....	262	Libraries .....	370
Health Benefits.....	263	Open Space.....	375
Risk Management - Cost of Claims .....	265	Parks .....	378
Transfers.....	267	Program-wide Projects .....	382
Non Departmental Revenue Summary.....	268	Public Safety.....	383
<b>EDUCATION .....</b>	<b>269</b>	<b>CIP - EDUCATION .....</b>	<b>391</b>
<b>DEBT SERVICE .....</b>	<b>273</b>	Wake Technical Community College .....	391
Debt Service.....	273	Wake County Public School System.....	393
<b>SPECIAL REVENUE FUNDS .....</b>	<b>277</b>	<b>CIP - FIRE RESCUE .....</b>	<b>395</b>
Capital Area Workforce Development.....	277	<b>CIP - MAJOR FACILITIES .....</b>	<b>399</b>
Fire Tax District.....	279	<b>CIP - SOLID WASTE.....</b>	<b>407</b>
Grants and Donations .....	283	<b>CIP - HOUSING .....</b>	<b>413</b>
Housing and Community Revitalization.....	288	<b>FINANCIAL PLANNING MODEL .....</b>	<b>415</b>
Major Facilities .....	290	<b>GLOSSARY OF BUDGET TERMS .....</b>	<b>417</b>
Transportation .....	293	<b>INDEX .....</b>	<b>423</b>
<b>INTERNAL SERVICE FUND .....</b>	<b>295</b>		
Corporate Fleet Fund.....	295		
<b>ENTERPRISE FUNDS.....</b>	<b>299</b>		
Solid Waste Management .....	299		
South Wake Landfill .....	302		



# GFOA Distinguished Budget Presentation Award

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Wake County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director



# Wake County, North Carolina

## Board of County Commissioners



Jessica Holmes  
Chairwoman  
District 3



Sig Hutchinson  
Vice Chair  
District 1



Matt Calabria  
District 2



Erv Portman  
District 4



James West  
District 5



Greg Ford  
District 6



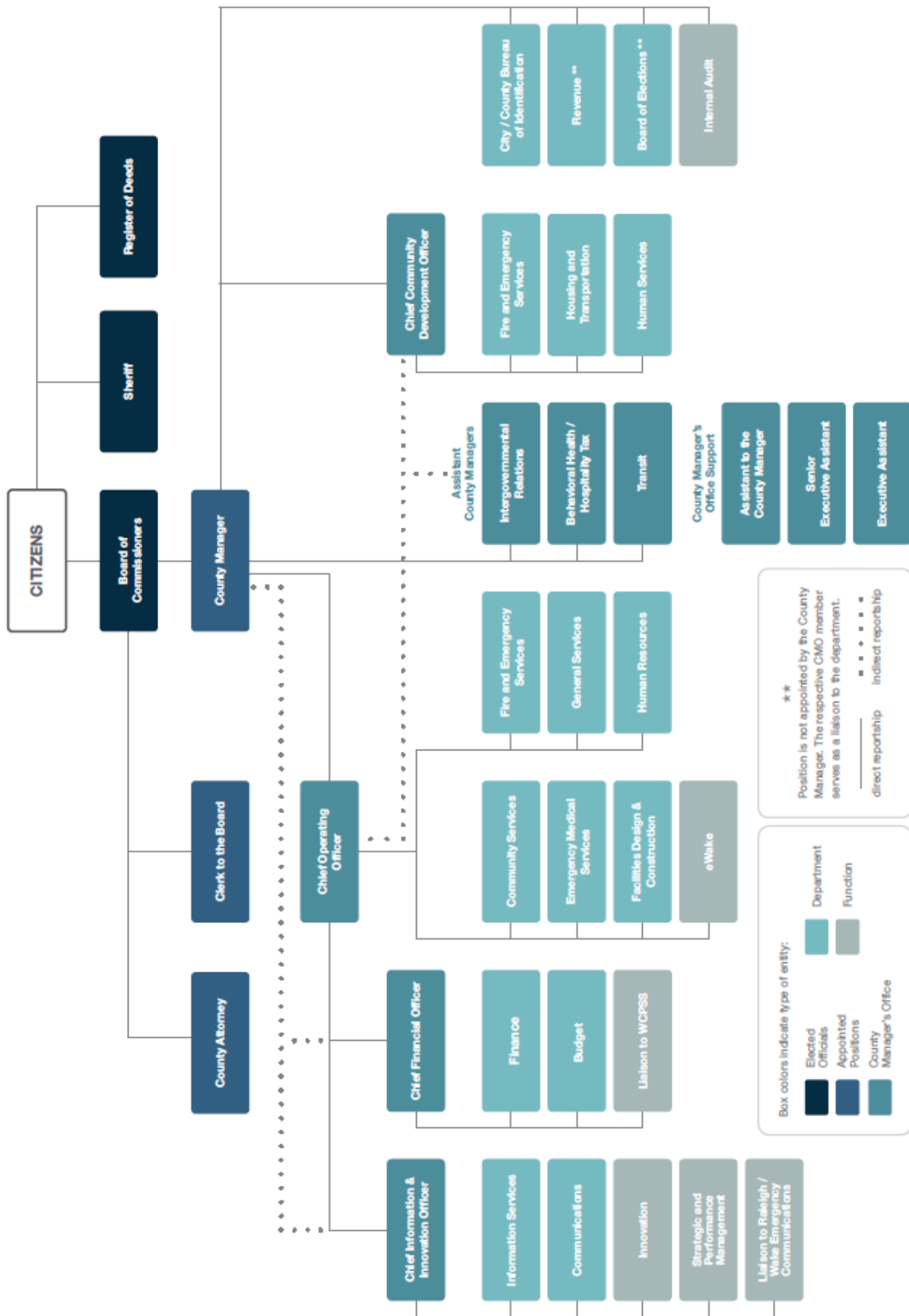
John Burns  
District 7

**County Manager:** David Ellis

**County Administration**  
**County Attorney:** Scott Warren

**Clerk to the Board:** Denise Hogan

# Wake County Government Organizational Chart



# Goals, Objectives & Initiatives

## THE WAKE COUNTY BOARD OF COMMISSIONERS

# 2018 STRATEGIC GOALS AND OBJECTIVES



## COMMUNITY HEALTH



Promote an effective behavioral and physical health system of care and practices that benefits all residents.

OBJECTIVE CH1	Identify efficient, effective, proactive, and collaborative ways to better support and build capacity for the treatment and management of Wake County residents who experience behavioral health challenges.
Initiative CH1.1	Work with the Sheriff's Office and community partners to develop sustainable strategies for assisting detained and/or incarcerated individuals that suffer from mental illness.
Initiative CH1.2	Evaluate and develop sustainability plan for WakeBrook operations.
Initiative CH1.3	Work with Wake Director's Group and community partners to improve coordination and integration of services and resources related to behavioral health needs, including improved utilization of 211.
Initiative CH1.4	Leverage partnerships to enhance data sharing related to behavioral health services.
Initiative CH1.5	Expand opportunities to provide stable housing choices to frequent users of community services through permanent supportive housing and other available tools (i.e. housing first).
Initiative CH1.6	Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.
Initiative CH1.7	Evaluate options to expand telemedicine for case management and other behavioral health services.
Initiative CH1.8	Enhance crisis services available to Wake County residents.

OBJECTIVE CH2	Support building a "culture of health" based on the Robert Wood Johnson Foundation model for healthy communities.
Initiative CH2.1	Improve health of populations through the development of infrastructure and education that encourages an active lifestyle.
Initiative CH2.2	Continue focus on public health in school-aged population through improved access to health services and promoting active lifestyles.
Initiative CH2.3	Support efforts to share medical records between safety net providers through a common platform.
Initiative CH2.4	Work with Community Health Needs Assessment process to support and address identified priorities.

# Goals, Objectives & Initiatives



## ECONOMIC STRENGTH

### GOAL

Create a business-friendly environment to attract, retain and grow business, diversify the economic base and create job opportunities for all citizens.

<b>OBJECTIVE ES1</b>	Support Wake County Economic Development's efforts to bring targeted jobs and business to Wake County.
Initiative ES1.1	Enhance Wake County site readiness and infrastructure planning readiness for business development.
<b>OBJECTIVE ES2</b>	Leverage, coordinate and collaborate with our municipalities, nonprofit organizations, universities, capital markets, and entrepreneurs to increase opportunities and support for entrepreneurial ventures.
Initiative ES2.1	Collaborate with workforce development and regional research partners to support small business creation and entrepreneurship programming that targets economically challenged and/or minority participants throughout Wake County.
<b>OBJECTIVE ES3</b>	Develop economic development strategies and tools that encourage responsible employment practices, environmental stewardship, affordable housing, high quality of life, and return on investments that produces societal benefits.
Initiative ES3.1	Consider multi-criteria policy for economic development incentives to include work with vulnerable communities.
<b>OBJECTIVE ES4</b>	Facilitate buildout of high speed internet access in Wake County to enable coverage, speed and affordability for all citizens.
Initiative ES4.1	Work collaboratively with stakeholders to explore opportunities to remove barriers, leverage resources and more quickly facilitate buildout of high speed internet connectivity throughout Wake County.

# Goals, Objectives & Initiatives



## EDUCATION



Through collaboration with education stakeholders, achieve a well-educated, skilled citizenry prepared for success in a global workforce.

<b>OBJECTIVE E1</b>	Encourage collaboration amongst a continuum of education providers in Wake County in order to allow a seamless integration of strategic plans and programs that address early childhood education through post-secondary curriculum and workforce continuing education.
Initiative E1.1	Expand capacity and access to Pre-K programs through public private partnerships.
Initiative E1.2	Partner with WCPSS and community agencies to reduce childhood hunger.
Initiative E1.3	Explore expanding the number of affordable housing options near public schools to help increase diversity in schools.
Initiative E1.4	Identify ways to support WCPSS and Wake Tech as they expand early college and CTE program opportunities throughout the county.
<b>OBJECTIVE E2</b>	Develop a long-term plan for WCPSS and Wake Tech operating and capital needs that are bound by strong financial policies designed to maintain the county's outstanding financial position demonstrated by achievement of the highest credit ratings.
Initiative E2.1	Develop a long-term plan for local funding for the WCPSS annual operating budget that establishes annual goals and targets, which are predictable, sustainable and aligned with the needs of WCPSS.
Initiative E2.2	In partnership with WCPSS and Wake Tech, support a 2018 WCPSS bond referendum, and continue implementing financing strategies to address needs identified in the 7-year CIP.

# Goals, Objectives & Initiatives



## GREAT GOVERNMENT

### GOAL

Promote a vision of a county government that partners with all levels of government to empower, protect and serve its citizens through a culture of respect, collaboration and innovation.

<b>OBJECTIVE GG1</b>	Find opportunities to improve the customer's experience throughout the County and treat every citizen with dignity, respect and appreciation.
Initiative GG1.1	Establish guidelines for departments to use in measuring customer satisfaction and soliciting customer feedback.
<b>OBJECTIVE GG2</b>	Improve effectiveness, efficiency, transparency, and responsiveness of government through innovation and technology.
Initiative GG2.1	Identify and pursue programs, practices, technologies and other opportunities that enhance the innovation and creativity within the organization.
<b>OBJECTIVE GG3</b>	Create a culture of health within the county government that supports enhancing the health and wellbeing of employees and their families.
Initiative GG3.1	Measure and improve effectiveness of our employee health and well-being programs.
<b>OBJECTIVE GG4</b>	Implement data-driven decision making processes and methods wherever possible across the County.
Initiative GG4.1	Establish an analytics function and resources to assist departments with obtaining and utilizing effective data analytics to solve business objectives and reach departmental goals.
Initiative GG4.2	Establish a public-facing performance dashboard to capture, document and display key performance measures for the organization.
Initiative GG4.3	Establish a countywide performance management program, including guidance for departments to use for development of qualitative and useful performance metrics.



# Goals, Objectives & Initiatives



## GROWTH AND SUSTAINABILITY

### GOAL

Establish a deliberate and realistic approach to address growth and mobility while preserving our environment and healthy communities.

OBJECTIVE GS1	Implement a comprehensive approach for developing Wake County's open space, parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal partners.
Initiative GS1.1	Prepare for a new parks, open space, and greenway bond referendum that will provide for more recreational opportunities and environmental education, assist in the development of a countywide interconnected greenway system, and provide additional watershed protection.
OBJECTIVE GS2	Promote sustainability efforts throughout the county.
Initiative GS2.1	Review and update 2004 Energy Design Guidelines.
Initiative GS2.2	Update comprehensive solid waste plan to extend the life of the landfill through recycling and technology, and improve strategies to reduce litter.
OBJECTIVE GS3	Address quality and quantity issues associated with water resources
Initiative GS3.1	Collaborate with the Water Partnership on One Water initiatives, including 1) revise water resource policies to reflect current scientific data and understanding, 2) protect watershed and stream buffers, 3) participate actively in protection of Falls and Jordan Lakes, and 4) promote conservation measures on lands in current and potential watersheds.
Initiative GS3.2	Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).
OBJECTIVE GS4	Plan for issues associated with continued growth in Wake County.
Initiative GS4.1	Determine the impact that projected population growth will have upon the demand for County services.
Initiative GS4.2	Update and integrate Wake County's growth plans as it relates to land use and transportation systems.

# Goals, Objectives & Initiatives

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## GROWTH AND SUSTAINABILITY (CONT.)

OBJECTIVE GS5	Guide the implementation of the Wake County Transit Plan.
Initiative GS5.1	Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.
Initiative GS5.2	Continue to support and seek public participation in the development and implementation of the transit plan, including consumer experience goals and service metrics.
Initiative GS5.3	Collaborate with municipal, community and private partners to encourage best development practices in corridors and areas identified for transit investment, including serving communities in need and creating affordable housing.
Initiative GS5.4	Seek opportunities to increase collaboration between transit providers and the Wake County School System.
Initiative GS5.5	Promote opportunities to maintain affordability of transit services and address needs in vulnerable communities and rural areas.

# Goals, Objectives & Initiatives



## PUBLIC SAFETY

### GOAL

Provide a safe, secure and healthy community through coordinated, efficient and effective public safety services.

<b>OBJECTIVE PS1</b>	Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.
Initiative PS1.1	Coordinate public safety data collection and interagency coordination to inform and assist public policy decisions and identify areas for strengthening.
<b>OBJECTIVE PS2</b>	Identify and reduce hazards posed to existing and future buildings (both public and private) and develop adequate planning and communication infrastructure to prevent, mitigate and respond to emergencies related to hazardous materials.
Initiative PS2.1	Work with municipalities and community agencies to incorporate findings of HMCRA into established standard policies.
<b>OBJECTIVE PS3</b>	Study and identify opportunities for enhanced public safety communications and interoperability within the county.
<b>OBJECTIVE PS4</b>	Understand and address the effects of substance use and abuse on the community and the impacts on public safety departments and public health.
Initiative PS4.1	Continue coordination of stakeholders that informs key leaders on drug-related issues and their impact on the community.
Initiative PS4.2	Work with partners such as other law enforcement agencies, first responders, and the County health department, to improve public education and define county messaging parameters.
Initiative PS4.3	Identify public health, addiction prevention and recovery strategies to address substance abuse in the community.
<b>OBJECTIVE PS5</b>	Develop and implement strategies to improve personnel retention and workforce wellbeing in public safety departments.
Initiative PS5.1	Develop and implement strategies to increase public safety personnel recruitment and retention rates.
Initiative PS5.2	Develop timeline and begin implementation of best practices for volunteer recruiting, retention, and utilization in emergency services.

# Goals, Objectives & Initiatives

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## PUBLIC SAFETY (CONT.)

OBJECTIVE PS6	Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.
Initiative PS6.1	Evaluate and implement tools available to assist public safety personnel working in crisis management, de-escalation and mental health first aid.
Initiative PS6.2	Work with stakeholders to identify strategies to provide interventions for at-risk school aged youth to disrupt the school-to-prison pipeline.

OBJECTIVE PS7	Explore and maintain diversion opportunities to improve health and wellbeing of those who are incarcerated or at risk of incarceration and to address recidivism.
Initiative PS7.1	Utilize data to implement programs that increase diversion opportunities and reduce length of stay in jail.
Initiative PS7.2	Continue pursuing opportunities for education and job-training for detainees through community partnerships.
Initiative PS7.3	Continue support for recovery (drug treatment) courts as a diversion opportunity

# Goals, Objectives & Initiatives



## SOCIAL AND ECONOMIC VITALITY



Improve economic and social opportunities in vulnerable communities through strategic partnerships.

<b>OBJECTIVE SEV1</b>	Create more affordable housing opportunities in Wake County and support efforts to reduce or end homelessness.
Initiative SEV1.1	Work collaboratively with all partners to preserve and increase the County's affordable housing inventory, reduce homelessness, and improve the wellbeing of our most vulnerable citizens.
<b>OBJECTIVE SEV2</b>	Develop a comprehensive approach to addressing the needs of Wake County's most vulnerable regions and communities to improve the overall wellbeing of their residents.
Initiative SEV2.1	Use and share data to develop economic, physical, behavioral, and environmental health strategies and baseline indicators at the individual, community and population level to track improvement in specific vulnerable regions of the County.
Initiative SEV2.2	Support a higher quality of life for citizens in vulnerable Southeast and Eastern Wake County communities through community partnerships, policy changes, and County programming.
<b>OBJECTIVE SEV3</b>	Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence based services to our citizens.
Initiative SEV3.1	Based on evaluation, target Human Capital Development strategies in specific vulnerable communities in Wake County.
Initiative SEV3.2	Develop and implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts in Wake County.
Initiative SEV3.3	Assist Wake County's foster children in transitioning to successful independent living after leaving the foster care program.
Initiative SEV3.4	Identify and implement opportunities to reduce logistical barriers that prevent vulnerable populations from accessing services provided by government and nonprofits, including increasing co-location and contracting of services.

# Wake County Facts

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Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, learn, and play in the United States. Located in the east central section of North Carolina, Wake County's 1,072,203 residents (July 1, 2017 Census Bureau estimate) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

As home to the internationally-acclaimed Research Triangle Park, along with Durham County, the area provides a world-class combination of economic vitality, educational opportunity, environmental quality and community quality-of-life. A well-rounded mix of business and industry, higher education, historic preservation, arts and culture, and recreational opportunities offers Wake County residents a quality of life with excellent job and educational prospects, no matter whether they prefer rural or urban settings.

Wake County contains 12 municipalities including the City of Raleigh, which is the state capital and county seat. The County is governed by the seven-member Wake County Board of Commissioners, who are elected at large to serve four-year terms. Terms are staggered, so every two years three or four Commissioners are up for election. Under their direction, the County Manager oversees the daily provision of resident services, which include human and social services, parks and recreational opportunities, land use planning and zoning responsibilities, law enforcement and public safety, solid waste disposal and recycling, and libraries.

The outstanding universities and medical facilities in this area provide research and learning opportunities whose benefits extend throughout the world. Three major universities, including North Carolina State University in Wake County, Duke University in Durham County and the University of North Carolina-Chapel Hill in Orange County, have reputations among the finest teaching and research schools in the country. Wake County's largest employers include the State of North Carolina, the Wake County Public School System, International Business Machines Corporation (IBM), North Carolina State University, Wake Med Health and

Hospitals, GlaxoSmithKline, Pinkerton and Burns, SAS Institute, Rex Healthcare, Duke Energy, Wake County Government, and the City of Raleigh.

Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art. Wake County is home to the Carolina Mudcats, a double-A affiliate of the Cincinnati Reds baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, the 2006 Stanley Cup Champions, as well as professional men's and women's soccer teams.

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Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles (835 square miles in land area)
County Seat	Raleigh
County 2016 Population (1)	1,072,203
Municipalities	Population (2)
Angier	180
Apex	47,349
Cary	160,555
Fuquay-Varina	25,865
Garner	28,776
Holly Springs	33,260
Knightdale	14,794
Morrisville	24,732
Raleigh	457,700
Rolesville	6,962
Wake Forest	39,033
Wendell	6,745
Zebulon	5,159
Unincorporated areas of Wake County	195,681

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# Demographic Statistics

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(1) July 1, 2017 is the most recent release of U.S. Census Bureau county population estimates. Released December 2017

(2) July 1, 2015 Census is the most recent release of U.S. Census Bureau city and town population data. Released May 2016.

Wake County has experienced impressive growth over the past 20 years. The County is growing at a rate of 63 people a day. Forty-two of them are people moving here from other parts of the state, across the country and around the world. The remaining 21 are babies being born here. Currently, Wake County is ranked the second fastest growing county of more than one-million people in the nation behind Travis County, Texas, the home of Austin. By 2054, the County is expected to hit two million people.

As Wake County grows, it's also becoming a more diverse community. Many factors have influenced that shift. In 2000, the U.S. Census Bureau estimated the county's Hispanic/Latino population at 33,985 – 5.4% of the total population. In 2015, the Hispanic/Latino population increased to 103,443, comprising 10 percent of the total population. This increase reflected a 196 percent growth rate in Hispanic/Latino residents between 2000 and 2015. During that same time period, the county's Asian population grew by 182 percent, or 68,621 residents. That

accounts for 6.7 percent of the total county population.

Wake County's senior population has increased in the past decade by 113 percent. In 2000, 46,815 or 7.4 percent of the population was over the age of 65. In 2015, the number reached 105,492 or 10.3 percent of the total population. This number is expected to increase over the next decade as many of the baby boomers reach that age bracket. The NC State Demographer projects that 137,500 residents over the age of 65 will live in Wake County in 2020. The projection would mean an increase of roughly 38 percent.

Wake County had 693,438 residents over the age of 25 in 2016 according to the American Community Survey. More than half of them had a bachelor's degree or higher.

Educational Attainment (over age 25)	693,438
Less than 9th Grade	22,512
9th - 12th Grade, no diploma	26,186
High School Graduate (includes equivalency)	98,411
Some College, no degree	119,779
Associates degree	57,722
Bachelor's degree	233,457
Graduate or Professional degree	135,371

# Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2004	716,336	108,969	16,407
2005	746,048	114,068	17,015
2006	784,038	120,504	17,465
2007	821,607	128,072	16,899
2008	856,492	134,002	18,899
2009	883,624	137,706	21,193
2010	900,993	139,599	22,860
2011	929,780	143,289	24,814
2012	952,151	146,687	24,871
2013	974,289	149,508	26,248
2014	998,691	153,039	28,594
2015	1,024,198	155,000	29,025
2016	1,046,791	156,644	29,529
2017	1,072,203	159,213	31,472

(1) U.S. Census Bureau Population Estimates.

(2) Wake County Schools. Comprehensive Annual Financial Report.

(3) Wake Technical Community College. Reflects Curriculum enrollees only.

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2004	4.4%	37,921
2005	4.1%	39,503
2006	3.6%	41,556
2007	3.5%	42,860
2008	4.7%	47,483
2009	8.3%	45,069
2010	8.3%	45,684
2011	7.9%	46,621
2012	7.1%	48,641
2013	6.0%	48,324
2014	4.9%	50,656
2015	4.7%	53,288
2016	4.2%	54,063
2017	3.7%	unavailable from this source

(4) North Carolina Employment Security Commission. 2000-2010. \*December 2017 Unemployment Rate- 3.8% percent.

(5) U.S. Department of Commerce, Bureau of Economic Analysis,. Local dollar estimates are in current dollars, not adjusted for inflation.



# Reader's Guide to the Budget

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## Purpose

This budget book summarizes all public service programs provided by County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2018 to June 30, 2019 (Fiscal Year 2019).

## Process and Policies

This section explains the budget process, the budget calendar, the fund structure, the basis of accounting/budgeting, and other financial policies.

## Sample Fund Summary Format:

### Operating Budget Departmental and Fund Summaries

For each department and fund, summary information is provided on expenditures, revenues and staffing for the following fiscal years (FY): FY 2017 actual results; the FY 2018 adopted budget and current budget; and FY 2019 budget. A sample of the format is provided below:

	FY2017 Actual	FY2018 Adopted Budget	FY2018 Amended	FY2019 Recommended Budget
Personnel				
Services				
Operating Expenses				
Capital Outlay				

## Full-time Equivalent Positions

Each department summary includes the authorized number of full-time equivalent positions in that department and fund.

## Budget Highlights

In this section are revenue and expenditure summaries for the total County budget and an overview of revenues, expenditures, staffing and County organization.

## Education

This section outlines the County's appropriations to the Wake County Public School System and Wake Technical Community College operating budgets.

## Capital Improvement Program

These sections provide detailed budget information about the County's seven-year Capital Improvement Program.

# Budget Process

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## Formulation of the County Manager's Proposed Budget

The annual budget process commences in the fall of the preceding year, with the distribution of the Budget Manual and the development of the budget calendar. The calendar establishes time lines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

Before considering budget reductions or expansions, the “base budget” is developed. The base budget is generally defined as the cost of providing the same services, at the same levels, in the next fiscal year. Budget and Management Services develops a target base for each department. The target is based on several factors, including salary projections, annualization of new initiatives and facilities, removal of one-time costs from the prior year, and other factors. Once the target is established, department staff may modify the amounts within the target total, but may not exceed the target.

County departments may also submit options for reducing their base budgets. For FY 2019, departments were not required to submit options to reduce their annual operating budgets. Any proposals to reduce the budgets were evaluated not only for potential savings, but also for the near-term and long-term service impacts.

Areas of new services or service expansions requested by departments were based on a strong definition of the issue, strategic alignment with business plan and objectives, a clear statement of what is trying to be accomplished, and identification of opportunities to collaborate or partner with others. Each expansion item was analyzed based on these objectives.

Board of Commissioners' Authorization and Appropriations

In compliance with the *North Carolina Local Government Budget and Fiscal Control Act* (G.S. 159-8) the Board of Commissioners adopts an annual

balanced budget ordinance for all governmental and proprietary funds except funds authorized by project ordinances. All budget ordinances are prepared on the modified accrual basis of accounting. The annual budget for governmental funds and proprietary funds must be adopted no later than July 1. Agency funds are not required by state law to be budgeted. All capital projects funds and certain special revenue funds (Revaluation Reserve, Capital Area Workforce Development, Housing and Community Revitalization, Grants and Donations) and expendable trust funds are budgeted under project ordinances spanning more than one fiscal year and are controlled by project. Project appropriations continue until the projects are complete.

## County Manager's Authorization

For those funds for which annual budgets are adopted, appropriations are budgeted and controlled on a functional basis and amended as necessary during the fiscal year. The County Manager is authorized to transfer budgeted amounts within any fund; however, any transfers exceeding \$75,000 shall be reported to the Board of Commissioners. Revisions that alter the total appropriations of any fund must be approved by the Board of Commissioners.

## Budget Implementation

Once the budget is adopted, on July 1, it becomes the legal basis for the programs of each department of the County during the fiscal year. No department or other agency of the County government may spend more than approved and appropriated amounts. Financial and programmatic monitoring of departmental activities to ensure conformity with the adopted budget takes place throughout the year. Unencumbered appropriations lapse at the end of the fiscal year and are returned to fund balance for re-appropriation. The County Manager is responsible for maintaining a balanced budget at all times. If there is an excess of expenditures over revenues, the County Manager will take actions necessary to rebalance the budget.

# Budget Calendar for Fiscal Year 2019

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Date	Budget Activity
September 7, 2017	Budget Process Kick-Off on Guidance, Calendar, and Business Cases
October - November	Business Plans Presented to County Manager's Office
October 6, 2017	CIP Core Team members submit FY 2019-2025 Capital Requests
January 12, 2018	Departments submit FY 2019 Operating Budget Requests, Expansion Requests, Reduction Options
February - March	Capital Improvement Program and Operating Department budget meetings
February 6, 2018	Board of Commissioners Retreat to adopt goals and set priorities for the FY 2019 budget
March/April	Board of Education and Wake Technical Community College submit formal budget requests
May 9, 2018	Formal presentation of Recommended Budget and Improvement Plan to Board of Commissioners at regularly scheduled meeting
May 14, 2018	Review of FY 2019 Operating Budget and FY 2019-2025 Recommended Capital Improvement Program at Board of Commissioners Work Session
May 21, 2018	Public Hearing on Operating Budget, Capital Improvement Program and any proposed fee or tax changes
May 30, 2018	Special Budget Work Session with Board of Commissioners
June 4, 2018	Adoption of FY 2019 Operating Budget and FY 2019 - 2025 Capital Improvement Program at regular Board of Commissioners meeting

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# Fund Structure

The County's accounts are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate.

Wake County's governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. In the budget, various funds are grouped into two broad fund types and then into fund categories within each type.

Fund Type				
General Fund	Debt Service	Special Revenue	Capital Project	Proprietary
General Fund	Debt Service Fund	Capital Area Workforce Development Fund	County Capital Projects Fund	Solid Waste Management Fund
		Fire Tax District Fund	Fire Tax District Capital Projects Fund	South Wake Landfill Fund
		Grants and Donations Fund	Major Facilities Capital Projects Fund	Internal Service Fund
		Major Facilities Fund	Solid Waste Capital Projects Fund	
		Housing and Community Revitalization Fund	Housing Capital Projects Fund	
		Transportation Fund	Wake County Public Schools Capital Projects Fund	
			Wake Technical Community College Capital Projects Fund	

## Governmental Fund Types

### General Fund

The general fund is the primary operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes and the local option sales tax. The primary expenditures are for education, human services, public safety, environmental, cultural, recreational and general governmental services.

The general fund is first subdivided into functional areas (e.g., general government or public safety) and then further divided into individual departments or divisions (e.g., finance department or detention division).

### Debt Service Fund

The debt service fund is used to account for principal and interest payments for bonds associated with capital projects for the County, Wake County Public School and Wake Technical Community College.

### Special Revenue Funds

Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The County maintains six special revenue funds: Capital Area Workforce Development Fund, Fire Tax District Fund, Grant and Donations Fund, Housing and Community Revitalization Fund, Major Facilities Fund, and the Transportation Fund.

# Fund Structure

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## Capital Project Funds

Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and implementation of automation initiatives (other than those financed by proprietary funds, certain special assessments, or trust funds). The County has six capital project funds within the governmental fund types: County Capital Projects Fund, Wake County Public Schools Capital Projects Fund, Wake Technical Community College Capital Projects Fund, Fire Tax District Capital Projects Fund, Major Facilities Capital Projects Fund, Solid Waste Capital Projects Fund, and Housing Capital Fund.

## Proprietary Fund Types

### Enterprise Funds

The enterprise funds are used to account for operations that are financed and operated in a

manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds: Solid Waste Management Fund and South Wake Landfill Fund.

### Internal Service Fund

The internal service fund is used to account for operations that are operated in a manner similar to private businesses but where the private customers are internal departments. The County has one internal service fund: Corporate Fleet Fund.

# Fund Structure Chart

Organizational Units	General	Capital Area Workforce Development	Debt Service	Fire Tax District	Grants and Donations	Transportation	Housing and Community Revitalization	Major Facilities	Internal Service	County Capital Improvement	Fire Tax District Capital	Major Facilities Capital Trust	Housing Capital Fund	Solid Waste Capital Projects	WCPSS Capital Projects Fund	Wake Tech. Capital Projects	Solid Waste Management	South Wake Landfill
Behavioral Health	O																	
Board of Commissioners	O																	
Board of Elections	O				P													
Budget & Management Services	O		M	M				M			M	M			M	M		
City County Bureau of Investigation	O																	
Communications Office	O				P													
Community Services	O				P													
County Attorney	O																	
County Manager	O																	
Environmental Services	O				P									M			D	D
Facilities Design and Construction	O									M	M	M						
Finance	O		M					M				M			M	M		
Fire & Emergency Mgmt	O			M	P						M							
General Services Administration	O				P				M	M		M						
Housing	O						D						M					
Human Resources	O																	
Human Services	O	D			P	D												
Information Services	O									P								
Non-Departmental	O																	
Register of Deeds	O																	
Revenue	O																	
Sheriff	O				P													
Wake County Public Schools	O														M			
Wake Technical Community College	O															M		

## Key:

**O:** All, or most, operating funding for this unit is budgeted in the General Fund

**D:** Unit has a specific division in this Special Revenue Fund

**M:** Unit has either primary, or shared, responsibility for managing this fund

**P:** Unit manages selected projects within this fund

# Basis of Budgeting and Basis of Accounting

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## Basis of Budgeting

All funds of the County are budgeted for and accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the costs for goods or services are incurred (except for un-matured principal and interest on general long-term debt, which are recognized when due).

The County maintains encumbrance accounts under which purchase orders, contracts and other commitments are reserved against available appropriations.

The level of control, or level at which expenditures may not legally exceed the budget, is the department level for the General Fund and the fund level for all other funds. Any change in appropriation level of the fund must be approved by the Board of Commissioners. The County Manager or the Director of Budget and Management Services may approve any changes within a fund that do not require an alteration of the appropriation level. Appropriations lapse at year-end, except appropriations for the Capital Improvement Program Fund, which are carried forward until the project is completed.

## Basis of Accounting

Basis of accounting refers to how revenues and expenditures or expenses and related assets and

liabilities are recognized in the accounts and reported in the combined financial statements.

The governmental funds (General Fund, Special Revenue and Capital Projects Funds) are also presented on a modified accrual basis in the combined financial statements in the Comprehensive Annual Financial Report (Financial Statements). The accounting records for the County's enterprise and internal service funds are reported on a full accrual basis of accounting. Under this basis of accounting, revenues are recognized in the period earned and expenses are recognized in the period incurred.

The Financial Statements present the status of the County's finances on the basis of generally accepted accounting principles (GAAP). In most cases, GAAP presentation conforms to the County budget presentation. Exceptions are as follow:

- ♦ Compensated absences are accrued as earned by employees per GAAP as opposed to being expended when paid.
- ♦ Principal payments on long-term debt within the proprietary funds are applied to the outstanding liability on a GAAP basis as opposed to being expended on a budget basis.
- ♦ Capital Outlay within the Proprietary Funds is recorded as assets on a GAAP basis and expended on a Budget basis.
- ♦ Depreciation expenses are recorded on a GAAP basis only.
- ♦ The Financial Statements include fund expenditures and revenues on both a GAAP basis and a budgetary basis for comparison purposes.

# Financial Policies

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*Note: This section addresses Wake County's major financial policies governing the budget process and budget implementation. For more detailed information on County financial policies, please contact the Wake County Finance Department.*

Wake County's financial policies establish a foundation for the fiscal strength of County government. These policies guide the Board of Commissioners and the County Manager as they make decisions concerning resource allocations.

The financial condition of the County must be maintained at the highest level to assure resources are available to meet the community's ever-changing priorities. The following policies, reflecting the County's commitment to continued fiscal strength, are related to the adoption and implementation of the annual budget. Further, they are designed to assure that the County maintains a triple-A credit rating from all three rating agencies.

## Operating Budget

The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. The *Local Government Budget and Fiscal Control Act* (G.S. 159-8) requires a balanced budget ordinance from all local governments. Revenue projections shall be set at realistic and attainable levels, sufficiently conservative to avoid shortfalls, yet accurate enough to avoid a regular pattern of setting tax rates that produce significantly more revenue than is necessary to meet expenditure requirements. The County shall not develop budgets that include operating deficits that require the use of one-time resources to cover recurring expenses. The County's annual budget shall be adopted by July 1 and shall be effective for a fiscal period beginning July 1 and ending June 30.

## Fund Balance

General Fund:

The County shall maintain a fund balance position that rating agencies deem is adequate to meet the County's needs and challenges. Therefore, the County has adopted a policy that requires management to maintain a total General Fund balance of at least

fifteen percent (15%) and an amount committed for working capital of at least ten percent (10%) of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income.

Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's amount committed for working capital. If a catastrophic economic event occurs that results in a deviation of five percent (5%) or more from total budgeted revenue or expenditures, the amount committed for working capital can be reduced by board action. At that time, the Board will also adopt a plan on how to return committed for working capital back to the required level for fiscal health.

When it is appropriate for fund balance to be assigned, the Board of Commissioners delegates authority to the County Manager.

Operating Funds:

The County will maintain a combined General Fund and Debt Service Fund total fund balance of at least 30% of General Fund and Debt Service Fund combined revenues.

*Adopted May 16, 2011 and revised June 17, 2013 and May 19, 2014.*

## Revenues

The County shall diversify its revenue sources to the extent possible to reduce reliance on the property tax. Periodically, the County will review specific programs and services that are identified to be potential areas for funding through user fees. The Board of Commissioners will determine the level of cost recovery for the program or service. For example, building inspection fees will be set at a level sufficient to recover the full costs of the services and solid waste fees shall be set at a level sufficient to recover the full costs of the solid waste enterprise operations. Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.



# Financial Policies

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## Capital Improvements

The County adopts a seven-year Capital Improvement Program (CIP) to be revised and approved annually. The County shall appropriate all funds for capital projects with a capital project ordinance in accordance with state statutes. Typically, capital expenditures included as a project in the CIP cost at least \$100,000 and have a useful life of at least ten years. The Board of Commissioners determine actual funding source (i.e., cash, debt, grant, etc.) for capital projects on an annual basis.

If a capital project is to be debt funded, the County adheres to a risk-averse guideline whereby it appropriates the debt funding source for the capital project only after the designated debt funding source has been officially secured. This practice ensures that, in the event of catastrophic economic downturn which severely impacted access to private or public capital markets, the County would not be exposed to significant incurred and unreimbursed expense for already appropriated, ongoing capital projects. As a matter of risk-averse and conservative management, the County would rather identify alternative funding sources for necessary capital projects *before* said projects were underway and incurring significant expense, than after.

## Capital and Debt

A Debt Service Fund and separate Capital Funds are utilized by the County. The Debt Service Fund is dedicated to service the County's debt. Revenues deposited into the Debt Service Fund include a portion of the property tax and the portion of sales taxes required by state law to be dedicated to public school capital outlay. Investment income from the County's general fund and debt service fund, federal interest subsidies authorized by ARRA, state lottery funds, and bond issue premiums are other sources of revenue for the debt service fund.

The County maintains several Capital Funds which can relate to certain enterprise, departments, general government, or specific capital projects. Revenues deposited into the County's capital project funds are used to pay capital project expenditures. These revenues can include debt and/or pay-as-you-go cash.

The County utilizes a long-term financial model as an effective tool which maps out the affordability of funding capital needs identified in its CIP. The County's model seeks to balance revenues, expenditures and fund balance over time to ensure that CIP needs are met while adhering to established guidelines and policies. Key assumptions in the model include projected future rates of property / sales taxes and projected future rates of investments / future debt borrowings. In collaboration with its Financial Advisor, the County frequently reviews its model assumptions and CIP funding needs (input) as well as the resulting model ratios and metrics (output) to ensure the County maintains a reasonably conservative risk-averse approach while protecting its triple-A ratings for its citizens.

## Debt Policies

Bonds are typically rated by one or more of the three major rating agencies – Moody's; Fitch; and S&P. A bond rating attempts to gauge a governmental unit's ability to meet its continued financial obligations. The County has achieved each rating agency's highest triple-A rating (Moody's *Aaa*; Fitch *AAA*; S&P *AAA*). As such, the County can issue long-term bonds at the lowest possible financing cost for its citizens. In effort to protect and maintain its long-established triple-A bond ratings, the County follows several established debt guidelines and policies.

## Debt Planning Guidelines

Provide capital facilities as needed.

- ♦ Provide for capital facilities as needed.
- ♦ Preserve the County's triple-A bond rating from all three rating agencies.
- ♦ Ensure sufficient flexibility to meet future obligations and take advantage of opportunities.
- ♦ Maintain a debt affordability model which analyzes the future impact of the current bond programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.
- ♦ Maintain a CIP budget planning cycle of at least seven years. This provides management the ability

# Financial Policies

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to ascertain the timing and designated funding source(s) for needed capital facilities.

- ♦ The following revenues are to be dedicated to the CIP model:
  - ♦ 18.76 cents of the property tax rate;
  - ♦ The portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital (30% and 60% respectively);
  - ♦ Any federal, state or local grants that are used for capital improvement; and
  - ♦ Any General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund interest income as well as County, WCPSS and Wake Tech capital project funds interest income to the Debt Service Fund, which it uses to account for all the County's debt service payments. This dedication matches interest earnings on investments with interest expense on variable rate debt as economic conditions vary.

## Debt Service Guidelines

Many ratios, metrics and rankings are reviewed by rating agencies. The County does not directly control most of the economic indicators used by the rating agencies, such as per capita wealth, growth of the labor force and unemployment rates. However, below guidelines address those factors which the County can control. These provide the County the framework necessary to develop its annual CIP while protecting its triple-A bond ratings.

**Guideline 1:** The Debt Service Fund will maintain a fund balance of no less than 19 percent (19%) of the subsequent fiscal year's debt service payments through November. The 19 percent (19%) represents approximate debt service payments through November. The debt model currently exceeds this guideline.

**Guideline 2:** The County's seven-year CIP should be funded with debt funding comprising 75 to 85 percent (75-85%) of the total funding over the span of the seven-year CIP. The remaining funding should come from pay-as-you-go financing (i.e., cash on hand). Pay-as-you-go funding provides the County with a flexible cash flow so that the debt can be issued at the most opportune market time rather than when

construction payments are due. A pay-as-you-go element contributes to the financial integrity of the County and its ability to maintain AAA bond ratings. The debt model currently targets a guideline of approximately 80 percent debt in any given fiscal year.

**Guideline 3:** To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed 25 percent (25%) of the County's total outstanding debt. The concept of this management tool is that the County matches interest income from investments with interest expense on the variable rate debt in the Debt Service Fund. These revenues and expenditures (or asset and liabilities) move in the same direction as they react to market conditions. This concept is used by many triple-A rated units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. The County currently has no long-term variable rate debt. Its only exposure to variable rate debt is short-term in nature.

**Guideline 4:** The County will maintain a debt payment schedule which retires 70 percent (70%) of bond principal within ten years. This guideline is a factor considered by rating agencies and is commensurate with other triple-A rated counties.

**Guideline 5:** The amount of general obligation net debt (including municipal net debt) per capita should be consistent with other triple-A rated units. Per capita debt is considered to be a basic benchmark that depicts a jurisdiction's burden on the general population.

**Guideline 6:** The combined County and municipal debt should not exceed four percent of the Countywide tax base. Based on historical funding levels as well as standards used by credit rating analysts, it is advisable that the County not incur a level of total outstanding general obligation debt that exceeds four percent of the tax base. This includes debt issued by Wake County government as well as debt issued by the various municipalities within the boundaries of the County. Municipal debt is included since the municipal taxpayer bears the burden of debt issued by the respective municipal government and by county government (in North Carolina property

# Financial Policies

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within municipal boundaries is also within the county boundaries).

**Guideline 7:** The County's net outstanding debt should not exceed 1.75 percent (1.75%) of the County-wide tax base. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. The County will maintain a debt to assessed value that is consistent with other triple-A rated counties.

**Guideline 8:** The County will monitor annual debt service expenditures as a percent of total governmental expenditures and strive to not exceed 20 percent (20%). This computation is a ratio that rating agencies use to judge a government unit's ability to make debt payments and continue meeting its operating obligations.

## User Fee Policy

North Carolina General Statutes (NCGS) authorize the setting of fees by counties in Section 153A - 102. The statute reads: "The Board of Commissioners may fix the fees and commissions charged by county officers and employees for performing services or duties permitted or required by law. The board may not, however, fix fees in the General Court of Justice or modify the fees of the register of deeds prescribed by G.S. 160-10 or the fees of the board of elections prescribed by G.S. 163-107."

The purpose of the User Fee Policy is to establish guidelines, in accordance with NCGS 153A-102, which shall be used by the County Manager to determine fees and commissions that are not statutorily restricted. Furthermore, this policy also establishes guidelines for the county government regarding the institution of fees for performing services or duties permitted or required by law.

User fees are an allowable manner of paying for services that generate direct benefits to persons who receive the service. The County encourages the establishment of fees at a level that maximizes revenues. Fees shall be developed based on the cost of providing services and county-wide goals and objectives as set by the Board of Commissioners.

All user fees shall be evaluated annually and updates shall be presented to the Board of Commissioners during the annual budget process.

Fees charged to individuals or organizations for participation in government-regulated activities, such as building permits, land disturbance fees, and code enforcement permits, are considered "regulatory fees."

Regulatory fees shall be set at a level that strives to recover full costs (direct and indirect costs, such as depreciation or usage costs associated with capital assets) of providing the service, unless statutory restrictions limit the fee amount.

Non-regulatory fees are charged for a wide variety of services; therefore, more in depth criteria must be used in establishing the fees. There are two primary purposes for non-regulatory fees: 1) to influence the use of the service and 2) to increase equity. The determination of the level of cost recovery varies based on which purpose applies.

A. If the purpose of the fee is to regulate and influence the use of the service, the fee shall be set to respond to demand. The amount of costs recovered shall be secondary, with impact on demand being the primary guiding principle.

1. If the purpose of the fee is to discourage use of the service, fees shall be set at a level to recover full costs of providing the service.
2. If the purpose is to provide a service for a fee but not discourage its use, fees shall be set so that demand for the service is not significantly reduced, while recovering partial costs of providing the service.

B. If the purpose of the fee is to improve equity by charging users for the consumption of goods and services, the following criteria should be considered in setting the fee:

1. If the service is purely a private good and does not enhance community-wide quality of life, the fee shall be set according to market rates and shall strive for full cost recovery. Whether or not the service is deemed to enhance community-wide

# Financial Policies

quality of life will depend on the goals and objectives of the County.

- 2. If the service provides broader public benefits through its consumption, thereby enhancing community-wide quality of life, the fee shall be set so that use of the service is not discouraged, demand for the service is unchanged and partial recovery of costs is obtained.
- 3. If low-income citizens are included in the population of service recipients, fees for their participation shall be set to recover partial costs of providing the service, as long as this can be accomplished without precluding their use. A sliding-scale fee is one strategy for accomplishing this.

If a service is provided by the County using general fund dollars to fully fund the service (therefore no fee charged), it is acceptable to set a fee for the use of the service for non-residents of the County. An example of this includes public libraries.

*Adopted by the Board of Commissioners on March 13, 2000.*

## Business Development Grant Policy

**Policy Objective:** Support the development of an economic environment that attracts or encourages new investment, creates new jobs, and results in a diverse tax base.

**Eligible Projects:** A company (“Economic Development Projects”) may be eligible for a Business Development Grant if they meet both a New Investment Threshold and New Jobs Threshold. Special consideration may be given to corporate, regional, or divisional headquarters projects for Fortune 500 companies and large international companies.

**New Investment Threshold:** New or existing companies may be eligible for a Business Development Grant for new investments, which exceed the minimum thresholds as outlined in the chart on this page. New investment is defined as “improvements to real estate, machinery, equipment, and other business personal property.” The value of land is not included in the calculation of new investment. New investment must exceed the

minimum threshold in assessed valuation, as determined by the Wake County Revenue Administrator.

**New Jobs Threshold:** New or existing companies may be eligible for a Business Development Grant when the investment threshold is met and new jobs are created as outlined in the chart on this page. New jobs are defined as a new increase in the company’s number of full-time employees who live in Wake County. A full-time employee is defined as a person who is employed by the company working at least 35 hours per week, and whose wages are subject to withholding. The average wage for new jobs must pay 120% of the average wage for Wake County, as defined by the North Carolina Department of Commerce Finance Center. When a NC Department of Commerce (NCDOC) grant is part of the overall incentive package, the number of new jobs and salary levels required by the county will be the same as the NCDOC requirements unless the company qualifies for special consideration under the Tier 1 or “super jobs provision” of this policy. In that case, at least 250 jobs must be created at 200% of the average wage for Wake County, as defined by the North Carolina Department of Commerce Finance Center. Salary and employment documentation provided to the NCDOC, North Carolina Employer’s Tax and Wage Reports, or other information as determined by the Wake County Finance Department will serve as Wake County documentation of job creation and a NCDOC determination of non-performance will also be considered as non-performance for Wake County.

Thresholds	Investment Min.	Jobs Min.	Avg. Salary Min.	Incentive % new tax growth
Tier 1	\$50 M	250	200%	50%
Tier 2	\$100 M	50	120%	50%
Tier 3	\$75 M	50	120%	42.5%
Tier 4	\$50 M	50	120%	35%
Tier 5	\$25 M	50	120%	30%

**State Match:** New or existing companies may be eligible for a Business Development Grant when the

# Financial Policies

state incentive requires local government participation and when the investment and jobs thresholds exceed the minimum as outlined below:

Investment Min.	Jobs Min.	Avg. Salary Min.	Incentive % new tax growth	Max. Years
\$5 M	25	100%	35%	5

## Policy Guidelines

1. Business Development Grants will be considered for companies meeting the new investment and new jobs thresholds. The Board of Commissioners is not obligated to make any grants.
2. All projects will be considered on a case-by-case basis. The County will consider a number of factors (in addition to level of new investment and number of new jobs) when determining approval of a Business Development Grant, including:
  - a. Type of business, relative to current tax base
  - b. Types of new jobs
  - c. Reputation of company
  - d. The presence of competition for the projects
3. The amount of the grant payment to be paid by the County shall be consistent with the investment and jobs minimum as established in the grant agreement.

In no event shall the grant amount exceed the amount of ad valorem taxes paid by the company on the new investment in that calendar year.

4. The County will require that the assessed value of new investment is confirmed by the Wake County Revenue Administrator and that all property taxes are paid prior to providing a grant payment.

5. For projects/companies considering locating (or expanding) in one of the municipalities within Wake County, the County's participation in a Business Development Grant is contingent on participation by the municipality.

6. All grant agreements are subject to performance criteria that will be outlined in detail in a Business Development Grant contract between the company and the County approved in an open meeting of the Wake County Commissioners. The contract will outline that grant payments are contingent on achievement of performance criteria during each year of the grant.

7. Funding for approved grant agreements will be planned for as part of the County Capital Improvement Program (CIP).

*Revised May, 2017*

*Note: Additional information on the financial planning model is found after the CIP section of this document.*

# Long-Range Planning

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The County's leadership and management believe that a long-range approach to budgeting provides the foundation for effective annual operating budgets that support the County's long-range goals and objectives. The Board participates in numerous long-range planning efforts, including Board of Commissioners' goal-setting, long-range financial modeling and, in selected services, strategic long-range planning.

## Board of Commissioners' Goals

The Board of Commissioners and staff worked together to develop the strategic goals, as well as the objectives and initiatives that fall under each one.

The Board's strategic goals represent a long-term focus on key areas of emphasis and are detailed in objectives and initiatives that are both short- and long-term in nature. The seven goal areas the commissioners identified guide the county's funding decisions, project prioritization and resource usage.

Departments align budget requests with Board goal areas, and that information is used in aligning resources within the budget and messaging to the Board and community areas of priority.

During its January 2018 planning retreat, Commissioners and County staff discussed the status and priority of 83 initiatives established the prior year. As a result of this review, the Board determined some initiatives were complete, merged selected initiatives with overlapping focus, and prioritized the initiatives for 2018. The Board finished the planning retreat with 60 total initiatives for 2018 goals. Twenty-two initiatives were scored as high priorities. Staff used these priorities as a guide for budget and staff resource decisions. The Board formally approved the new set initiatives and priorities for 2018 during its February 19, 2018 regular meeting.

The focus areas, objectives, and current initiatives are included in this document in the County Government section.

## Advisory Boards and Long-Range Planning

The County also engages advisory boards, commissions, and task forces to develop long-range

plans for selected service areas. Some of the boards are time-limited efforts, while others are permanent, standing committees. Below is a description of several boards that provide long-range guidance in selected services.

**Alliance Behavioral Healthcare:** Manages the public mental health, intellectual/development disability and substance abuse services for the citizens of Durham, Wake, Cumberland and Johnston Counties.

**Board of Adjustment:** Hears and acts on appeals, variances and special uses in Wake County zoning cases.

**Council on Fitness and Health:** This council seeks to call attention to the importance of physical fitness, to organize resources to create fitness initiatives, and acts as a catalyst to stimulating new community ventures related to amateur sports, fitness education, health education, youth sports, nutrition, personal fitness, and corporate and private wellness.

**Fire Commission:** The Commission advises the Board of Commissioners on fire protection and suppression issues. This advisory group adopts long-range business plans that include apparatus, staff compensation, and goals and facility components.

**Historic Preservation Commission:** This commission is charged with planning for the preservation of Wake County's heritage by preserving districts and landmarks that embody important elements of culture, history, architectural history or pre-history. The Commission also promotes the use and conservation of districts and landmarks for the education, pleasure and enrichment of the County and State as a whole.

**Human Services Board:** This is a policy and advocacy board, charged with representing the broad interests of the community through statutorily defined representation. The Board currently meets regularly in committee and as a whole to set policy, review agency services, advises the County's Human Services Director, monitor progress towards outcomes, and advocate for needed changes in service delivery and resource allocation.

# Long-Range Planning

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The Board serves the community by providing policy guidance and advocacy in the prevention of disease; the promotion of public health; the effective provision of social services programs; and the care for people with mental illness, developmental disabilities, or substance abuse problems.

**Library Commission:** Advises the Board of Commissioners on the operation of the Wake County Library System. This Commission reviews and provides feedback on long-range plans for library construction and service delivery.

**Open Space and Parks Advisory Committee:** This committee makes recommendations to the Board of Commissioners regarding parks, recreation and open space programs, facilities, resources and recreation-related needs of the County. This committee fosters, promotes, and encourages the development of appropriate, wholesome parks, recreation, and open space facilities within the County by the public and private sector. The Committee also reviews long-range plans for the County's parks and reviews land purchases using Open Space bond proceeds.

**Planning Board:** This board advises the County on planning and zoning matters to ensure that the development and future use of land in Wake County will occur in a planned and harmonious manner that accommodates future population growth, maintains the character of various communities, and respects the values of the County's residents.

**Population Health Task Force:** This task force serves the County by working to develop a comprehensive plan to improve the health and well-being of its residents by addressing social determinants of health through focused policy and strategies that support healthy communities, active life styles and thriving residents; the build environment, systems for change and making the healthy choice the easy choice. This effort builds upon prior work of groups such as the Council on Fitness and Healthiest Capital County, and the Community Health Needs Assessment Process, with emphasis on aligning County-wide efforts towards common goals.

**Steering committee on Affordable Housing:** With staff and consultant engagement this steering committee seeks to assess the services and resources available within Wake County and determines additional priority areas for investment as it related to affordable housing, ultimately resulting in a guiding document to be adopted by the Board of Commissioners.

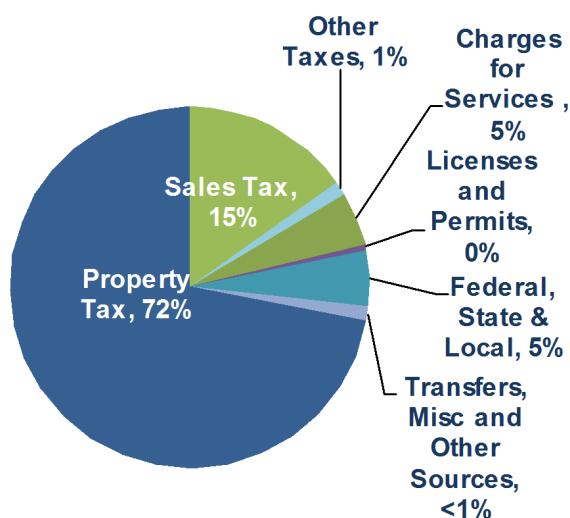
**Wake County Water Partnership:** This committee evaluates the types of activities, initiatives, and projects that may affect water resource management within Wake County and makes recommendations to the Board of Commissioners about the most urgent, important, and efficient actions that could be taken to improve long-term management and stewardship of water.





# Budget Overview

## General Fund Revenue Sources



Property Taxes and Sales Taxes make up 87% of the County General Fund revenue.

## Property Tax

The property tax is Wake County's largest revenue source, comprising 72 percent of all General Fund revenues.

Property tax is levied against real, personal, public service, and registered vehicle property not exempt from taxation.

### Tax Base FY 2018 - 2019 Estimates (in millions)

Each component of the FY 2019 property tax base is discussed below.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real Property assessed valuation is anticipated to increase by 2.4 percent from the FY 2018 projected assessed valuation to a total of \$125.9 billion, which was used for developing the revenue estimates for the FY 2019 budget.

Personal property includes unlicensed vehicles and business property. The personal property portion of the tax base is projected to increase in FY 2019 by 1.6 percent from the assessed valuation projected for FY 2018 to a total of \$7.35 billion.

The public services tax base component includes the taxable assets of public utilities such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2019 valuation is expected to increase by 1.5 percent.

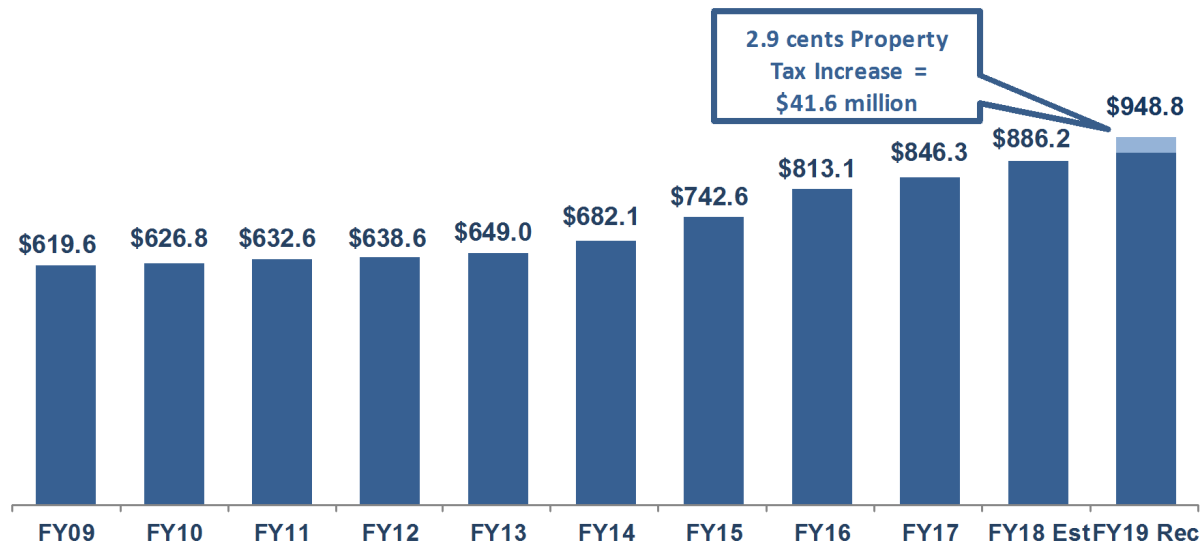
The motor vehicle portion of the tax base is projected in FY 2019 to increase by 2.33 percent from the estimate for the FY 2018.

The County's property tax collection rate continues to be one of the highest in the State at 99.8 percent projected for FY 2018. The FY 2019 budget estimates include a collection rate of 99.65 percent on real property and 99.5 percent on vehicles.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Budget	\$ Change	% Change
Real Property	112,361,475	120,471,087	122,874,000	125,875,000	3,001,000	2.44%
Personal Property	6,455,528	7,026,449	7,233,500	7,350,000	116,500	1.61%
Public Service	3,309,342	3,469,182	3,447,571	3,500,000	52,429	1.52%
Vehicles	9,824,784	10,442,244	10,750,000	11,000,000	250,000	2.33%
<b>Total Valuation</b>	<b>\$131,951,129</b>	<b>\$141,408,962</b>	<b>\$144,305,071</b>	<b>\$147,725,000</b>	<b>3,419,929</b>	<b>2.37%</b>

# Revenue Overview

## Property Tax Revenue Growth



### Tax Rate

- Property tax rate is 64.4 cents, which is a 2.9 cent increase per \$100 of property valuation.
- The FY 2018 tax rate was 61.5 cents per \$100 of valuation.

### Impact of Tax Rate

A key component of the budget is a 2.9-cent property tax increase, which generates nearly \$41 million in new revenue. At the new rate of 64.4 cents on the average home value of \$273,765 the additional tax would be \$79 annually.

Property Type	Property Value	Property Tax for Each 1 Cent Increase	FY18 Tax Rate	FY19 Tax Rate	Change in Tax
Tax Rate (Cents)			61.5	64.4	2.9
Average Assessed Home Value	\$ 273,765	\$ 27	\$ 1,684	\$ 1,763	\$ 79
Retail Shopping Center or Hotel -- Median	\$ 11,000,000	\$ 1,100	\$ 67,650	\$ 70,840	\$ 3,190
Manufacturing Plant - Median	\$ 4,000,000	\$ 400	\$ 24,600	\$ 25,760	\$ 1,160
Restaurant - Median	\$ 1,400,000	\$ 140	\$ 8,610	\$ 9,016	\$ 406

### Sales Tax

The County's second largest revenue source is the sales tax. At present, the State authorizes three Articles of sales tax that all counties collect, with two different distribution methods. Each Article applies to the same "basket" of tangible goods.

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-sale basis. Revenue

receipts are on a three month delay (e.g., the tax from sales that took place in January 2018 was received in April 2018).

In 2008, the State of North Carolina began assuming the cost of the former County Medicaid Match and all converted Article 44 from a local tax to a State Tax. On October 1, 2008, the State began to retain the 1/4 cent per capita portion of the Article 44 sales tax. On October 1, 2009, the State retained the 1/4 cent point-

# Revenue Overview

of-sale portion thus completing the State's assumption of Article 44 revenues.

On October 1, 2009, Article 42 changed to a point-of-sale basis from a per capita basis. Because of the large volume of sales within Wake County, this significantly increased the County's revenues from this Article. By statute, 60 percent of Article 42 proceeds must be used for school construction or debt service.

This change in legislation included a hold harmless provision for Counties and Municipalities. For Counties, the State would remit to Counties the difference between the Medicaid match and the lost growth from sales tax. In FY 2018, revenues from the State under the hold harmless agreement are expected to reach \$16.5 million.

The Medicaid legislation also affects revenues from Article 39, a one-cent sales tax returned to Wake County and its municipalities in a point-of-sale distribution. State law requires counties to hold municipalities "harmless" for their revenue losses from the Medicaid legislation. This began October 1, 2008, when Wake County began losing a portion of

Article 39 revenues to hold cities harmless for their Article 44 per capita losses. Hold harmless amounts increased beginning October 1, 2009 sales, when Wake County must also hold cities harmless for the remainder of Article 44.

As a result of state legislation (GS 105-524) first affecting sales tax distributions in FY17, a portion of articles 39, 40 and 42 are redistributed monthly to smaller, rural counties. The impact of this legislative adjustment is budgeted at \$6.8 million in FY19.

The distribution of all sales tax receipts within the County is currently based on the population of the various governmental units in Wake County.

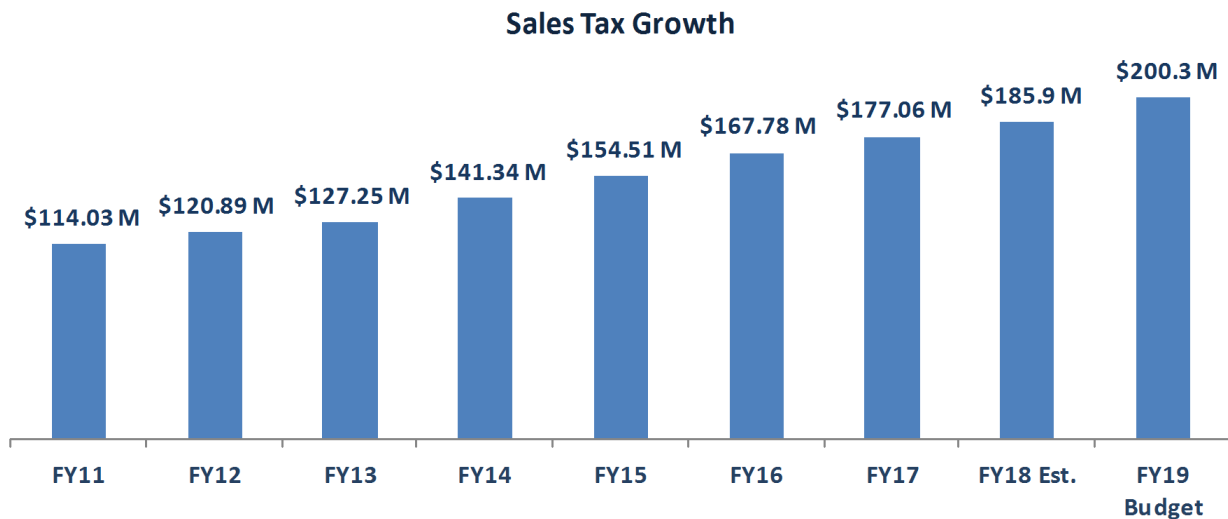
Sales Tax Revenue growth is driven by a combination of sales tax growth of 7.1% in Article 39, 7.6% growth in Articles 40 and 6% growth in 42.

## Sales Tax Growth History

Sales tax revenues have increased 92% and \$95.9 million since FY 2010, the lowest point during the recession for sales tax collections.

Article Type	FY16 Actual	FY17 Actual	FY18 Projected	FY19 Budget	Change FY18 to FY19	
					Dollar	%
Article 39 (1 cent)	\$72,752,064	\$77,291,893	\$80,652,893	\$86,396,390	\$5,743,497	7.1%
Article 40 (1/2 cent)	\$35,973,083	\$39,315,879	\$42,058,528	\$45,249,698	\$5,933,819	7.6%
Article 42 (1 cent)	\$46,480,561	\$49,881,989	\$53,254,010	\$56,420,800	\$6,538,811	5.9%
Article 44 (expired)	\$26,642	(\$8,069)	(\$46,339)			
Medicaid Hold Harmless	\$12,549,240	\$16,663,033	\$16,500,000	\$18,236,986	\$1,573,953	10.5%
Adjustments to Sales Tax		(\$6,087,575)	(\$6,520,191)	(\$6,000,000)		
Total Sales Tax	\$167,781,590	\$177,057,150	\$185,898,902	\$200,303,874	\$23,246,724	7.7%

# Revenue Overview



## Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is \$2 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The budget is \$13.0 million based on current year revenue and historical projection trends, which is \$1.4 million higher than the prior year. Wake County real estate transaction trends continue with strong growth, which is driving this revenue source.

## Lease/Rental Vehicle Tax

In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local

governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.6 million from this revenue source.

## Beer and Wine Excise Tax

The state levies an excise tax on beer and wine sales at the wholesale level and remits a portion of the net proceeds to local governments. Participating cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75 percent of the amount collected; for fortified wine, local governments receive 22 percent of the proceeds; and for wine, local governments receive 62 percent of the tax proceeds. The current amount budgeted is \$877,200, which is not changed from the prior year adopted budget.

# Revenue Overview

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## Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2018 for projected end of year revenues, the County anticipates receiving \$5.34 million in revenue for this category, which is an increase of 7.3 percent from the prior year adopted budget of \$4.98 million. These increases are primarily from building permits and stormwater permits, with slight decreases in well and septic related permits. The building permit fee structure is consistent with the Board-adopted User Fee Policy as it provides full recovery of costs of the building inspection program.

Continuing these trends, for FY 2019 the budget for Licenses and Permits totals \$5.6 million. The increases continue to be in stormwater, with a \$320,000 increase from FY 2018 budget and building and construction permits, with a \$300,000 increase over the FY 2018 budget.

## Federal, State and Local Shared

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Public Safety, and Environmental Services. These revenue sources are dependent upon actions by the federal and state legislative bodies of government, as well as upon administrators of the respective programs. In FY 2019, State shared revenues in the General Fund are expected to decrease from \$82.2 million in the FY 2018 Adopted Budget to \$50.5 million in the FY 2019 budget. The decrease is primarily from the transition of the state provided Childcare Subsidy funding to the state. Wake County will no longer distribute these state funds. Wake County Human Services staff will continue to determine eligibility.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund, which is reduced by \$33.7 million, primarily for the reduction in Childcare subsidy funding as it transitioned to the State of North Carolina to be administered through NC FAST.

Additionally, because of the newly-created Housing Department, \$478,000 of federal funds transferred

from the Human Services Department to the Housing Department.

Local shared revenue generally consists of revenues from the ABC Board (\$4 million) and donations.

## Fees and Charges for Services

Charges for services include user fees for EMS, Human Services, Sheriff, Register of Deeds, Recreation, Libraries, and other County services including contracts with the Wake County Public Schools System for all school building inspection and plan review functions. Typically these types of fees finance, in part, the County functions for which they are assessed. All fees are consistent with the County's User Fee Policy, found behind the Process and Policies tab of this book. Fee and Charges for Services changes in this fiscal year are in the following sections.

### Register of Deeds Fees and Charges

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. The FY 2019 budget anticipates \$5.55 million.

### Environmental Services Fees and Charges

The Environmental Services Department provides services which protect the natural environment and public health and safety. Developers require services in meeting their regulatory obligations which help protect the environment from harmful effects of development. Service providers of food, lodging, and adult and child care facilities require County services to ensure health and safety requirements are met. The department intends to recover eligible costs for providing these services through fees and charges. In FY 2018, the department expects to receive a total of \$2.03 million.

### General Services Administration

The General Services Administration Department provides facility maintenance and fleet services for County departments, as well as manages the Wake County Parking Deck. Parking fees are collected for public parking at hourly, daily and monthly rates and employee monthly parking. In FY 2019, the department expects to receive \$1,100,000 in parking fees, a \$124,000 increase.

# Revenue Overview

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Court facility fees are also collected by GSA, and this budget estimates \$1.02 million to be collected, a \$85,000 reduction in line with actuals.

## Human Services Fees and Charges

In FY 2019, Human Services will earn \$15.1 million from fees and charges for services. These fees include Medicaid payments, fees charged to clients in the County's health clinics, and vending and sales income.

## Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, firing range usage fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the federal government for housing detainees awaiting trial in federal court, and jail fees from the State Department of Corrections for housing sentenced state inmates. The Sheriff's Office also charges Services Fees for the serving of civil papers. In total, all of the general Sheriff revenues described above are projected to increase 19.4% over levels adopted in the FY 2018 budget. It is important to note that there are revenue modifications included in these FY 2019 revenue projections that include increases in the fees charged at the Firearms Education and Training Center for the provision of public programs at the firing range; as well as increases in the Sheriff's Office Service Fees for a new \$4 per -hour administrative fee in the Deputy Off-Duty Program and a \$2 increase in the per-hour vehicle fee for Deputy Off-Duty requests.

## Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting, libraries and parks. This includes planning and inspections fees, park rentals and fees for late books. In FY 2019, the department expects to receive \$1.18 million in fees and charges.

## Emergency Medical Services Fees and Charges

The Emergency Medical Services Department provides emergency medical services throughout Wake County. This includes ambulance user fees based on established Medicare rates. In FY 2019, the department expects to receive \$24.98 million in ambulance fees, an increase of \$120,00 from FY 2018.

In addition to billing, EMS offers a subscription fee to Wake County residents which relieves the direct cost of 911 ambulance service not paid by insurance. In FY 2019, EMS expects to receive \$1.14 million in subscription revenue.

Emergency Medical Services provides coverage at public events each year. The special event fees were updated in FY 2018 to align with cost recovery and create a new standby/venue team coverage level and associated fee. These special event fees total \$350,000 in FY 2019. This decrease of \$86,000 compared to the prior year adopted budget is the result of the updated fee structure.

## Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The budget includes three transfers to the General Fund that total \$2.75 million.

The Solid Waste Enterprise Fund will transfer \$450,000 to the General Fund for administrative support services provided to the Solid Waste Management Division, including salaries and benefits in the following departments: Environmental Services, Facilities Design and Construction, and Communications.

The Major Facilities Fund will transfer \$1.4 million to the General Fund to cover collection costs related to the taxes on Prepared Food and Beverages and on Hotel/Motel Occupancy revenues. The transfer has been capped at a flat amount of \$1.4 million in the most recent interlocal review.

Finally, the Wake County Public School System Capital Fund will transfer approximately \$909,000 to the General Fund for its administrative lease.

## Non-General Fund Revenues

### Debt Service Fund

Debt Service Fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. The largest of these is transfers from the General Fund,

# Revenue Overview

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which totals \$268.2 million. Interest income from the General Fund, County, WCPSS and Wake Tech Capital Projects Funds, and Debt Service Funds are additional funding sources. Qualified School Construction Bond, Build America Bond and Recovery Zone Economic Development Bond interest subsidy revenue, provided by the US Department of Treasury, and NC Lottery Funds are also revenue sources in the Debt Service Fund.

## Grants and Donations Fund

The Grants and Donations Fund contains funds from state and federal grants, donations, state and federal forfeiture funds, and Wake County appropriations. Projects within the fund involve a variety of community development, public health, social service, and public safety activities.

The FY 2019 budget includes \$4.04 million in grants and donations. By department, this represents \$78,000 in Communications; \$48,000 in CCBI; \$212,000 in Fire Services; and \$3.7 million in Human Services.

## Housing and Community Revitalization Fund

The Housing and Community Revitalization (HCR) program administers programs to preserve, develop, and improve housing affordability for residents of Wake County through federal and county funds. There are four primary revenue sources from the Federal Department of Housing and Urban Development: Community Development Block Grant, Home Investment Partnership Program, Housing Opportunities for People with AIDS, Emergency Solutions Grant and prior to FY 2019 Wake County General Fund. The fund also earns program income on some of these programs through repayment of portfolio loans.

The FY 2019 budget totals \$6.88 million, a decrease of \$1 million from the FY 2018 Adopted Budget. A previous \$1 million recurring transfer to this fund is now part of a \$15 million annual contribution to the newly-created Housing Department in the General Fund. Along with its municipal partners, the County looks to increase the development and preservation of affordable housing.

## Fire Tax District Fund

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund operating and capital needs to provide a more consistent level of service. In FY 2018, the total tax rate is 9.60 cents, with 8.67 cents for operating and 0.93 directed to capital needs. The rate is unchanged from the prior fiscal year and is expected to generate \$26.28 million, an increase of 1.6 percent above the FY 2018 budgeted tax revenues.

## Major Facilities Fund

A special revenue fund was established in 1991 for proceeds levied from a six percent tax on occupancy sales at hotels, motels and guest houses, and from a one percent tax on the sale of prepared food and beverages. Tax proceeds support tourism-related activities in the County such as the construction of stadiums, convention facilities, museums and parks.

Occupancy tax revenues are projected to increase in FY 2018 by 4.5 percent compared to prior year actuals and are expected to continue to show increases into FY 2019. Occupancy revenues are budgeted with an increase of 4.0 percent in FY 2019 over the FY 2018 projections. Prepared food and beverages revenues are expected to increase 5.1 percent in FY 2018 over prior year actuals and increase by an additional 5.0 percent in FY 2019 over the FY 2018 projections. Revenue estimates are updated throughout the year.

The Major Facilities Fund in FY 2019 is just over \$57.3 million, of which \$26.8 million is from occupancy taxes and \$30.5 million is from prepared food and beverage.

## Capital Area Workforce Development Fund

The Capital Area Workforce Development Fund accounts for state and federal grant activities related to the Workforce Innovation and Opportunity Act. Capital Area Workforce Development plans and administers workforce and training programs including oversight and certification of NC Works Career Centers.

The primary revenues are federal grants from the Workforce Innovation and Opportunity Act that are

# Revenue Overview

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awarded by the NC Department of Commerce. Capital Area Workforce Development receives an annual award for four program areas: adult, dislocated worker, youth, and administration. The FY 2019 budget totaling \$5.75 million is based off prior year grant award amounts.

## Human Services Transportation Fund

Established in FY 2016, the Human Services Transportation Fund, previously contained in the General Fund, provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County.

The major revenue sources for this fund include Medicaid Reimbursement and Charges for Services, as well as State and Local funding. These are expected to total \$8.73 million in FY 2019.

## Solid Waste Management Fund

Solid Waste Management operations in Wake County are accounted for in an enterprise fund, segregating the fund from reliance on property taxes. The revenues that support solid waste operations come from household fees, proceeds from the sale of recyclable materials, administrative support of the South Wake Landfill, grants, and interest income.

For FY 2019, revenues total \$15.49 million, an increase of \$987,000 over the prior year budget. The increase is attributable to a combination of

anticipated increases in state revenues, interest income, cardboard recycling revenues and minor growth in the household fee revenues. The household fee is set at \$20 per household per year which represents about 55 percent of the total revenue in the Solid Waste Management Fund.

## South Wake Landfill Partnership Fund

The South Wake Landfill Partnership operations are accounted for in a separate enterprise fund, segregating the fund from reliance on property taxes and the Solid Waste Management Fund. The fund is managed by the Solid Waste Division of Environmental Services with input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

For FY 2019, revenues total \$17.5 million. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a \$3 per ton large volume discount through an Interlocal Agreement, the tipping fee is \$29 per ton.



# Revenue Overview

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## User Fee Authorization and Overview

North Carolina General Statute (Section 153A-102) authorizes counties to establish fees for “performing services and duties permitted or required by law.” For some services, the application of fees is not permitted or may be restricted to amounts prescribed in other NCGS sections. For those service fees not restricted by statute, the County adopted the User Fee Policy, found within the Process and Policies section of this book, to guide the County Manager in recommending fees and commissions. The policy also states that “all user fees shall be evaluated annually and updates shall be presented to the Board of Commissioners during the budget process.”

Non-regulatory fees are likely to be charged for a wider variety of services and require additional consideration in establishing the fee. There are two purposes when establishing non-regulatory fees including “1) to influence the use of the service and 2) to increase equity.” As such, non-regulatory fees may not recover the total cost of the service. For additional information on non-regulatory fees, reference the User Fee Policy in the Processes and Policies section of this book.

The following fee changes are included for FY 2019:

Description	Current Fee	Proposed Fee
Law Enforcement User Fees	\$3	\$5
Off-Duty Vehicle Use Fee - Hourly		
Off-Duty Administrative Fee - Hourly	\$0	\$4
Firing Range Facility Rental - Hourly	\$15	\$20
Firing Range League Users - Hourly	\$15	\$20
Firing Range Guest Fee	\$0	\$5
Firing Range Lane Sharing Fee	\$0	\$5
Firing Range Target Sales	\$0.25	\$0.50
Firing Range Wake County Resident - Hourly	\$10	\$12
Firing Range Non-Wake County Resident - Hourly	\$15	\$17
Parks, Recreation, and Open Space Program Fees*		
Public Programs for Individual Registers	\$1-5	\$0
Group Programs (Basic)	\$15	\$0
Group Programs (Moderate)	\$60	\$0
Group Programs (Intensive)	\$80	\$0

\*Effective January 2019

# Expenditure Overview

## Expenditures by Function

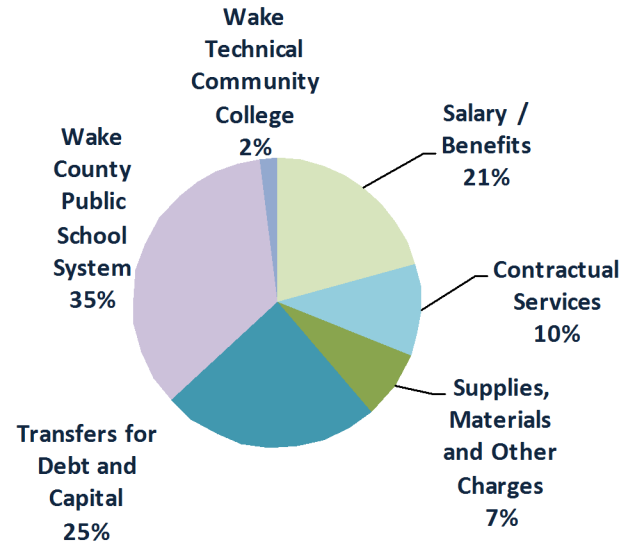
Within the General Fund, 43% or \$571.8 million supports spending for County operations, debt service and capital; 53% or \$696.9 million supports WCPSS operating and capital; and 4% or \$49.8 million support Wake Tech.

	Operating	Debt and Capital	Total
County	\$508.5 M	\$63.34 M	\$571.84 M
Wake Tech	\$25.4 M	\$24.42 M	\$49.82 M
WCPSS	\$461. M	\$235.93 M	\$696.93 M
Total	\$994.9 M	\$323.7 M	\$1318.6 M

The General Fund supports education through Wake County Public School and Wake Tech operating and capital funding (52% WCPSS and 4% Wake Tech) for a total investment in education of 57%.

## Expenditures by Component

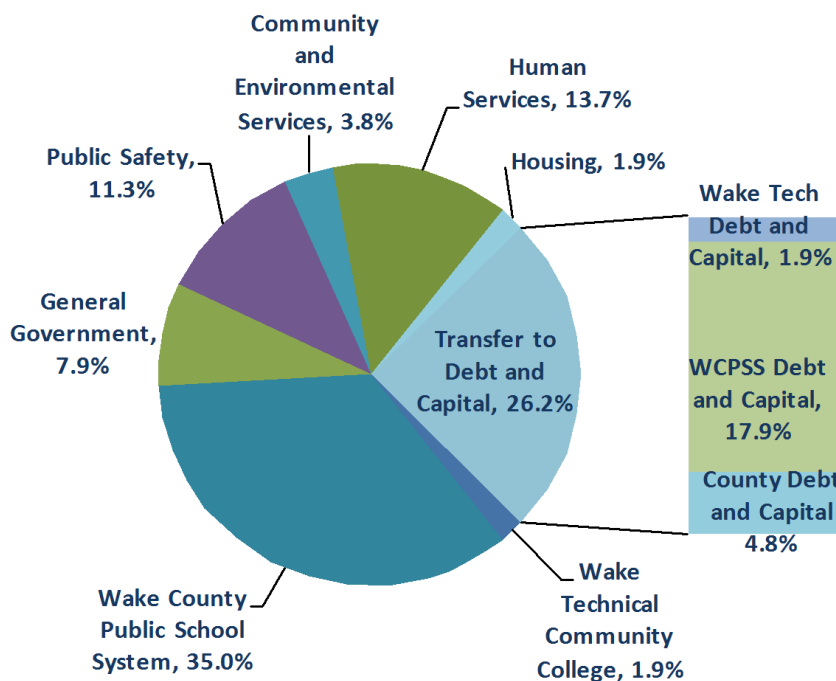
By type of expenditure, operating support for the Wake County Public School system is the largest portion of the county budget at 35%. Transfers for debt and capital comprise the second largest component of County expenditures, followed by personnel costs for the more than 4,200 employees.



## Expenditures by Department

### Communications Office

The Communications Office budget includes ongoing funding for software used to provide a centralized public records request for the County. Funding is also included for the acquisition of a digital asset management tool to provide a central repository for photos and graphics for staff use.



# Expenditure Overview

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## County Manager

The County Manager's budget includes additional funding for the transfer of the Chief Information and Innovation Officer to the County Manager department, as well as the transfer of the Strategy and Performance Officer.

## Behavioral Health

The Behavioral Health budget increased by \$3.5 million from the prior year Adopted Budget. The department is piloting several new initiatives with the FY 2019 budget. The funding source for these programs is prior year unspent funds from previous Behavioral Health budgets.

## County Attorney

The County Attorney's budget includes additional funding for professional development.

## Board of Elections

The Board of Elections budget decreased by \$425,000 when compared to the prior year. As the budget is established annually based on the number and scale of upcoming elections, funds are included on a one-time basis and revisited each year. The budget includes election-day and early voting funding for the 2018 General Election.

## Budget and Management Services

The Budget and Management Services budget decreased by \$90,000 due to the transfer of the Strategy and Performance Officer to the County Manager department.

## Facilities, Design & Construction

The Facilities, Design and Construction budget includes additional funding to provide staff with additional opportunities for professional development. Funding is also included to acquire software for improved efficiency of current department business.

## Finance

The FY 2019 Finance Department budget includes funding two additional positions. Funding for a Revenue Manager is provided to oversee revenue and cash management. Funding is also included for a Disbursements Manager to oversee business

processes and systems related to payments of money across the County's multiple funds.

## Register of Deeds

The Register of Deeds budget includes \$25,000 in new funding for an annual external audit focused specifically on the Register of Deeds Office.

## Revenue

The FY 2019 Revenue Department budget includes an increase of \$1.1 million. As approved by the Board of Commissioners on March 7, 2016, Wake County will move to a 4-year reappraisal cycle. As a result of the shorter cycle, evaluation indicates that additional staff is required. A number of scenarios have been considered, including additional County staff, a combination of County staff and contracted staff, and contracted staff only. This request reflects the third year of implementation toward staffing for a 4-year cycle with additional Wake County staff. This request for two senior appraisers aligns with the department's plan to hire a total of ten appraisers through 2024. This staffing structure which would blend a greater level of County staff, with a lower level of contracted staff.

## Information Services

Information Services has received three new FTEs to support growth in department workload. An IT Business Analyst will assist with Solution Development and Innovation, a Change Management and Communications Specialist, and an IT Engineer to serve as Senior Technical Resource for Advantage ERP.

These three additions are offset by the transfer of the Chief Information and Innovation Officer to the County Manager department.

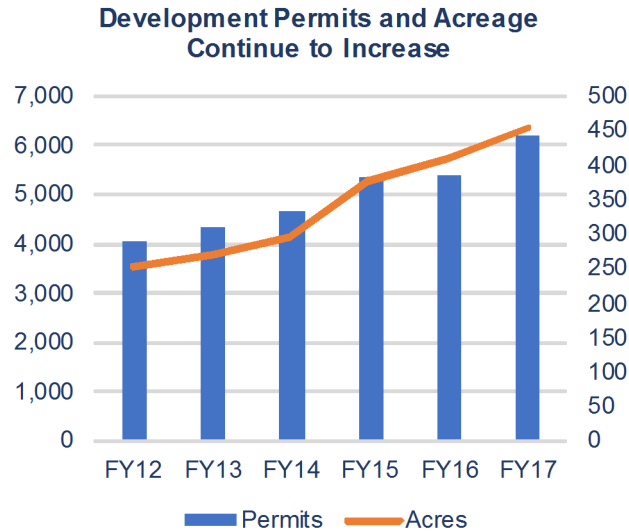
Funding is also included for operating costs of projects through the Capital Improvement Plan.

## Environmental Services

The Environmental Services budget includes increased expenditures to fund increased workload demands from County growth. Included in this expansion amount is \$233,000 in funding for two additional food and facility inspectors and \$291,000 for two additional environmental consultants to focus on development review and permitting for erosion

## Expenditure Overview

and sedimentation control. The department will also receive on-going funding of \$118,000 to continue with a prior year pilot program for temporary staff to inspect approximately 4,700 pools per year.



Environmental Services will receive \$112,000 in funding for one animal control officer. This position will improve customer service by providing more staff and regular service delivery hours for the County. The department will also receive \$32,000 to convert a contracted veterinarian position to a staff veterinarian.

Funding of \$159,000 is being added to Water Quality to fund a position that will provide quality control/quality assurance of wastewater treatment system inspections.

The budget also reflects \$53,000 in funding to assist the department with implementation of the County's new land development system with current business operations.

### Community Services

The Community Services FY 2019 budget increased by \$1.42 million from the prior year budget. This increase reflects a combination of new operating costs for libraries, additional operational fees, an

urban agricultural pilot program, additional FTEs and temporary staff funding.

Of this increase, \$1.00 million is for the annualization of operating costs of Wake Forest and partial year operating costs for Cary Regional Library (opening in FY 2019) and Morrisville Library (staffing in FY 2019 to open in early FY 2020).

### General Services

The General Services Administration budget includes additional funding for security contract cost escalation, required regulatory permits, as well as an increase in the electric utility rates.

General Service's budget includes the impact of security, utilities and facility operating costs to open the new or expanded facilities: Cary Regional Library, Wake Forest Community Library, Oak City Multi-Services Center, Emergency Medical Services New Hope station, and Turnipseed Nature Preserve. Additional costs to open three libraries on Sundays were included. GSA will charge back a portion of these costs to the Community Services, Human Services and Emergency Medical Services departments.

### Human Resources

The Human Resources budget increased by \$433,000 for the annualization of pay increases and new employee salaries approved in FY 2018 as well as three positions and two technology improvements.

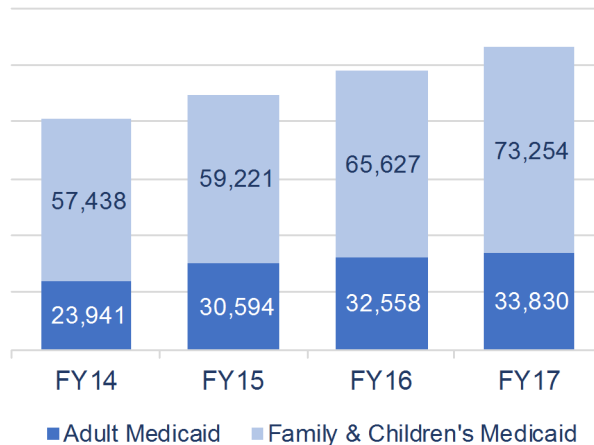
### Human Services

The FY 2019 Human Services budget sees a \$33.7 million reduction in Child Care Subsidy funds no longer passing through the Human Services budget, but instead through the State's budget. Additionally, department units and \$5.5 million related to homeless services are reallocated to the newly created Housing department, including 54.35 FTE.

The budget includes 16.0 new FTEs in Economic Self Sufficiency to support adult safety, quality review of Food and Nutrition Services and Medicaid

# Expenditure Overview

**Medicaid applications increased 32% since FY 2014**

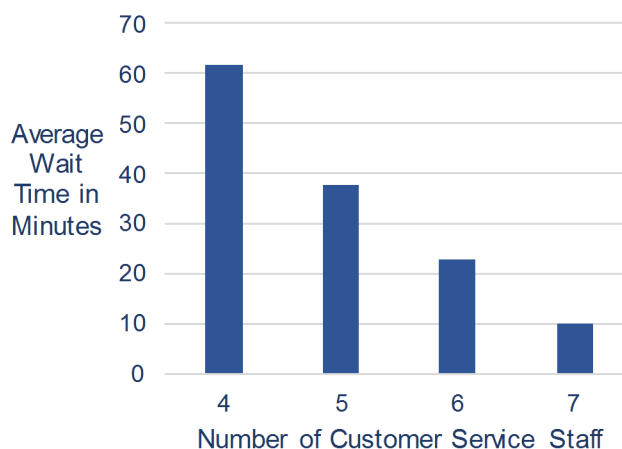


applications, and training staff to handle additional work processing applications in NC FAST.

An additional Supervisor in Child Welfare will allow the division to restructure staffing for the Child Protective Services intake process, aligning with State guidelines.

Within Administration and Operations, during FY 2018, HS used temporary staffing to document that as additional staff responded to calls, the time clients waited for response on the phone decreased. The budget converts the temporary staffing to 4.0 FTE.

**As Customer Service Staff Increased, the Average Wait Time for Calls for HS Transportation Decreased to 10 Minutes**



Additionally, 1.0 FTE will assist in operating the Millbrook Human Services Center, and 0.25 FTE additional will assist clients in NC Works.

The Public Health budget includes 2.0 new FTE nurses to address higher demand in Communicable Disease and Tuberculosis, 0.5 FTE to ensure timely Vital Records, and funds to continue Recovery Court.

3.2 FTE are included in the Health Clinics budget toward process improvement and efficiencies, including the Pharmacy, HIV/AIDS clinic, and Southern Regional Center lab.

## Housing

The FY 2019 homeless services budget was removed from the consolidated Human Services department budget (54.35 FTE, \$5.5 million) and established within a stand-alone Housing department to improve transparency and fiscal management of housing and homeless services.

The budget also includes an additional \$19.5 million and 6.0 FTE to pursue tools the County, along with its municipal partners, can use to increase the development and preservation of housing affordability.

## City/County Bureau of Identification

The FY 2019 City/County Bureau of Identification (CCBI) budget increased from the prior year's adopted budget by approximately \$267,000 from the annualization of merit increases, approval of the CCBI Ballistics Lab, and the end of the North Carolina Governor's Highway Safety Program.

In FY 2018, CCBI repurposed existing CIP funds to create a ballistics lab and received two mid-year Forensic Examiner positions for the operation of the lab.

The North Carolina Governor's Highway Safety grant will end in October 2018. CCBI's FY 2019 budget reflects the transfer of costs for two chemist positions and lab equipment to the General Fund.

## Emergency Medical Services

The budget adds funding for 13.0 FTEs, peakload ambulances, recruitment initiatives and vehicle leases. New FTEs include 4.0 paramedics and 4.0

# Expenditure Overview

EMTs to staff two additional 12-hour ambulance units to provide services at peak call times and address the 15% increase in calls for service since 2014.

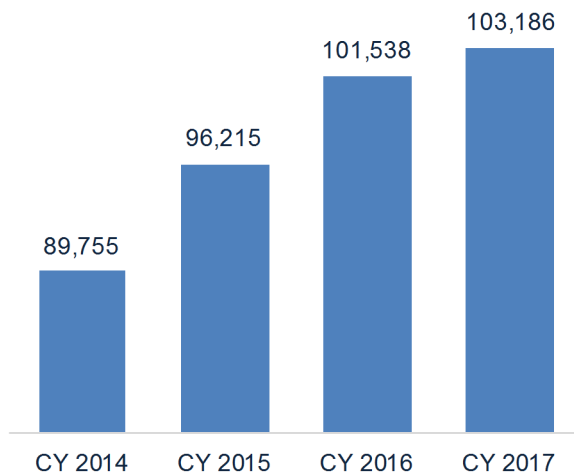
Funding is included to expand an EMT to paramedic program. The program allows EMTs to attend college and train to transition to paramedics while receiving support from EMS staff. The expansion of the program will allow two cohorts of five paramedics to graduate each year.

The budget includes funding for a relocation reimbursement program, which targets paramedics as a hard-to-fill position.

The budget establishes a vehicle replacement plan for two specialty EMS vehicles and Eastern Wake EMS spare ambulances.

Wake County EMS system has also received funding for various contract agency requests, including increases to personnel costs and equipment and medical supply adjustments.

**Call Volume Increased by 15%**



## Office of the Sheriff

The Sheriff's Office FY 2019 budget includes expansion funding in the amount of \$1,043,000 for salary adjustments, one Sheriff's Deputy Recruitment Investigator, as well as additional travel and training dollars that will be used to improve employee recruitment and retention department-wide.

Additional funding for law enforcement functions is also provided, including: funding for one Off-Duty Sergeant to coordinate the Sheriff's Office off-duty program, funding for one IT Technician to support the day-to-day operations of the Sheriff's Office IT function, and an increase in the cost of the Firearms Education and Training Center (FETC) contract to provide management of the facilities public programs.

Additional funding also supports detention functions, providing additional resources to the Inmate Education and Workforce pilot program to increase classroom training and instruction opportunities to inmates.

## Non-Departmental

The Non-Departmental budget includes increases to various community non-profit agencies (SmartStart, Universal Breakfast, United Arts Council, InterFaith Food Shuttle, Food Bank of Eastern & Central NC, and InterAct).

A total of \$585,000 is included in the budget to support large scale or county-wide consultant-led projects. In FY 2019, this funding will support a study of the county's pay and classification system, facilitation, and county and team development.

## Salaries and Benefits

The budget includes funding for a 3.00 percent performance-based pay increase for employees, which is estimated to cost \$6 million.

In FY 2019, the County will continue to evaluate health and dental insurance and will provide the Board of Commissioners with any changes. Included in the FY 2019 budget is a decrease of \$1.3 million for these adjustments, compared with the FY 2018 Adopted budget.

## Education

### Wake County Public School System

The FY 2019 budget for the school system totals \$461.00 million. This is comprised of the direct appropriation, as well as \$909,362 which will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease. The FY 2018 appropriation represents

# Expenditure Overview

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a \$30.1 million, or 6.9%, increase above the FY 2018 appropriation. With a combined projected enrollment for WCPSS and charter students of 176,114, the appropriation will bring WCPSS to per pupil funding of \$2,618, the highest, inflation adjusted per pupil funding level in County history.

The appropriation to the Wake County Public School System will be allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in the Operating Budget Ordinance for FY 2019. The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than fifteen percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

## Wake Technical Community College

The FY 2019 Budget for Wake Technical Community College is \$25.40 million, which is a \$4.1 million increase from FY 2018. New funding appropriated in FY 2019 centers around the on-going support for the two new buildings opened at the Southern (Main) Campus and on-going & one-time funding provided for start-up costs for the Research Triangle Park (RTP) campus' first building that will open in August 2018. Additional recurring funds are provided for increases in the cost of operations and maintenance of existing buildings is included. Furthermore, the FY 2019 budget increase includes funding for three additional Facilities Department positions required due to the increased demand on staff to oversee, management, and maintain the college as a result of the multi-year and county-funded Capital Improvement Program. On-going personnel funding is also included for funding three new ITS positions to handle the entire college's growing IT infrastructure as a result of the Gartner study recommendations. Finally, the ongoing request includes on Director position to support the Wake Invests in Women program.

## General Fund Transfers

The budget includes a dedication of 18.76 cents of the 64.40 cents of property tax rate for pay-as-you go

capital funding and debt service. For FY 2019 these transfers represent about \$323.701 million.

The transfer to Debt Service funded by sales tax revenues increases from \$43.32 million in FY 2018 to \$46.2 million in FY 2019.

## Non-General Fund Expenditures

### Debt Service Fund

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. The Debt Service Fund is used to budget debt service payments for long-term debt outstanding and to retire debt principal. The County currently utilizes debt for three broad purposes: County needs Wake Technical Community College needs; and Wake county Public School System needs. As of June 30, 2018, total projected outstanding debt is \$2.206 billion. By purpose, this represents \$1.654 billion for Wake County Public School System; \$235 million for Wake Technical Community College; and \$317 million for County. The FY 2019 budget includes \$296.48 million funding to pay down this debt. By purpose, this represents \$223.379 million for Wake County Public School System; \$29.660 million for Wake Technical Community College; and \$40.441 million for County.

### Grants and Donations Fund

The Grants and Donations Fund contains funds from state and federal grants, donations, state and federal forfeiture funds, and Wake County appropriations. Projects within the fund involve a variety of community development, public health, social service, and public safety activities.

The FY 2019 budget includes \$4.04 million in grants and donations. By department, this represents \$78,000 in Communications; \$48,000 in CCBI; \$212,000 in Emergency Management; and \$3.7 million in Human Services.

### Housing and Community Revitalization Fund

The Housing and Community Revitalization Fund administers federal funds to preserve, develop, and improve affordability in housing for residents of Wake County.



# Expenditure Overview

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Existing programs include the Elderly & Disabled and Emergency Rehabilitation Grant Program to assist low income individuals with repairs to substandard conditions, as well as Public Facility projects that improve infrastructure conditions in low income neighborhoods. HOME funds and prior County funds are used to preserve and develop additional affordable units across the County. Funds are also used to provide employment training, multifamily rehabilitation, community outreach, rapid rehousing, and supportive services to vulnerable populations targeted in the five-year consolidated plan.

The FY 2019 budget totals \$6.8 million, a decrease of \$1 million from the FY 2018 Adopted Budget. A \$1 million transfer to this Fund is now part of a \$15 million annual contribution to the newly-created Housing Department in the General Fund. Along with its municipal partners, the County looks to increase the development and preservation of housing affordability.

## Fire Tax District

The County has a consolidated fire tax district created to provide fire protection service to the unincorporated areas of the County and the Town of Wendell. The district is served by 18 contract fire departments. Nine departments are fully-funded by the County and provide services almost exclusively in the fire tax district. Nine “cost share” departments serve municipal areas as well as the unincorporated areas surrounding their respective municipality. The County pays a portion of the cost share department budgets.

The FY 2019 Budget for the Fire Tax District totals \$27.54 million, an increase of \$1.04 million from the FY 2018 Adopted Budget. The majority of the increase is in direct appropriations to the contracted departments, which total \$23.59 million. The largest increase totals \$600,000 for the third and final year of the implementation of a funding formula for the cost share departments. Other significant expansions included additional funding for staffing at five departments, equalization of retirement funding for all contracted departments and funding for a three percent performance pay increase in FY 2019.

In addition to contract fire department appropriations, 2.54 million is to be transferred to capital and debt services. The budget also includes \$1.40 million for system-wide expenses such as dispatch services, hazardous materials response services, radio maintenance, and fire service training.

## Major Facilities Fund

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. In FY 2019, the fund equals \$57.32 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. Required distributions total about \$20.65 million with the following agencies receiving a significant portion: \$6.8 million to the Greater Raleigh Convention and Visitors Bureau, \$5.2 million to debt service for the PNC Arena (formerly known as the RBC Center), \$2.0 million to the PNC Arena for capital maintenance, \$3.35 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$1.31 million to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2019, significant amounts will be directed to the following agencies: \$29.4 million to the Raleigh Convention Center, \$2.0 million to the Town of Cary for its sports facilities, and \$2.0 million to be awarded to competitive projects.

## Capital Area Workforce Development Fund

The Capital Area Workforce Development Fund accounts for state and federal grant activities related to the Workforce Innovation and Opportunity Act. Capital Area Workforce Development plans and administers workforce and training programs including oversight and certification of NC Works Career Centers.

The FY 2019 Capital Area Workforce Development Budget is \$5.75 million. Each year, Workforce Development receives grant awards for four program areas: adult, dislocated workers, youth, and administration. The FY 2019 budget is based off of grant awards received in FY 2018 until actual awards are announced



# Expenditure Overview

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## **Solid Waste Enterprise Fund**

The Solid Waste Management Division operates convenience centers, manages household hazardous waste and multi-material recycling programs, provides environmental education programs, monitors environmental protection systems at closed county landfills (East Wake, Feltonsville, and North Wake Landfills), and performs other solid waste activities.

The FY 2019 budget for the Solid Waste Fund totals \$15.49 million. Of the total, \$5.61 million supports the operations of eleven convenience centers throughout the County, \$5.28 million covers household hazardous waste, multi-material and white goods recycling programs, \$2.46 funds administration of the County's solid waste programs and services, and \$2.1 million funds education initiatives and closure/post-closure programs.

## **South Wake Landfill Enterprise Fund**

The Solid Waste Management Division manages the South Wake Landfill Partnership Fund as a waste disposal facility for municipal solid waste from municipalities, unincorporated, and commercial sources in Wake County. Currently, the South Wake Landfill does not accept waste from sources outside of Wake County. The fund receives input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

The FY 2019 budget for the South Wake Landfill Fund totals \$17.5 million. Of the total, \$9.71 million is designated to the operation of the South Wake Landfill, \$4.66 million is for the East Wake Transfer Station in Raleigh, and \$3.13 million is anticipated to be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2019 tonnage actuals. FY 2019 tonnages are projected to increase slightly based on current trends from 472,000 to 477,000 tons. The amount of tonnage has a major impact on the revenues generated within this fund.

## **Human Services Transportation Fund**

The Human Services Transportation Fund, previously located in the Human Services General Fund, was established in FY 2016 to provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. This program coordinates Medicaid transportation through contracted vendor agencies operationally supervised by a mobility manager. Contractual Services comprise 72% or approximately \$6.26 million of the total FY 2019 budget of \$8.73 million. Capital outlays comprise 19% or \$1.68 million of the budget for the purchase of 10 additional vehicles. The remaining \$0.79 million is comprised of operating supplies and administration expenses including the salary and benefits of transportation staff.

# Capital and Debt Service Transfers/Allocations

## Property Tax

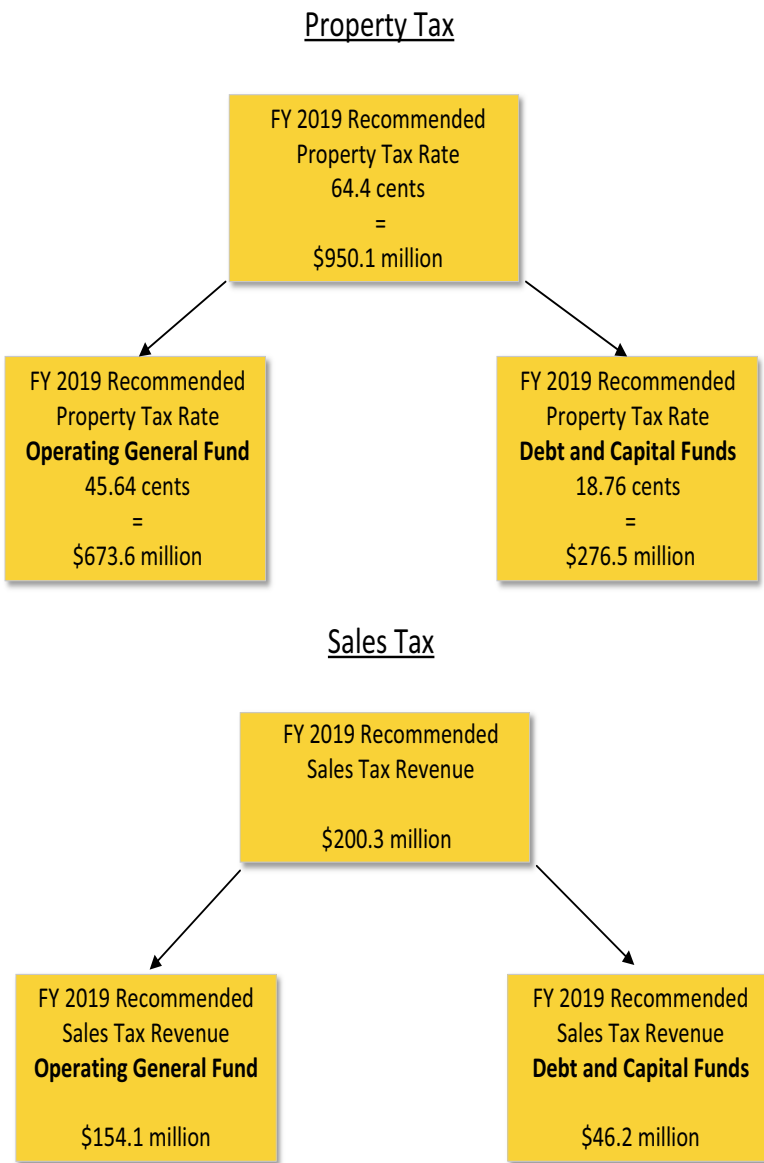
Wake County transfers property and sales tax revenue to fund debt and capital obligations based on County policy and state statute.

The FY 2019 property tax rate of 64.4 cents per \$100 of valuation is allocated with 45.64 cents to the Operating General Fund and 18.76 cents to the Debt Service, County Capital and WCPSS Capital funds.

## Sales Tax

The FY 2019 Sales Tax projection is \$200.3 million and is allocated to the Operating General Fund and debt and capital for the Wake County Public School System.

Defined percentages per state statute are designated to funds schools capital outlay and/or debt service (Article 40 – 30%; Article 42 – 60%).



# Schedule of Interfund Transfers

Revenues - Transfers In To Fund	From General Fund	From Fire Tax District	From Major Facilities	From County Capital	From Fire Capital	
<b>General Fund</b>	1,000,000		1,400,000			
<b>Debt Service</b>	268,233,000	910,936				
<b>Special Revenue Funds</b>						
Grants and Donations Fund	745,235					
<b>Capital Project Funds</b>						
County Capital	31,259,000					
Housing Capital	17,701,000					
Fire Tax Capital		1,633,000				
Major Facilities Capital			3,000,000			
Solid Waste Capital						
WCPSS Capital	23,209,000					
Wake Tech Capital						
<b>Enterprise Funds</b>						
Corporate Fleet Fund						
Solid Waste Management						
<b>Totals \$</b>	<b>342,147,235</b>	<b>2,543,936</b>	<b>4,400,000</b>			

Revenues - Transfers In (continued from above) To Fund	From Solid Waste Management	From South Wake Landfill	From WCPSS Capital	From Major Facilities Capital	From Debt Service	Total Transfers In
<b>General Fund</b>	450,000		909,362			3,759,362
<b>Debt Service</b>						269,143,936
<b>Special Revenue Funds</b>						
Grants and Donations Fund						745,235
<b>Capital Project Funds</b>						
County Capital						31,259,000
Housing Capital						17,701,000
Fire Tax Capital					4,875,000	6,508,000
Major Facilities Capital						3,000,000
Solid Waste Capital						
WCPSS Capital						23,209,000
Wake Tech Capital						
<b>Enterprise Funds</b>						
Corporate Fleet Fund						
Solid Waste Management		1,118,303				1,118,303
<b>Total</b>	<b>450,000</b>	<b>1,118,303</b>	<b>909,362</b>		<b>4,875,000</b>	<b>356,443,836</b>

## Schedule of Interfund Transfers

Expenditures - Transfers Out From Fund	To General Fund	To Debt Service	To Housing and Community Revitalization	To County Capital
<b>General Fund</b>	1,000,000	268,233,000		31,259,000
<b>Special Revenue Funds</b>				
Fire Tax District		910,936		
Major Facilities	1,400,000			
<b>Capital Project Funds</b>				
County Capital				
<b>Major Facilities Capital</b>				
WCPSS Capital	909,362			
<b>Fire Capital Projects</b>				
<b>Enterprise Funds</b>				
Solid Waste Management	450,000			
South Wake Landfill				
<b>Totals \$</b>	<b>3,759,362</b>	<b>269,143,936</b>		<b>31,259,000</b>

Expenditures - Transfers Out (continued from above) From Fund	To Fire Tax Capital	To Major Facilities Capital	To Solid Waste Enterprise	To Grants and Donations
<b>General Fund</b>				745,235
<b>Debt Service Fund</b>	4,875,000			
<b>Special Revenue Funds</b>				
Fire Tax District	1,633,000			
Major Facilities		3,000,000		
<b>Capital Project Funds</b>				
County Capital				
Major Facilities Capital				
<b>WCPSS Capital Projects</b>				
Fire Capital Projects				
<b>Enterprise Funds</b>				
Solid Waste Management				
South Wake Landfill			1,118,303	
<b>Totals \$</b>	<b>6,508,000</b>	<b>3,000,000</b>	<b>1,118,303</b>	<b>745,235</b>

## Schedule of Interfund Transfers

Expenditures - Transfers Out (continued from above) From Fund	To Corporate Fleet	To WCPSS Capital	To Housing Capital	Total Transfers Out
General Fund		23,209,000	17,701,000	342,147,235
Debt Service Fund				4,875,000
Special Revenue Funds				
Fire Tax District				2,543,936
Major Facilities				4,400,000
Capital Project Funds				
County Capital Projects				
Major Facilities Capital				
WCPSS Capital				909,362
Fire Capital				
Enterprise Funds				
Solid Waste Management				450,000
South Wake Landfill				1,118,303
<b>Totals \$</b>		<b>23,209,000</b>	<b>17,701,000</b>	<b>356,443,836</b>

# County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
<b>Communications Office</b>				
Digital asset management tool to inventory and efficiently access images and video	0.00	20,000	0	20,000
On-going contract funding for software to centralize public records requests and responses	0.00	18,200	0	18,200
<b>Communications Office Total</b>	<b>0.00</b>	<b>38,200</b>	<b>0</b>	<b>38,200</b>
<b>Behavioral Health - Managed Care</b>				
Contracts for professional and technical assistance	0.00	500,000	500,000	0
Continue partial hospitalization program for acute mentally ill leaving an inpatient facility	0.00	468,000	468,000	0
Pilot mobile crisis team for more timely, on-site response for psychiatric crisis	0.00	850,000	850,000	0
Pilot Behavioral Health Urgent Care	0.00	750,000	750,000	0
Expand flexible use funds for Alliance to serve uninsured residents with behavioral health needs	0.00	140,000	140,000	0
Continue short-term supportive housing for those transitioning from jails, hospitals and other facilities	0.00	150,000	150,000	0
Continue program to divert WCPSS students with substance use infraction	0.00	150,000	150,000	0
Expand school behavioral health program	0.00	400,000	400,000	0
Continue administrative costs to Alliance	0.00	29,140	29,140	0
Support education effort by Advocates for Health in Action's Adverse Childhood Experience initiative	0.00	80,000	80,000	0
<b>Behavioral Health - Managed Care Total</b>	<b>0.00</b>	<b>3,517,140</b>	<b>3,517,140</b>	<b>0</b>
<b>County Attorney</b>				
Travel and training for professional development	0.00	10,000	0	10,000
<b>County Attorney Total</b>	<b>0.00</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
<b>Board Of Elections</b>				
Software and maintenance costs for replacement voting equipment	0.00	141,877	0	141,877
17 days of early voting at 9 sites for the 2018 General Election	0.00	856,853	0	856,853
One-time funding to attract and retain temporary staff	0.00	124,930	0	124,930
Create two additional precincts to reduce wait times	0.00	14,470	0	14,470
Election Specialist and Mapping Technician to manage temporary employees and maintain voting jurisdiction records	2.00	98,800	0	98,800
<b>Board of Elections Total</b>	<b>2.00</b>	<b>1,236,930</b>	<b>0</b>	<b>1,236,930</b>
<b>Budget And Management Services</b>				
Travel and training for professional development	0.00	10,000	0	10,000
Increased contract costs to produce and enhance the annual operating and capital budget document	0.00	20,000	0	20,000
<b>Budget and Management Services Total</b>	<b>0.00</b>	<b>30,000</b>	<b>0</b>	<b>30,000</b>

# County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
<b>Facilities Design &amp; Construction</b>				
Training for project management and real estate professional development	0.00	1,000	0	1,000
Real estate and construction and design software to improve efficiency	0.00	13,000	0	13,000
<b>Facilities Design &amp; Construction Total</b>	<b>0.00</b>	<b>14,000</b>	<b>0</b>	<b>14,000</b>
<b>Finance Department</b>				
Revenue Manager to oversee cash management business processes	1.00	92,201	0	92,201
Disbursements manager to oversee as a dedicated lead the business processes and systems for financial disbursements	1.00	74,151	0	74,151
<b>Finance Department Total</b>	<b>2.00</b>	<b>166,352</b>	<b>0</b>	<b>166,352</b>
<b>Human Resources</b>				
Audit for county-wide compliance of federal, state, and local laws, and with HR policy	1.00	109,677	0	109,677
HR Consultant to develop and deliver training to 800 supervisors and managers	1.00	101,669	0	101,669
Human Resources Technician to complete and troubleshoot personnel actions and manage personnel files	1.00	58,777	0	58,777
Automated identity verification systems module	0.00	12,320	0	12,320
Integrate automated background check systems with the new Applicant Tracking System	0.00	12,500	0	12,500
<b>Human Resources Total</b>	<b>3.00</b>	<b>294,943</b>	<b>0</b>	<b>294,943</b>
<b>Information Services</b>				
Technical resource and security administrator for Advantage ERP	1.00	128,695	0	128,695
Change Manager to develop and implement organizational change management program	1.00	125,505	0	125,505
Security Incident and Event Monitoring software maintenance	0.00	45,000	0	45,000
External cloud storage services	0.00	50,000	0	50,000
Microsoft Exchange Online Advanced Threat Protection	0.00	75,000	0	75,000
IT Business Analyst to assist Solutions Development and Innovation teams to identify process re-engineering opportunities, research solutions, and formulate plans	1.00	115,161	0	115,161
WakeGov redesign ongoing operating costs	0.00	100,000	0	100,000
Operating maintenance of contract management tool	0.00	18,400	0	18,400
Rewrite the software for property tax reappraisal	0.00	323,677	0	323,677
<b>Information Services Total</b>	<b>3.00</b>	<b>981,438</b>	<b>0</b>	<b>981,438</b>
<b>Register Of Deeds</b>				
Annual external audit	0.00	25,235	0	25,235
<b>Register of Deeds Total</b>	<b>0.00</b>	<b>25,235</b>	<b>0</b>	<b>25,235</b>
<b>Revenue Department</b>				
Residential Real Estate Appraiser to prepare for a 4-year revaluation	1.00	47,853	0	47,853
Commercial Real Estate Appraiser to prepare for a 4-year revaluation	1.00	54,828	0	54,828
<b>Revenue Department Total</b>	<b>2.00</b>	<b>102,681</b>	<b>0</b>	<b>102,681</b>

# County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
<b>Quasi-Governmental</b>				
Soil and Water repair of erosion and other issues on County owned parcels in Little River Watershed	0.00	10,000	0	10,000
Professional development and technical training	0.00	9,000	0	9,000
<b>Quasi-Governmental Total</b>	<b>0.00</b>	<b>19,000</b>	<b>0</b>	<b>19,000</b>
<b>Non-Departmental</b>				
Average of 3% performance pay increase implemented October 1	0.00	5,998,638	0	5,998,638
Wake County Arts Council: Increase funding for Arts in Schools program, Wheels on the Bus Fund, and Visiting Artist Program	0.00	22,136	0	22,136
Smart Start: Eliminate current active NC Pre-K waitlist of 400 eligible 4 year-olds	0.00	600,000	0	600,000
Interfaith Food Shuttle: Add two school food pantries	0.00	5,000	0	5,000
InterAct: Increase funding for Court Navigator Program	0.00	25,000	0	25,000
Food Bank of Eastern and Central NC: Add two school food pantries	0.00	6,000	0	6,000
Universal Breakfast Program: Increase in funding for the thirteen schools supported by Wake County	0.00	22,000	0	22,000
<b>Non-Departmental Total</b>	<b>0.00</b>	<b>6,678,774</b>	<b>0</b>	<b>6,678,774</b>
<b>Community Services</b>				
Wake Forest Library annualized operating costs	0.00	95,903	0	95,903
Cary Regional Library operating dollars and staff for opening in FY2019	13.50	826,675	0	826,675
Morrisville Library: Partial operating costs; library will open the first quarter of 2020	8.50	114,693	0	114,693
Administrative Coordinator II to oversee finance and human resource tasks in Management and Budget division	1.00	82,065	0	82,065
Turnipseed and Mill Pond Nature preserves dollars for temporary staff	0.00	53,529	0	53,529
Temporary staff to oversee Kellam-Wyatt Farm as Open Space	0.00	16,000	0	16,000
Credit card fee costs for the new land development system with electronic payments	0.00	49,869	0	49,869
Add Sunday hours at Holly Springs, Leesville, and Middle Creek large community libraries	1.50	98,162	0	98,162
Pilot program with the Triangle Land Conservancy to run an urban agricultural farm at Walnut Hill Farm	0.00	81,400	0	81,400
Music licensing fees to comply with copyright laws	0.00	23,921	0	23,921
<b>Community Services Total</b>	<b>24.50</b>	<b>1,442,217</b>	<b>0</b>	<b>1,442,217</b>
<b>Environmental Services</b>				
Environmental Consultant for quality assurance and quality control for permits in the on-site wastewater section	1.00	159,403	2,800	156,603
Animal Control Officer for emergency and off-hours services	1.00	112,122	0	112,122
Convert contracted veterinarian to staff to provide consistent surgical and medical support	1.00	31,788	0	31,788
Two Environmental Health Consultants for field work on development review and permitting for erosion and sedimentation control, stormwater and floodplain management	2.00	291,047	270,800	20,247



# County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Environmental Health Consultants in the Food, Lodging and Institution section to increase the number of state mandated inspections	2.00	233,117	7,500	225,617
Temporary staff to inspect approximately 4,700 pools	0.00	118,114	0	118,114
Increase membership dues for the Upper Neuse River Basin Association	0.00	4,700	0	4,700
Increase in contracted well water testing	0.00	30,000	30,000	0
Additional user licenses for the new land development system	0.00	30,000	0	30,000
Update the interface with Graphical Interference Management System (GIMS) and the new land development system	0.00	5,000	0	5,000
Increase bank convenience fees for online payments with the new land development system	0.00	20,000	0	20,000
Continue QlikView operations dashboards with data download from Energov after the new land development system launches	0.00	3,000	0	3,000
<b>Environmental Services Total</b>	<b>7.00</b>	<b>1,038,291</b>	<b>311,100</b>	<b>727,191</b>
<b>General Services Administration</b>				
GSA costs to open EMS New Hope Station	0.00	12,365	0	12,365
GSA costs to open Oak City Multi-Services Center	0.00	41,886	0	41,886
GSA costs to open Cary Regional Library	0.00	23,463	0	23,463
GSA costs for Wake Forest Community Library	0.00	7,129	0	7,129
GSA costs to open new Turnipseed Nature Preserve	0.00	16,061	0	16,061
Facility maintenance for mandated inspections, Firing Range waste lead disposal, and the Detention Center elevator maintenance	0.00	136,027	0	136,027
Contracted housekeeping services to keep pace with market costs for labor as contracts are rebid	0.00	78,300	0	78,300
Duke Energy electric rate increases	0.00	252,395	0	252,395
Contract escalation for Contracted Security for courthouse	0.00	64,884	0	64,884
GSA costs for adding Sunday hours at Middle Creek Library, Holly Springs Library and Cultural Center, and Leesville Library	0.00	9,511	0	9,511
<b>General Services Administration Total</b>	<b>0.00</b>	<b>642,021</b>	<b>0</b>	<b>642,021</b>
<b>Human Services</b>				
Program Specialists to train staff for conversion of Child Care Subsidy, Crisis Intervention Program and Low Income Energy Assistance Program to NC FAST	4.00	176,593	79,620	96,973
Convert temporary staff to regular Pharmacy Technician to reduce turnover and improve efficiency filling prescriptions	1.00	0	0	0
Convert temporary staff to regular Customer Service Representative in HIV/AIDS clinic to provide consistent front desk coverage	1.00	0	0	0
Add Case Managers to process Child Care applications and recertifications in NC FAST	2.00	113,382	8,999	104,383
Add Senior Practitioner to meet adult protection timeliness rates for initiating and completing evaluations	1.00	65,036	2,169	62,867
Increase Medical Technologist position to support the addition of Family Planning, STD and prenatal services hours	0.20	8,834	0	8,834

# County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
Add Supervisor to provide additional review and screening of child abuse and neglect reports in line with State guidelines and best practices	1.00	75,218	5,159	70,059
Add Communicable Disease Nurse to meet 30-day guidelines for reporting and case investigation	1.00	76,415	0	76,415
Add Customer Service Representatives to reduce call center wait times for Medicaid Transportation	4.00	167,548	113,380	54,168
Add Tuberculosis Nurse to meet Center for Disease Control guidelines for more frequent monitoring	1.00	72,034	0	72,034
Add Senior Case Managers to meet timeliness rate of 95% for Food and Nutrition Services applications and reviews	2.00	115,263	57,631	57,632
Increase Vital Records Specialist position to meet timeliness for births (10 days) and deaths (5 days) registration	0.50	26,892	0	26,892
Add Senior Case Managers to meet timeliness rate of 90% for Medicaid applications and 97% for case recertification	7.00	427,411	213,706	213,705
Increase Customer Service Representative position to assist clients with registering in NC Works	0.25	0	0	0
Continue Recovery Court, which assists high-risk, high-need adults in the criminal justice system	0.00	87,669	0	87,669
Add Administrative Services Coordinator to support increased activities and services	1.00	71,403	11,365	60,038
Add Program Manager to improve productivity and flow in the clinics	1.00	67,394	51,000	16,394
<b>Human Services Total</b>	<b>27.95</b>	<b>1,551,092</b>	<b>543,029</b>	<b>1,008,063</b>
<b>Housing</b>				
Add Program Manager to supervise the Housing and Community Revitalization team that administers federal programs	1.00	123,335	0	123,335
Add Lending Manager to create Acquisition and Preservation programs and revise Rental Loan Program	1.00	388,999	0	388,999
Add Homeless Veteran's Manager to supervise efforts to end veterans homelessness, including use of vouchers	1.00	200,299	0	200,299
Annualized operating costs for Housing Department Director	0.00	175,591	0	175,591
Future capital capacity to increase the supply of affordable housing and Women's shelter expansion	0.00	17,701,000	4,531,000	13,170,000
Add Planner to discuss land use policy with municipalities and oversee a Public Land Disposition Study	1.00	165,491	0	165,491
Add Permanent Supportive Housing Manager to enhance permanent supportive housing development and services	1.00	308,999	0	308,999
Operating and personnel costs to expanded Women's Shelter	0.00	150,500	0	150,500
Public education	0.00	250,000	0	250,000
Security and utility costs to open Oak City Multi-Services Center	0.00	66,786	0	66,786
<b>Housing Total</b>	<b>5.00</b>	<b>19,531,000</b>	<b>4,531,000</b>	<b>15,000,000</b>

# County Department General Fund Requests Funded

Description	FTE	Expenditures	Revenue Offset	Net Cost
<b>Sheriff's Office</b>				
Off-Duty Coordinator (one sergeant) to oversee and coordinate the more than 33,000 hours of requests annually; the cost increase will be offset with a fee increase	1.00	143,181	0	143,181
IT Technician to support day-to-day operations and help maintain a complex and secure infrastructure	1.00	67,594	0	67,594
Increase in the management contract costs for the Firearms Education Training Center; User fee adjustments at the training center will help offset the costs of the increase	0.00	54,000	0	54,000
Travel and promotional materials for the recruiter investigator approved in FY 2018	0.00	52,000	0	52,000
Salary increase to reward and retain tenured employees of the Wake County Sheriff's Office	0.00	500,000	0	500,000
Inmate Education and Workforce Program for Wake Tech to provide classroom instruction for year 2 of a pilot	0.00	75,000	0	75,000
One additional recruitment investigator to promote the Wake County Sheriff's Office as an employer and attract law enforcement & detention applicants	1.00	150,706	0	150,706
<b>Sheriff's Office Total</b>	<b>3.00</b>	<b>1,042,481</b>	<b>0</b>	<b>1,042,481</b>
<b>Wake County Public School System</b>				
Increased ongoing operating support	0.00	30,089,000	0	30,089,000
<b>Wake County Public School System Total</b>	<b>0.00</b>	<b>30,089,000</b>	<b>0</b>	<b>30,089,000</b>
<b>Emergency Medical Services</b>				
A 12-hour ambulance unit for service during peak demand hours	4.00	523,803	0	523,803
A 12-hour ambulance unit for service during peak demand hours	4.00	523,803	0	523,803
Establish a capital replacement program to replace two EMS specialty vehicles originally purchased through grants.	0.00	77,611	0	77,611
Continue the paramedic position relocation reimbursement program to assist in recruitment	0.00	42,000	0	42,000
Expand the Paramedic-to-EMT pilot program	5.00	294,326	0	294,326
<b>Emergency Medical Services Total</b>	<b>13.00</b>	<b>1,461,543</b>	<b>0</b>	<b>1,461,543</b>
<b>Wake Technical Community College</b>				
Provide one-time start-up funding for faculty and staff required to open RTP Campus Building 1, as well as ongoing funding for new positions and campus-wide utility increases related to the growth of the entire system.	0.00	4,582,651	0	4,582,651
<b>Wake Technical Community College Total</b>	<b>0.00</b>	<b>4,582,651</b>	<b>0</b>	<b>4,582,651</b>
<b>Total</b>	<b>92.45</b>	<b>74,476,225</b>	<b>8,902,269</b>	<b>65,573,956</b>

# General Fund Requests Not Funded

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## GENERAL GOVERNMENT - \$556,000

### Behavioral Health \$20,000

- ♦ Advocates for Health in Action Adverse Childhood Experience Initiative partially funded

### Board of Elections \$43,000

- ♦ Precinct splits partially funded

### Finance \$30,000

- ♦ Contract Training Funds

### Human Resources \$203,000

- ♦ Senior Human Resources Consultant (1.00 FTE)
- ♦ County-wide Organization Assessment

### Revenue \$250,000

- ♦ Business Auditing to identify and review private accommodations held for short term rental

### Quasi-Governmental \$10,500

- ♦ One-time Conservation Erosion Repair on Wake County Land funding
- ♦ Farm Trek Initiative (1.00 FTE)

## ENVIRONMENTAL SERVICES- \$821,000

- ♦ One Animal Control Officer (1.00 FTE)
- ♦ Water Quality Laboratory Chemist at Sunnybrook (1.00 FTE)
- ♦ Water Quality Environmental Consultant for Groundwater Outreach (1.00 FTE)
- ♦ Lead Program Environmental Health Specialist and Administrative Services Coordinator (2.00 FTE)
- ♦ Entomologist for Mosquito Management (1.00 FTE)
- ♦ Fiscal & Program Manager (1.00 FTE)

- ♦ Additional Environmental Services report capabilities in QlikView

## GENERAL SERVICES- \$93,000

- ♦ De-escalation training for employees partially funded
- ♦ Wake County Parking Deck System Warranty
- ♦ Park Cameras

## HUMAN SERVICES - \$457,000

- ♦ Human Services Program Training partially funded
- ♦ Human Services Senior Case Managers - Food and Nutrition Services (7.00 FTEs)
- ♦ Human Services Senior Case Managers - Medicaid (5.00 FTEs)
- ♦ STD Clinic Physician Extender (1.00 FTE)

## SHERIFF - \$70,000

- ♦ K9 program expansion

## NON-DEPARTMENTAL - \$947,000

- ♦ Wake County Arts Council partially funded
- ♦ East Wake Education Foundation
- ♦ Wake County Smart Start partially funded
- ♦ Boys & Girls Club

## WAKE COUNTY PUBLIC SCHOOL SYSTEM - \$28,846,423

## TOTAL REQUESTS NOT FUNDED - \$31,800,000 (net of revenue)

# Personnel Summary

Department	FY2018 Adopted	FY2018 Amended or Transferred Positions	FY2018 Amended	FY2019 Amended Positions	FY2019 Recommended
<b>General Government</b>					
Board of Commissioners	4.000	-	4.000	-	4.000
Communications	10.000	-	10.000	-	10.000
County Manager	9.000	-	9.000	2.000	11.000
County Attorney	20.000	-	20.000	-	20.000
Board of Elections	24.000	-	24.000	2.000	26.000
Budget and Management Services	10.000	-	10.000	(1.000)	9.000
Facilities Design and Construction	13.000	-	13.000	-	13.000
<b>Finance</b>					
General Fund	29.000	-	29.000	2.000	31.000
Debt Service Fund	3.000	-	3.000	-	3.000
<b>Finance Total</b>	<b>32.000</b>	<b>-</b>	<b>32.000</b>	<b>2.000</b>	<b>34.000</b>
Human Resources	29.750	0.250	30.000	3.000	33.000
Information Services	101.750	-	101.750	2.000	103.750
Register of Deeds	41.000	-	41.000	-	41.000
Revenue	71.000	-	71.000	2.000	73.000
Quasi-Government	6.000	-	6.000	-	6.000
<b>Community Services</b>					
CS Management and Budget	5.000	1.000	6.000	1.000	7.000
Parks, Recreation, and Open Space	34.000	-	34.000	-	34.000
Veterans Services	4.000	-	4.000	-	4.000
Geographic Information Services	19.000	-	19.000	-	19.000
Libraries	251.500	-	251.500	23.500	275.000
Planning and Development	54.000	2.000	56.000	-	56.000
<b>Community Services Total</b>	<b>367.500</b>	<b>3.000</b>	<b>370.500</b>	<b>24.500</b>	<b>395.000</b>
<b>Environmental Services</b>					
ES Administration	9.000	-	9.000	-	9.000
Environmental Health & Safety	40.000	-	40.000	2.000	42.000
Water Quality Division	42.000	-	42.000	3.000	45.000
Animal Care, Control and Adoption	43.000	-	43.000	2.000	45.000
<b>General Fund Total</b>	<b>134.000</b>	<b>-</b>	<b>134.000</b>	<b>7.000</b>	<b>141.000</b>
Solid Waste Fund	15.000	-	15.000	-	15.000
South Wake Landfill Fund	5.000	-	5.000	-	5.000
<b>Environmental Services Total</b>	<b>154.000</b>	<b>-</b>	<b>154.000</b>	<b>7.000</b>	<b>161.000</b>

# Personnel Summary

Department	FY2018 Adopted	FY2018 Amended or Transferred Positions	FY2018 Amended	FY2019 Amended Positions	FY2019 Recommended
<b>General Services Administration</b>					
Administration/Support	13.000	-	13.000	-	13.000
Central Services	7.000	-	7.000	-	7.000
Facility and Field Services	34.000	-	34.000	-	34.000
Physical Plant	66.000	-	66.000	-	66.000
Safety and Security	6.000	-	6.000	-	6.000
<b>General Fund Total</b>	<b>126.000</b>	<b>-</b>	<b>126.000</b>	<b>-</b>	<b>126.000</b>
Fleet Fund	18.000	-	18.000	-	18.000
<b>General Services Total</b>	<b>144.000</b>	<b>-</b>	<b>144.000</b>	<b>-</b>	<b>144.000</b>
<b>Human Services</b>					
Social Services	568.000	(1.000)	567.000	16.000	583.000
Child Welfare	292.200	-	292.200	1.000	293.200
Public Health	340.622	(2.000)	338.622	2.512	341.134
Health Clinics	171.200	1.000	172.200	3.200	175.400
Administration and Operations	237.350	1.000	238.350	(49.100)	189.250
<b>General Fund Total</b>	<b>1,609.372</b>	<b>(1.000)</b>	<b>1,608.372</b>	<b>(26.388)</b>	<b>1,581.984</b>
Grants & Donations Fund	17.000	-	17.000	-	17.000
Housing & Community Revitalization Fund	8.000	3.000	11.000	(11.000)	0.000
Transportation Fund	3.000	-	3.000	-	3.000
<b>Human Services Total</b>	<b>1,637.372</b>	<b>2.000</b>	<b>1,639.372</b>	<b>(37.388)</b>	<b>1,601.984</b>
<b>Housing</b>					
General Fund	-	-	-	60.350	60.350
Housing & Community Revitalization Fund	-	-	-	10.000	10.000
<b>Housing Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70.350</b>	<b>70.350</b>
<b>Emergency Medical Services</b>	<b>292.000</b>	<b>-</b>	<b>292.000</b>	<b>13.000</b>	<b>305.000</b>
<b>Fire Services</b>					
General Fund	22.000	-	22.000	-	22.000
Grants & Donations Fund	2.000	-	2.000	-	2.000
<b>Fire Services Total</b>	<b>24.000</b>	<b>-</b>	<b>24.000</b>	<b>-</b>	<b>24.000</b>

# Personnel Summary

Department	FY2018 Adopted	FY2018 Amended or Transferred Positions	FY2018 Amended	FY2019 Amended Positions	FY2019 Recommended
<b>City-County Bureau of Identification</b>					
General Fund	76.500	2.500	79.000	2.000	81.000
Grants & Donations Fund	2.000	-	2.000	(2.000)	0.000
<b>City-County Bureau of Identification Total</b>	<b>78.500</b>	<b>2.500</b>	<b>81.000</b>	<b>0.000</b>	<b>81.000</b>
<b>Sheriff</b>					
Law Enforcement	450.000	2.000	452.000	3.000	455.000
Detention	571.000	(2.000)	569.000	-	569.000
<b>Sheriff Total</b>	<b>1,021.000</b>	<b>-</b>	<b>1,021.000</b>	<b>3.000</b>	<b>1,024.000</b>
<b>Capital Area Workforce Development Fund</b>	<b>18.000</b>	<b>-</b>	<b>18.000</b>	<b>-</b>	<b>18.000</b>
<b>Total FTEs All Funds</b>	<b>4,107.872</b>	<b>7.750</b>	<b>4,115.622</b>	<b>92.462</b>	<b>4,208.084</b>

# Personnel Changes Summary

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## Position Changes from FY 2018 Adopted to FY 2018 Amended Budget

The following details specific changes to positions by department that have occurred in the specified time period. The full-time equivalent (FTE) total next to each department and/or fund is the total net change.

### GENERAL FUND: 4.750 FTEs

#### General Government: 0.250 FTE

##### Human Resources: 0.250 FTE

- ♦ 0.250 FTE - Increase in existing HR Consultant in Employee Relations to Full Time

#### Community Services: 3.000 FTEs

##### Planning and Development Services: 2.000 FTEs

- ♦ 3.000 FTEs - Increase in positions to address workload increase in Planning, Development and Inspections Division
- ♦ (1.000 FTE) - Position transferred to Administration to realign administrative capacity

##### Management and Budget: 1.000 FTEs

- ♦ 1.000 FTE - Position transferred from Planning and Development Services to realign administrative capacity

#### Human Services: (1.000) FTE

##### Economic Self-Sufficiency: (1.000) FTE

- ♦ (1.000) FTE - Position transferred to Administration and Operations for administrative support

##### Public Health: (2.000) FTEs

- ♦ (2.000) FTE - Positions transferred to Administration and Operations for assistance at Millbrook Human Services Center and Human Services staff recruitment and retention.

##### Health Clinics: 1.000 FTE

- ♦ 1.000 FTE - Position transferred from Administration and Operations for assistance with data related to quality and financial sustainability

##### Administration and Operations: 1.000 FTE

- ♦ 1.000 FTE - Position transferred from Economic Self-Sufficiency for administrative support
- ♦ 2.000 FTE - Positions transferred from Public Health for assistance at Millbrook Human

Services Center and Human Services staff recruitment and retention.

- ♦ (1.000) FTE - Position transferred to Health Clinics for assistance with data related to quality and financial sustainability
- ♦ (1.000) FTE - Position transferred to Affordable Housing and Community Revitalization Fund from General Fund

#### City-County Bureau of Identification: 2.500 FTEs

- ♦ 2.000 FTEs - Forensic Examiners for Ballistics Lab
- ♦ 0.500 FTE - Increased 0.500 FTE to 1.000 for Customer Services Representative

#### Sheriff: 0.000 FTEs

##### Law Enforcement: 2.000 FTEs

- ♦ 2.000 FTEs - Moved position from Detention to Law Enforcement for DEA investigations and Telecommunications Supervision

##### Detention: (2.000) FTEs

- ♦ (2.000) FTEs - Moved position from Detention to Law Enforcement for DEA investigations and Telecommunications Supervision

## HOUSING AND COMMUNITY

### REVITALIZATION FUND: 3.000 FTEs

- ♦ 1.000 FTE - Position transferred to Affordable Housing and Community Revitalization Fund from General Fund
- ♦ 1.000 FTE - Correction of position not included in the FY18 Budget
- ♦ 1.000 FTE - Established a Department Director position to lead the County's housing affordability strategy and services

## TOTAL POSITION CHANGE:

**7.750 FTEs**

### \*Departments with no change to FTE authorization FY 2018 Adopted to FY 2018 Amended Budget:

- ♦ Board of Commissioners
- ♦ Communications



## Personnel Changes Summary

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- ♦ County Manager
- ♦ County Attorney
- ♦ Board of Elections
- ♦ Budget and Management Services
- ♦ Facilities Design and Construction
- ♦ Finance
- ♦ Information Services
- ♦ Emergency Medical Services
- ♦ Register of Deeds
- ♦ Revenue
- ♦ Environmental Services
- ♦ General Services Administration
- ♦ Corporate Fleet Fund
- ♦ Emergency Medical Services
- ♦ Fire Services
- ♦ Capital Area Workforce Development
- ♦ Transportation

# Personnel Changes Summary

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## Position Changes from FY 2018 Amended to FY 2019 Recommended

The following details specific changes to positions by department that have occurred in the specified time period. The full-time equivalent (FTE) total next to each department and/or fund is the total net change.

### GENERAL FUND: 95.462 FTEs

#### General Government 12.000 FTEs

##### Budget and Management Services (1.000 FTE)

- ♦ (1.000) FTE - Performance and Strategy Manager FTE moving to the County Manager's Office

##### Board of Elections 2.000 FTEs

- ♦ 1.000 FTE - Elections Specialist to assist with recruiting, retaining, and managing pool of 6,000 temporary employees
- ♦ 1.000 FTE - Mapping Technician to maintain the state election software and assign voter jurisdictions

##### County Manager's Office 2.000 FTEs

- ♦ 1.000 FTE - Performance and Strategy Manager FTE moving from Budget and Management Services
- ♦ 1.000 FTE - Chief Information and Innovation Officer moving from Information Services

##### Finance 2.000 FTEs

- ♦ 1.000 FTE - Revenue Manager to oversee revenue and cash management processes
- ♦ 1.000 FTE - Disbursements Manager to oversee systems and processes for payments

##### Human Resources: 3.000 FTEs

- ♦ 1.000 FTE - Senior Human Resources Consultant to address county-wide compliance with federal, state and local laws as well as HR policies
- ♦ 1.000 FTE - Human Resources Consultant to develop and deliver training to 800 supervisors and managers across the County
- ♦ 1.000 FTE - Human Resources Technician to complete and troubleshoot personnel actions

##### Information Services: 2.000 FTEs

- ♦ 1.000 FTE - IT Business Analyst to provide assistance with increasing workload of Innovation and Solutions Development

- ♦ 1.000 FTE - eWake IT Engineer to provide backup to Senior Technical resource for Advantage ERP and ERP Security Administrator
- ♦ 1.000 FTE - Change Management and Communications Specialist to develop and implement an organization change management program
- ♦ (1.000 FTE) - Chief Information and Innovation Officer moving to the County Manager's Office

##### Revenue: 2.000 FTEs

- ♦ 1.000 FTE - Real Estate Appraiser who will focus on commercial properties to accommodate the transition to a four-year reappraisal cycle from an eight-year cycle
- ♦ 1.000 FTE - Real Estate Appraiser who will focus on residential properties to accommodate the transition to a four-year reappraisal cycle from an eight-year cycle

### Community Services 24.500 FTEs

#### Libraries: 23.500 FTEs

- ♦ 13.500 FTEs - 8.000 Librarian II, 4.500 FTEs Librarian Assistant, and 1.000 IT Tech for Cary Regional Library Opening
- ♦ 8.500 FTEs - 1.000 Librarian II Branch Manager, 2.000 Librarian I, and 5.500 Librarian Assistants for Morrisville Library opening
- ♦ 1.500 FTE - Three 0.500 Librarian I position added to each of these branches: Holly Springs, Leesville, and Middle Creek Large Community Libraries, to add Sunday hours.

#### Management and Budget: 1.000 FTE

- ♦ 1.000 FTE - Administrative Services Coordinator II to oversee finance and human resource administration

### Environmental Services: 7.000 FTEs

#### Environmental Health & Safety: 2.000 FTEs

- ♦ 2.000 FTEs - Environmental Health Specialists to meet growth in State-mandated inspections

#### Water Quality: 3.000 FTEs

- ♦ 1.000 FTE - Wastewater onsite Environmental Consultant to provide quality assurance/quality control of wastewater treatment system inspections

# Personnel Changes Summary

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- ♦ 2.000 FTE - Environmental Consultants in Watershed Management to meet growth in inspections of on-site wastewater treatment systems

## **Animal Care, Control, and Adoption: 2.000 FTEs**

- ♦ 1.000 FTEs - Animal Control Officer to improve service delivery
- ♦ 1.000 FTEs - Animal Shelter Veterinarian to convert contracted veterinarian

## **Human Services: (26.388) FTEs**

### **Economic Self-Sufficiency: 16.000 FTEs**

- ♦ 1.000 FTE - Senior Practitioner to complete evaluations for Adult Protective Services within State-mandated time-frames
- ♦ 2.000 FTEs - Senior Case Managers to ensure timeliness for Food and Nutrition Services applications and reviews
- ♦ 7.000 FTEs - Senior Case Managers to ensure timeliness for Medicaid applications and case recertification
- ♦ 2.000 FTEs - Case Managers to provide timeliness of subsidy payments to Child Care providers
- ♦ 4.000 FTEs - Trainers to prepare and train staff to handle the additional work of converting to NC FAST for Child Care Subsidy, Crisis Intervention Program and Low Income Energy Assistance Program.

### **Child Welfare: 1.000 FTE**

- ♦ 1.000 FTE - Supervisor II to align with State guidelines and best practices to provide management of child abuse and neglect reports

### **Public Health: 2.512 FTEs**

- ♦ 1.000 FTE - Tuberculosis Nurse to address increased caseload and patient visits
- ♦ 1.000 FTE - Communicable Disease Nurse to ensure compliance with reporting and case investigation
- ♦ 0.500 FTE - Vital Records Specialist increase from 0.500 FTE to meet State-mandated requirements of registration of births and deaths
- ♦ 0.012 FTE - Technical correction of School Nurse positions.

## **Health Clinics: 3.200 FTEs**

- ♦ 1.000 FTE - Program Manager to provide practice management to all three regional centers and Millbrook
- ♦ 1.000 FTE - Pharmacy Technician position to convert temporary staff in order to reduce turnover and improve efficiency
- ♦ 1.000 FTE - Customer Service Representative position to convert temporary staff of front desk coverage of HIV/AIDS clinic
- ♦ 0.200 FTE - Increase Medical Technologist position to a full 1.000 FTE to support the addition of Family Planning, STD and prenatal services hours at the Southern Regional Center.

## **Administration and Operations: (49.100) FTEs**

- ♦ (54.350) FTEs - Staff transitioned from Human Services to the newly established Housing Department.
- ♦ 4.000 FTEs - Customer Service Representatives for the Medicaid Transportation Call Center to reduce customer wait time
- ♦ 1.000 FTE - Administrative Services Coordinator II position to support daily activities, provision of services, facility and security maintenance of Millbrook
- ♦ 0.250 FTE - Customer Service Representative to increase current position from 0.750 FTE to assist clients in registering in NC Works

## **Housing: 60.350 FTEs**

- ♦ 54.350 FTEs - Staff transitioning from Human Services to this newly established department
- ♦ 1.000 FTE - Moved from Housing and Community Revitalization Fund to the General Fund - Department Director position to lead the County's housing affordability strategy and services
- ♦ 1.000 FTE - Supervisor for the Veteran's Housing team. This position will supervise the existing Veteran's Service Officer and lead the community effort to end veterans homelessness.
- ♦ 1.000 FTE - Program Manager for the Housing and Community Revitalization Program

# Personnel Changes Summary

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- ♦ 1.000 FTE - Affordable Housing Planner to participate in County and municipal discussions related to land use policy, affordable housing overlays, ADU expansions, public land disposition and new funding tools
- ♦ 1.000 FTE - Affordable Housing Lending Manager to execute the programs and revise the Rental Loan Program
- ♦ 1.000 FTE - Permanent Supportive Housing Manager to enhance permanent supportive housing (PSH) development and services in Wake County

## **Sheriff: 3.000 FTEs**

### **Law Enforcement: 3.000 FTEs**

- ♦ 1.000 FTE - Off-Duty Coordinator (Wake County Sheriff's Office Deputy Sergeant) to oversee the scheduling and assignment of Sheriff's Deputy off-duty work.
- ♦ 1.000 FTE - IT Technician to support day-to-day operations and help maintain WCSO infrastructure.
- ♦ 1.000 FTE - An additional Sheriff's Deputy Investigator will be added to aid in the department's law enforcement and detention recruitment efforts.

## **Emergency Medical Services 13.000 FTEs**

- ♦ 8.000 FTEs - 4.000 paramedics and 4.000 EMTs, to staff addition of two peakload ambulances
- ♦ 5.000 FTEs - 4.000 Paramedics and 1.000 Training Coordinator for expansion of EMT to Paramedic Pilot program

## **City-County Bureau of Identification: 2.000 FTEs**

- ♦ 2.000 FTEs - Move staff from CCBI from the Governor's Highway Safety Program in the Grants Fund to the General Fund. Grant funding ends October of 2018.

## **HOUSING AND COMMUNITY**

### **REVITALIZATION FUND: (1.000) FTE**

- ♦ (1.000) FTE - Moved from Housing and Community Revitalization Fund to the General Fund a Department Director position to lead the County's housing affordability strategy and services

### **GRANTS AND DONATIONS FUND: (2.000) FTEs**

- ♦ (2.000) FTEs - Move staff from CCBI from the Governor's Highway Safety Program to the General Fund. Grant funding ends October of 2018.

## **TOTAL POSITION CHANGE:**

### **92.462 FTEs**

### **\*Departments with no change to FTE authorization FY 2018 Amended to FY 2019 Recommended Budget:**

- ♦ Board of Commissioners
- ♦ Communications
- ♦ County Attorney
- ♦ Behavioral Health
- ♦ Facilities Design and Construction
- ♦ Register of Deeds
- ♦ Quasi-Governmental
- ♦ General Services Administration
- ♦ Emergency Communications
- ♦ Fire Services
- ♦ City-County Bureau of Identification
- ♦ Capital Area Workforce Development
- ♦ Transportation

# Total Revenues by Fund

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
General Fund	1,218,803,084	1,263,318,000	1,237,152,299	1,318,600,000
Debt Service	465,339,745	273,360,000	273,360,000	296,520,000
Special Revenue Funds				
Capital Area Workforce Development	7,314,003	5,089,000	7,056,076	5,745,000
Fire Tax District	25,863,079	26,496,000	26,496,000	27,536,000
Grants and Donations	4,445,802	2,802,454	3,482,717	4,041,336
Housing and Community Revitalization	6,396,821	7,853,000	8,547,530	6,881,000
Major Facilities	52,730,575	56,322,000	56,322,000	57,315,000
Transportation	6,887,125	8,730,000	8,730,000	8,730,000
Capital Improvement Funds				
County Capital	72,447,135	38,712,000	48,711,689	36,898,962
Fire Tax District Capital	5,010,004	5,240,000	5,209,581	6,539,000
Housing Capital	-	-	-	17,701,000
Major Facilities Capital Trust	3,056,867	3,000,000	4,898,530	3,238,045
Solid Waste Capital	1,059,793	1,600,000	2,123,460	615,000
Wake County Public Schools Capital	206,246,902	257,256,014	219,116,895	336,524,362
Wake Technical Community College Capital	13,833,347	73,952,000	1,021,000	79,456,000
Internal Service Fund				
Corporate Fleet Fund	10,563,458	9,648,000	10,171,091	9,930,000
Enterprise Funds				
Solid Waste Management	14,287,424	14,500,000	15,008,084	15,487,000
South Wake Landfill	23,055,808	17,500,000	17,500,000	17,500,000
<b>Total Revenues By Fund</b>	<b>2,137,340,973</b>	<b>2,065,378,468</b>	<b>1,944,906,953</b>	<b>2,249,257,705</b>
Less Interfund Transfers	(341,714,828)	(325,135,655)	(329,246,397)	(356,443,836)
<b>Total Revenues All Funds Net of Interfund Transfers</b>	<b>1,795,626,144</b>	<b>1,740,242,813</b>	<b>1,615,660,555</b>	<b>1,892,813,869</b>

## Total Revenue by Source

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended
<b>Revenues:</b>				
Taxes	1,118,143,460	1,173,714,503	1,173,714,503	1,250,747,997
Federal	28,543,874	27,743,026	31,395,222	29,726,623
State	99,490,714	96,701,755	67,053,802	65,590,635
Local	9,074,121	4,889,728	5,643,891	5,292,037
Charges For Services	105,254,549	105,851,392	111,642,364	106,169,470
Licenses & Permits	5,380,524	4,981,443	5,170,762	5,620,204
Fines & Forfeitures	6	-	-	-
Interest Income	4,539,533	7,419,146	6,572,193	11,241,902
Miscellaneous	3,870,156	3,314,603	3,910,775	3,288,822
Other Financing Sources	421,329,207	315,627,217	210,557,044	415,136,179
<b>Total Revenues by Source</b>	<b>1,795,626,144</b>	<b>1,740,242,813</b>	<b>1,615,660,555</b>	<b>1,892,813,869</b>

## Expenditures by Use

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended
<b>Expenditures:</b>				
Capital Projects	\$38,891,754	\$46,042,000	\$58,348,263	\$64,992,007
Community Development and Cultural	\$81,652,012	\$87,418,690	\$88,083,486	\$90,285,054
Debt Service	\$469,346,826	\$273,360,000	\$273,360,000	\$291,645,000
Environmental Services	\$34,464,301	\$43,026,591	\$43,127,587	\$44,487,006
General Government	\$61,574,283	\$66,666,560	\$67,624,007	\$74,471,668
General Services Administration	\$36,542,935	\$38,289,603	\$38,947,476	\$39,440,086
Human Services	\$213,132,341	\$234,490,682	\$209,025,619	\$212,003,637
Public Safety	\$156,123,611	\$168,442,687	\$169,230,612	\$174,018,411
Education	\$796,583,759	\$782,506,000	\$671,435,881	\$901,471,000
<b>Total Operating Expenses</b>	<b>\$1,888,311,821</b>	<b>\$1,740,242,813</b>	<b>\$1,619,182,931</b>	<b>\$1,892,813,869</b>

## Expenditures by Type

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended
<b>Expenditures:</b>				
Salary / Benefits	\$245,120,329	\$266,531,308	\$264,046,299	\$280,022,867
Contractual Services	\$208,360,873	\$236,431,126	\$220,734,144	\$231,894,006
Supplies, Materials and Other Charges	\$934,354,738	\$858,335,635	\$815,716,410	\$970,926,178
Capital Outlay	\$31,695,498	\$104,519,216	\$44,180,727	\$117,147,698
Debt	\$468,780,384	\$272,900,887	\$272,898,505	\$291,166,584
Budget Reserves	—	\$1,524,641	\$1,606,846	\$1,656,536
<b>Total Expenditures by Type</b>	<b>\$1,888,311,821</b>	<b>\$1,740,242,813</b>	<b>\$1,619,182,931</b>	<b>\$1,892,813,869</b>



# Summary of Revenue, Expenditures & Changes in Fund Balance

## General Fund

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
<b>Operating Revenues</b>				
Taxes	\$ 1,039,995,711	1,092,032,503	1,092,032,503	1,167,152,997
Federal	12,042,430	11,903,339	12,121,843	12,629,224
State	83,968,808	82,206,455	52,254,825	50,482,819
Local	7,620,290	4,021,850	4,041,850	4,075,850
Charges For Services	65,421,286	63,153,703	63,682,059	63,110,927
Licenses & Permits	5,371,824	4,976,998	5,166,317	5,611,504
Fines & Forfeitures	—	—	—	—
Interest Income	56,982	1,220	1,220	1,220
Miscellaneous	710,707	400,022	400,322	361,097
<b>Total Operating Revenues</b>	<b>1,215,188,038</b>	<b>1,258,696,090</b>	<b>1,229,700,939</b>	<b>1,303,425,638</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	33,319,267	35,456,690	36,101,223	37,370,054
Debt Service	—	—	—	—
Education	429,711,000	452,197,000	452,197,000	486,400,000
Environmental Services	10,652,232	12,469,164	12,493,135	13,068,309
General Government	61,431,164	66,582,644	67,540,090	74,393,872
General Services Administration	28,205,834	28,641,603	28,776,385	29,510,086
Human Services	193,273,395	210,575,853	182,449,102	186,944,196
Public Safety	132,639,425	144,527,978	144,728,304	148,766,248
<b>Total Operating Expenses</b>	<b>889,232,317</b>	<b>950,450,932</b>	<b>924,285,239</b>	<b>976,452,765</b>
<b>Revenues Over (Under) Expenditures</b>	<b>325,955,721</b>	<b>308,245,158</b>	<b>305,415,700</b>	<b>326,972,873</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	3,588,574	3,749,014	3,834,014	3,759,362
Transfers Out	(310,127,263)	(312,867,068)	(312,867,068)	(342,147,235)
Bond Proceeds and other financing transactions	26,472	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>(306,512,217)</b>	<b>(309,118,054)</b>	<b>(309,033,054)</b>	<b>(338,387,873)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>19,443,504</b>	<b>(872,896)</b>	<b>(3,617,354)</b>	<b>(11,415,000)</b>
Fund Balance at Beginning of Year	276,559,461	296,002,965	295,130,069	291,512,715
<b>Fund Balance at End of Year</b>	<b>296,002,965</b>	<b>295,130,069</b>	<b>291,512,715</b>	<b>280,097,715</b>

# Summary of Revenue, Expenditures & Changes in Fund Balance

## Debt Service Funds

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	2,794,721	2,783,013	2,783,013	2,783,013
State	9,489,547	10,000,000	10,000,000	10,000,000
Local	—	—	—	—
Charges For Services	11,500	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	4,076,452	6,308,000	6,308,000	9,980,221
Miscellaneous	—	—	—	—
<b>Total Operating Revenues</b>	<b>16,372,220</b>	<b>19,091,013</b>	<b>19,091,013</b>	<b>22,763,234</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	469,346,826	273,360,000	273,360,000	291,645,000
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
<b>Total Operating Expenses</b>	<b>469,346,826</b>	<b>273,360,000</b>	<b>273,360,000</b>	<b>291,645,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(452,974,605)</b>	<b>(254,268,987)</b>	<b>(254,268,987)</b>	<b>(268,881,766)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	255,869,954	239,139,000	239,139,000	269,143,936
Transfers Out	(3,151,000)	—	—	(4,875,000)
Bond Proceeds and other financing transactions	193,097,571	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>445,816,525</b>	<b>239,139,000</b>	<b>239,139,000</b>	<b>264,268,936</b>
	<b>(7,158,081)</b>	<b>(15,129,987)</b>	<b>(15,129,987)</b>	<b>(4,612,830)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>				
Fund Balance at Beginning of Year	127,448,981	120,290,900	105,160,913	90,030,926
<b>Fund Balance at End of Year</b>	<b>120,290,900</b>	<b>105,160,913</b>	<b>90,030,926</b>	<b>85,418,096</b>

# Summary of Revenue, Expenditures & Changes in Fund Balance

## Special Revenue Funds

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
<b>Operating Revenues</b>				
Taxes	78,147,528	81,682,000	81,682,000	83,595,000
Federal	13,706,723	13,056,674	16,420,683	14,314,386
State	3,140,256	2,281,168	2,444,701	2,647,570
Local	1,353,831	867,878	1,749,476	1,216,187
Charges For Services	5,611,499	6,852,266	6,003,587	6,210,958
Licenses & Permits	—	—	—	—
Fines & Forfeitures	6	—	—	—
Interest Income	66,852	29,400	66,804	15,000
Miscellaneous	68,448	138,000	(186,575)	138,000
<b>Total Operating Revenues</b>	<b>102,095,142</b>	<b>104,907,386</b>	<b>108,180,676</b>	<b>108,137,101</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	48,332,745	51,962,000	51,982,263	52,915,000
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	29,232	—	72,401	—
General Government	143,119	83,916	83,916	77,796
General Services Administration	14,206	—	—	—
Human Services	19,858,946	23,914,829	26,576,527	25,059,441
Public Safety	23,484,186	23,914,709	24,433,727	25,252,163
<b>Total Operating Expenses</b>	<b>91,862,435</b>	<b>99,875,454</b>	<b>103,148,834</b>	<b>103,304,400</b>
<b>Revenues Over (Under) Expenditures</b>	<b>10,232,708</b>	<b>5,031,932</b>	<b>5,031,842</b>	<b>4,832,701</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	1,542,263	1,639,068	1,639,068	745,235
Transfers Out	(10,193,407)	(7,417,000)	(7,416,910)	(6,943,936)
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>(8,651,144)</b>	<b>(5,777,932)</b>	<b>(5,777,842)</b>	<b>(6,198,701)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>1,581,564</b>	<b>(746,000)</b>	<b>(746,000)</b>	<b>(1,366,000)</b>
Fund Balance at Beginning of Year	34,340,560	35,922,124	35,176,124	34,430,124
<b>Fund Balance at End of Year</b>	<b>35,922,124</b>	<b>35,176,124</b>	<b>34,430,124</b>	<b>33,064,124</b>

# Summary of Revenue, Expenditures & Changes in Fund Balance

## Internal Service Fund

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	7,819,683	8,407,767	8,407,767	8,670,043
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	12,399	20,000	20,000	20,000
Miscellaneous	541,127	514,899	514,899	635,615
<b>Total Operating Revenues</b>	<b>8,373,209</b>	<b>8,942,666</b>	<b>8,942,666</b>	<b>9,325,658</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	8,322,894	9,648,000	10,171,092	9,930,000
Human Services	—	—	—	—
Public Safety	—	—	—	—
<b>Total Operating Expenses</b>	<b>8,322,894</b>	<b>9,648,000</b>	<b>10,171,092</b>	<b>9,930,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>50,315</b>	<b>(705,334)</b>	<b>(1,228,426)</b>	<b>(604,342)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	2,190,248	—	—	—
Transfers Out	(1,901,248)	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>289,000</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>339,315</b>	<b>(705,334)</b>	<b>(1,228,426)</b>	<b>(604,342)</b>
Fund Balance at Beginning of Year	2,812,020	3,151,335	2,446,001	1,217,575
<b>Fund Balance at End of Year</b>	<b>3,151,335</b>	<b>2,446,001</b>	<b>1,217,575</b>	<b>613,233</b>

# Summary of Revenue, Expenditures & Changes in Fund Balance

## Enterprise Funds

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	—	—	—	—
State	2,097,103	2,214,132	2,242,342	2,460,246
Local	—	—	—	—
Charges For Services	25,401,468	26,765,656	26,737,446	26,929,542
Licenses & Permits	8,700	4,445	4,445	8,700
Fines & Forfeitures	—	—	—	—
Interest Income	152,960	161,512	161,512	316,099
Miscellaneous	1,906,700	1,861,682	1,861,682	2,154,110
<b>Total Operating Revenues</b>	<b>29,566,931</b>	<b>31,007,427</b>	<b>31,007,427</b>	<b>31,868,697</b>
<b>Operating Expenses</b>				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	23,782,836	30,557,427	30,562,051	31,418,697
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
<b>Total Operating Expenses</b>	<b>23,782,836</b>	<b>30,557,427</b>	<b>30,562,051</b>	<b>31,418,697</b>
<b>Revenues Over (Under) Expenditures</b>	<b>5,784,095</b>	<b>450,000</b>	<b>445,376</b>	<b>450,000</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	7,776,301	992,573	992,573	1,118,303
Transfers Out	(9,221,336)	(1,442,573)	(1,946,033)	(1,568,303)
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>(1,445,035)</b>	<b>(450,000)</b>	<b>(953,460)</b>	<b>(450,000)</b>
	<b>4,339,060</b>	<b>—</b>	<b>(508,084)</b>	<b>—</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>				
Fund Balance at Beginning of Year	22,381,797	26,720,857	26,720,857	26,212,773
<b>Fund Balance at End of Year</b>	<b>26,720,857</b>	<b>26,720,857</b>	<b>26,212,773</b>	<b>26,212,773</b>

# Summary of Revenue, Expenditures & Changes in Fund Balance

## Capital Improvement Funds

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
<b>Operating Revenues</b>				
Taxes	220	—	—	—
Federal	—	—	3,600	—
State	795,000	—	111,934	—
Local	100,000	—	(149,934)	—
Charges For Services	989,113	672,000	6,811,506	1,248,000
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	173,889	899,014	14,658	909,362
Miscellaneous	643,174	400,000	1,320,451	—
<b>Total Operating Revenues</b>	<b>2,701,396</b>	<b>1,971,014</b>	<b>8,112,214</b>	<b>2,157,362</b>
<b>Operating Expenses</b>				
Capital Projects	38,891,754	46,042,000	58,348,263	64,992,007
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	366,872,759	330,309,000	219,238,881	415,071,000
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
<b>Total Operating Expenses</b>	<b>405,764,513</b>	<b>376,351,000</b>	<b>277,587,144</b>	<b>480,063,007</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(403,063,117)</b>	<b>(374,379,986)</b>	<b>(269,474,930)</b>	<b>(477,905,645)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	70,747,488	79,616,000	83,641,742	81,677,000
Transfers Out	(7,120,574)	(3,409,014)	(3,494,014)	(909,362)
Bond Proceeds and other financing transactions	228,205,164	294,965,000	188,477,202	395,525,000
<b>Total Other Financing Sources (Uses)</b>	<b>291,832,078</b>	<b>371,171,986</b>	<b>268,624,930</b>	<b>476,292,638</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(111,231,039)</b>	<b>(3,208,000)</b>	<b>(850,000)</b>	<b>(1,613,007)</b>
Fund Balance at Beginning of Year	333,570,904	222,339,865	219,131,865	218,281,865
<b>Fund Balance at End of Year</b>	<b>222,339,865</b>	<b>219,131,865</b>	<b>218,281,865</b>	<b>216,668,858</b>

# Summary of Revenue, Expenditures & Changes in Fund Balance

## All Funds

	FY17 Actual	FY18 Adopted	FY18 Amended	FY19 Recommended
<b>All Funds Operating Revenues</b>				
Taxes	1,118,143,460	1,173,714,503	1,173,714,503	1,250,747,997
Federal	28,543,874	27,743,026	31,395,222	29,726,623
State	99,490,714	96,701,755	67,053,802	65,590,635
Local	9,074,121	4,889,728	5,643,891	5,292,037
Charges For Services	105,254,549	105,851,392	111,642,364	106,169,470
Licenses & Permits	5,380,524	4,981,443	5,170,762	5,620,204
Fines & Forfeitures	6	—	—	—
Interest Income	4,539,533	7,419,146	6,572,193	11,241,902
Miscellaneous	3,870,156	3,314,603	3,910,775	3,288,822
<b>Total Operating Revenues</b>	<b>1,374,296,937</b>	<b>1,424,615,596</b>	<b>1,405,103,511</b>	<b>1,477,677,690</b>
<b>Operating Expenses</b>				
Capital Projects	38,891,754	46,042,000	58,348,260	64,992,007
Community Development and Cultural	81,652,012	87,418,690	88,083,486	90,285,054
Debt Service	469,346,826	273,360,000	273,360,000	291,645,000
Education	796,583,759	782,506,000	671,435,881	901,471,000
Environmental Services	34,464,301	43,026,591	43,127,587	44,487,006
General Government	61,574,283	66,666,560	67,624,007	74,471,668
General Services Administration	36,542,935	38,289,603	38,947,476	39,440,086
Human Services	213,132,341	234,490,682	209,025,619	212,003,637
Public Safety	156,123,611	168,442,687	169,230,612	174,018,411
<b>Total Operating Expenses</b>	<b>1,888,311,821</b>	<b>1,740,242,813</b>	<b>1,619,182,928</b>	<b>1,892,813,869</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(514,014,884)</b>	<b>(315,627,217)</b>	<b>(214,079,416)</b>	<b>(415,136,179)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	341,714,828	325,135,655	329,246,397	356,443,836
Transfers Out	(341,714,828)	(325,135,655)	(325,724,025)	(356,443,836)
Bond Proceeds and other financing transactions	421,329,207	294,965,000	188,477,202	395,525,000
<b>Total Other Financing Sources (Uses)</b>	<b>421,329,207</b>	<b>294,965,000</b>	<b>191,999,574</b>	<b>395,525,000</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(92,685,677)</b>	<b>(20,662,217)</b>	<b>(22,079,842)</b>	<b>(19,611,179)</b>
Fund Balance at Beginning of Year	868,077,580	775,391,903	754,729,686	732,649,844
<b>Fund Balance at End of Year</b>	<b>775,391,903</b>	<b>754,729,686</b>	<b>732,649,844</b>	<b>713,038,665</b>

# Overview of Changes in Fund Balance

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## Overview of Changes in Fund Balance

For FY 2019, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types. Typically when a fund does not use fund balance there is a contribution to fund balance and when applicable this is illustrated in the following sections.

### General Fund

The FY 2019 General Fund includes use of \$633,000 ABC fund balance for the second and third years of a three year effort to support opioid and tobacco cessation programs in public health. These funds were transferred to the Grants and Donations Fund for use in FY 2019 and FY 2020.

Behavioral Health appropriated \$3.4 million in fund balance to pilot several projects, including Behavioral Health Urgent Care, Mobile Crisis for First Responders, and a School-based Mental Health Team.

The Register of Deeds is projected to use \$393,000 in Automation Fund balance to support the purchase of a new vital records system and other automation initiatives.

### Debt Service Fund

The County utilizes a Debt Service Fund for payment of all principal and interest on long-term debt. A portion of property taxes and sales taxes are dedicated for funding debt service with revenues increasing as the tax base grows. While the revenue stream is relatively consistent, debt service expenditures fluctuate from year to year. To accommodate these fluctuations within the consistent revenues, a debt service fund balance is maintained to provide additional funding where projected revenues are not expected to fully fund debt service expenditures based on the debt amortization.

The County's policy is to maintain a minimum fund balance of 19 percent in the debt service fund, and a fund balance of at least 30 percent of general fund and debt service fund combined revenues. The County models forecast revenues and expenditures to assure that the dedicated portion of property tax and sales tax are sufficient for funding the debt. In FY 2019, it is estimated that \$3 million of fund balance will be used in accordance with this practice. This amount has been factored into the County's long range financial model.

### Special Revenue Funds

The Major Facilities Special Revenue Fund is projected to contribute \$1.2 million to fund balance during FY 2019. This amount is associated with appropriations for higher revenues than expenditures based on Interlocal Agreement and amendments that determine appropriate revenue percent growth.

The Fire Tax District Fund added \$551,000 to fund balance in 2017. In FY 2018, expenditure growth is expected to outpace revenue growth significantly and the fund is projected to use \$481,000 in fund balance. The FY 2019 Fire Tax District Budget includes \$1.24 million in appropriated fund balance.

Financial modeling is used for both of these funds to anticipate future funding needs to ensure long-term commitments do not exceed anticipated revenue sources in order to ensure financial stability.

The Human Services Transportation budget includes \$118,00 in fund balance contribution in FY 2018 and FY 2019. The contribution provides program flexibility across fiscal years

### Internal Service Fund

The Internal Service Fund will be in its eighth year of operations in FY 2019. The FY 2019 budget increased over FY 2018, for a refinements made to the calculation of the lease charges. Operating departments are charged on an annual basis for a portion of the future vehicle replacement costs as well as a proportional share of the operating expenses for maintenance and repair. These charges are also the primary source of revenues in the Fleet Fund. The budgeted fuel rate for fleet vehicles, was maintained



## Overview of Changes in Fund Balance

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at an unleaded rate of \$2.27 per gallon and diesel at \$2.05 per gallon. The projected beginning unreserved fund balance for FY 2019 is \$1.9 million.

### Enterprise Funds

The use of fund balance is designated to long-term capital needs for solid waste collection and disposal

systems. The Solid Waste Model is used to ensure there is a sustainable plan for the next seven years. Solid Waste Fund Balance is primarily reserved for capital improvements to Solid Waste facilities. There are no anticipated changes in fund balance for the Solid Waste Enterprise funds in FY 2019.



# General Fund Revenue Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	Change from FY18 Adopted
<b>TAXES</b>					
Property Taxes	\$846,282,827	\$884,794,500	\$884,794,500	\$950,077,120	7.4%
Sales Tax	\$177,057,150	\$191,866,000	\$191,866,000	\$200,303,874	4.4%
Lease/Rental Vehicle Tax	\$3,274,472	\$2,550,000	\$2,550,000	\$2,550,000	0.0%
Lease/Rental Heavy Equipment Tax	\$103,346	—	—	—	0.0%
Payment in Lieu of Taxes	\$1,804,494	\$1,222,003	\$1,222,003	\$1,222,003	0.0%
Real Property Transfer Tax	\$11,473,422	\$11,600,000	\$11,600,000	\$13,000,000	12.1%
<b>Subtotal</b>	<b>\$1,039,995,711</b>	<b>\$1,092,032,503</b>	<b>\$1,092,032,503</b>	<b>\$1,167,152,997</b>	<b>6.9%</b>
<b>FEDERAL</b>					
Human Services	\$11,799,974	\$11,753,001	\$11,971,505	\$12,478,886	6.2%
Public Safety	\$212,598	\$150,338	\$150,338	\$150,338	0.0%
FEMA	\$29,859	—	—	—	0.0%
<b>Subtotal</b>	<b>\$12,042,430</b>	<b>\$11,903,339</b>	<b>\$12,121,843</b>	<b>\$12,629,224</b>	<b>6.1%</b>
<b>STATE</b>					
ABC 5 Cent Bottle	\$328,328	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$925,146	\$877,200	\$877,200	\$877,200	0.0%
Environmental	\$123,846	\$146,347	\$146,347	\$153,500	4.9%
Human Services	\$80,770,074	\$78,944,908	\$48,993,578	\$47,071,619	(40.4)%
Libraries	\$583,152	\$450,000	\$450,000	\$600,000	33.3%
Transportation	\$7,225	\$7,500	\$7,200	—	(100.0)%
Other - State	\$1,231,037	\$1,525,500	\$1,525,500	\$1,525,500	0.0%
<b>Subtotal</b>	<b>\$83,968,808</b>	<b>\$82,206,455</b>	<b>\$52,254,825</b>	<b>\$50,482,819</b>	<b>(38.6)%</b>
<b>LOCAL</b>					
ABC Board	\$7,500,000	\$4,000,000	\$4,000,000	\$4,000,000	0.0%
Libraries	\$1	—	—	—	0.0%
Public Safety	\$17,380	—	\$20,000	—	0.0%
Transit	—	—	—	\$34,000	0.0%
Other Local	\$102,909	\$21,850	\$21,850	\$41,850	91.5%
<b>Subtotal</b>	<b>\$7,620,290</b>	<b>\$4,021,850</b>	<b>\$4,041,850</b>	<b>\$4,075,850</b>	<b>1.3%</b>
<b>CHARGES FOR SERVICES</b>					
Environmental	\$348,020	\$375,000	\$375,000	\$362,000	(3.5)%
Client Fees	\$1,217,197	\$1,211,447	\$1,211,647	\$1,142,747	(5.7)%
Insurance	\$754,091	\$909,140	\$909,140	\$914,240	0.6%
Medicaid Fees	\$16,291,736	\$12,123,030	\$12,379,556	\$12,311,830	1.6%
Medicare Fees	\$45,690	\$44,650	\$44,650	\$44,650	0.0%
HS Reimbursements	\$625,004	\$619,445	\$619,445	\$534,780	(13.7)%

# General Fund Revenue Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	Change from FY18 Adopted
Other	\$6,370	\$7,500	\$7,500	\$7,500	0.0%
Inspection Fees	\$898,686	\$848,427	\$848,427	\$963,800	13.6%
Library Fees	\$421,840	\$431,000	\$431,000	\$411,000	(4.6)%
Parks & Recreation Fees	\$153,904	\$149,494	\$149,494	\$143,500	(4.0)%
EMS Fees	\$25,555,612	\$26,441,635	\$26,441,635	\$26,461,007	0.1%
Facility Use Fees	\$262,620	\$250,300	\$250,300	\$315,212	25.9%
Fire/Rescue Fees	\$305,938	\$297,698	\$297,698	\$208,489	(30.0)%
Sheriff Fees	\$4,090,403	\$3,600,300	\$3,600,300	\$4,103,800	14.0%
Transportation Fees	—	\$98,370	—	\$98,370	0.0%
Planning Fees	\$1,163,298	\$1,233,074	\$1,233,074	\$1,301,000	5.5%
Court Facility Fees	\$1,105,701	\$1,100,000	\$1,100,000	\$1,015,000	(7.7)%
Parking Fees	\$1,090,721	\$1,175,749	\$1,175,749	\$1,300,000	10.6%
Rental/Lease Income	\$286,147	\$286,869	\$286,869	\$285,869	(0.3)%
Record Fees	\$5,332,857	\$5,199,420	\$5,199,420	\$5,285,431	1.7%
Reimbursements	\$1,887,957	\$3,506,886	\$3,876,886	\$2,508,902	(28.5)%
Tax Collection Fees	\$909,613	\$933,000	\$933,000	\$975,000	4.5%
Vending Income	\$666,536	\$439,000	\$439,000	\$684,000	55.8%
Other - Charges for Services	\$2,001,345	\$1,872,269	\$1,872,269	\$1,732,800	(7.4)%
<b>Subtotal</b>	<b>\$65,421,286</b>	<b>\$63,153,703</b>	<b>\$63,682,059</b>	<b>\$63,110,927</b>	<b>(0.1)%</b>
<b>LICENSES &amp; PERMITS</b>					
Licenses	\$248,704	\$276,300	\$276,300	\$274,500	(0.7)%
Permits	\$5,123,120	\$4,700,698	\$4,890,017	\$5,337,004	13.5%
<b>Subtotal</b>	<b>\$5,371,824</b>	<b>\$4,976,998</b>	<b>\$5,166,317</b>	<b>\$5,611,504</b>	<b>12.7%</b>
<b>INTEREST INCOME</b>					
Interest	\$56,982	\$1,220	\$1,220	\$1,220	0.0%
<b>Subtotal</b>	<b>\$56,982</b>	<b>\$1,220</b>	<b>\$1,220</b>	<b>\$1,220</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>					
Sale of Materials & Fixed Assets	\$195,278	\$144,158	\$144,158	\$141,762	(1.7)%
Miscellaneous Revenue	\$515,429	\$255,864	\$256,164	\$219,335	(14.3)%
<b>Subtotal</b>	<b>\$710,707</b>	<b>\$400,022</b>	<b>\$400,322</b>	<b>\$361,097</b>	<b>(9.7)%</b>

# General Fund Revenue Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	Change from FY18 Adopted
<b>OTHER FINANCING SOURCES</b>					
Capital Lease/Installment Purchases	\$26,472	—	—	—	0.0%
Appropriated Fund Balance	—	\$872,896	\$3,617,346	\$11,415,000	1,207.7%
<b>Subtotal</b>	<b>\$26,472</b>	<b>\$872,896</b>	<b>\$3,617,346</b>	<b>\$11,415,000</b>	<b>1,207.7%</b>
<b>TRANSFERS</b>					
Transfers From Other Funds	\$3,588,574	\$3,749,014	\$3,834,014	\$3,759,362	0.3%
<b>Subtotal</b>	<b>\$3,588,574</b>	<b>\$3,749,014</b>	<b>\$3,834,014</b>	<b>\$3,759,362</b>	<b>0.3%</b>
<b>Revenue Total</b>	<b>\$1,218,803,084</b>	<b>\$1,263,318,000</b>	<b>\$1,237,152,299</b>	<b>\$1,318,600,000</b>	<b>4.4%</b>

# General Fund Expenditure Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	Change from FY18 Adopted
<b>GENERAL GOVERNMENT</b>					
Board Of Commissioners	\$595,913	\$611,783	\$615,783	\$611,920	0.0%
Communications Office	—	\$992,331	\$996,395	\$1,047,798	5.6%
County Manager	\$2,157,316	\$1,516,012	\$1,534,275	\$1,944,731	28.3%
County Attorney	\$2,546,769	\$2,779,702	\$2,779,702	\$2,887,280	3.9%
Board Of Elections	\$6,465,163	\$5,152,790	\$5,948,580	\$4,727,211	-8.3%
Budget And Management Services	\$815,935	\$1,109,544	\$1,114,231	\$1,019,524	-8.1%
Facilities Design & Construction	\$1,521,004	\$1,583,499	\$1,588,144	\$1,637,728	3.4%
Finance Department	\$2,651,142	\$2,858,994	\$2,893,918	\$3,083,541	7.9%
Human Resources	\$2,459,932	\$2,735,982	\$2,743,933	\$3,169,202	15.8%
Information Services	\$14,285,940	\$16,632,174	\$16,705,810	\$17,490,519	5.2%
Register Of Deeds	\$2,920,106	\$3,759,594	\$3,759,594	\$3,599,780	-4.3%
Revenue Department	\$7,218,360	\$9,044,484	\$9,050,519	\$10,145,885	12.2%
Quasi-Governmental	—	\$790,086	\$804,407	\$787,059	-0.4%
Capital Lease	\$26,472	—	—	—	0.0%
<b>Subtotal</b>	<b>\$43,664,053</b>	<b>\$49,566,975</b>	<b>\$50,535,291</b>	<b>\$52,152,178</b>	<b>5.2%</b>
<b>COMMUNITY SERVICES</b>					
Community Services Management and Budget Office	\$635,360	\$689,640	\$695,918	\$789,635	14.5%
Geographic Information Services	\$1,829,320	\$2,064,379	\$2,069,379	\$2,043,049	-1.0%
Libraries	\$23,045,629	\$24,368,748	\$24,746,123	\$25,714,332	5.5%
Parks, Recreation and Open Space	\$2,940,282	\$2,964,493	\$3,005,594	\$3,178,201	7.2%
Planning, Development and Inspections	\$4,614,386	\$5,080,787	\$5,295,566	\$5,356,336	5.4%
Veterans Services	\$254,291	\$288,643	\$288,643	\$288,501	-1.0%
<b>Subtotal</b>	<b>\$33,319,267</b>	<b>\$35,456,690</b>	<b>\$36,101,223</b>	<b>\$37,370,054</b>	<b>5.4%</b>
<b>ENVIRONMENTAL SERVICES</b>					
Animal Care, Control and Adoption Center	\$3,142,278	\$3,663,907	\$3,675,955	\$3,717,905	1.5%
Environmental Health & Safety	\$2,855,386	\$3,390,543	\$3,362,003	\$3,548,555	4.7%
Environmental Services Administration	\$977,430	\$1,056,974	\$1,180,659	\$1,003,283	4.7%
Water Quality	\$3,677,138	\$4,357,740	\$4,274,518	\$4,798,566	10.1%
<b>Subtotal</b>	<b>\$10,652,232</b>	<b>\$12,469,164</b>	<b>\$12,493,135</b>	<b>\$13,068,309</b>	<b>4.8%</b>
<b>GENERAL SERVICES ADMINISTRATION</b>					
Administration / Support	\$2,810,552	\$2,802,806	\$3,131,278	\$2,836,086	1.2%
County Building Agreements	\$9,592	\$60,768	\$74,437	\$60,768	0.0%
Criminal Justice/General Government	\$1,028,501	\$952,258	\$972,950	\$952,258	0.0%
Facility and Field Services	\$7,183,077	\$7,441,233	\$7,468,633	\$7,651,185	2.8%

# General Fund Expenditure Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	Change from FY18 Adopted
Physical Plant	\$8,307,183	\$8,326,154	\$8,328,824	\$8,619,391	3.5%
Safety and Security	\$3,221,013	\$3,522,472	\$3,586,173	\$3,539,329	0.5%
Utilities	\$5,645,917	\$5,535,912	\$5,214,090	\$5,851,069	5.7%
<b>Subtotal</b>	<b>\$28,205,834</b>	<b>\$28,641,603</b>	<b>\$28,776,385</b>	<b>\$29,510,086</b>	<b>3.0%</b>
<b>HUMAN SERVICES</b>					
Administration and Operations	\$22,305,763	\$23,150,966	\$23,276,548	\$18,917,554	12.7%
Behavioral Health - MCO	\$17,941,508	—	—	—	0.0%
Child Welfare	\$28,405,532	\$31,003,817	\$31,441,502	\$31,667,556	2.1%
Children, Youth and Family	\$18,625,125	\$4,052	\$15,938	—	-100.0%
Health Clinics	\$18,027,570	\$19,082,677	\$18,821,848	\$19,986,185	4.7%
Public Health	\$6,744,906	\$27,950,663	\$28,409,022	\$29,284,298	4.8%
Social Services Economic Self Sufficiency	\$81,758,990	\$82,336,714	\$51,873,692	\$49,656,725	-39.7%
Human Services Reserves	—	—	\$1,176,284	—	0.0%
<b>Subtotal</b>	<b>\$193,809,395</b>	<b>\$183,528,889</b>	<b>\$155,014,834</b>	<b>\$149,512,318</b>	<b>-18.5%</b>
<b>HOUSING</b>					
Housing	—	—	—	\$25,289,005	100%
<b>Subtotal</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$25,289,005</b>	<b>100%</b>
<b>BEHAVIORAL HEALTH - MANAGED CARE</b>					
Behavioral Health - Managed Care Organization	—	\$27,046,964	\$27,434,268	\$30,565,104	13.0%
<b>Subtotal</b>	<b>—</b>	<b>\$27,046,964</b>	<b>\$27,434,268</b>	<b>\$30,565,104</b>	
<b>EMERGENCY MEDICAL SERVICES</b>					
Emergency Medical Services	\$37,811,112	\$42,970,922	\$43,057,431	\$45,100,647	5.0%
<b>Subtotal</b>	<b>\$37,811,112</b>	<b>\$42,970,922</b>	<b>\$43,057,431</b>	<b>\$45,100,647</b>	<b>5.0%</b>
<b>FIRE SERVICES</b>					
Fire Services	\$1,754,795	\$2,090,395	\$2,108,030	\$2,224,440	6.4%
Emergency Management	—	\$708,864	\$733,804	\$543,879	-23.3%
<b>Subtotal</b>	<b>\$1,754,795</b>	<b>\$2,799,259</b>	<b>\$2,841,834</b>	<b>\$2,768,319</b>	<b>-1.1%</b>
<b>EMERGENCY MANAGEMENT</b>					
Emergency Management	\$814,175	—	—	—	0.0%
<b>Subtotal</b>	<b>\$814,175</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>0.0%</b>
<b>EMERGENCY COMMUNICATIONS</b>					
PS Communications	\$1,024,048	\$1,669,511	\$1,671,511	\$1,748,634	4.7%
<b>Subtotal</b>	<b>\$1,024,048</b>	<b>\$1,669,511</b>	<b>\$1,671,511</b>	<b>\$1,748,634</b>	<b>4.7%</b>

# General Fund Expenditure Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	Change from FY18 Adopted
<b>CCBI</b>					
Support Services	\$1,751,103	\$2,018,916	\$2,018,916	\$2,045,682	1.3%
Investigations	\$1,701,747	\$1,742,721	\$1,742,721	\$1,741,085	-0.1%
Crime Lab	\$1,522,167	\$1,685,598	\$1,770,598	\$1,925,691	14.2%
Administration	\$831,540	\$915,008	\$919,243	\$916,851	0.2%
<b>Subtotal</b>	<b>\$5,806,558</b>	<b>\$6,362,243</b>	<b>\$6,451,478</b>	<b>\$6,629,309</b>	<b>4.2%</b>
<b>SHERIFF</b>					
Detention	\$45,768,696	\$45,176,738	\$45,126,844	\$47,396,455	4.9%
Law Enforcement	\$39,898,303	\$45,663,373	\$45,693,274	\$45,146,888	-1.1%
<b>Subtotal</b>	<b>\$85,667,000</b>	<b>\$90,840,111</b>	<b>\$90,820,118</b>	<b>\$92,543,343</b>	<b>1.9%</b>
<b>NON-DEPARTMENTAL</b>					
Health Benefits	\$10,361,387	\$9,576,000	\$9,576,000	\$8,396,000	-12.3%
Memberships	\$496,411	\$528,345	\$528,345	\$539,044	2.0%
Non-departmental	\$6,898,547	\$3,134,665	\$3,097,084	\$8,988,660	186.8%
Public Agencies	\$2,583,956	\$2,327,456	\$2,327,456	\$2,957,592	27.1%
Risk Management - Cost of Claims	\$1,235,810	\$1,474,203	\$1,500,914	\$1,360,398	-7.7%
<b>Subtotal</b>	<b>\$21,576,111</b>	<b>\$17,040,669</b>	<b>\$17,029,799</b>	<b>\$22,241,694</b>	<b>30.5%</b>
<b>TRANSFERS</b>					
Transfers	\$305,544,000	\$312,728,000	\$312,728,000	\$323,701,000	3.5%
<b>Subtotal</b>	<b>\$305,544,000</b>	<b>\$312,728,000</b>	<b>\$312,728,000</b>	<b>\$323,701,000</b>	<b>3.5%</b>
<b>EDUCATION</b>					
Wake County Public School System	\$409,911,000	\$430,911,000	\$430,911,000	\$461,000,000	7.0%
Wake Technical Community College	\$19,800,000	\$21,286,000	\$21,286,000	\$25,400,000	19.3%
<b>Subtotal</b>	<b>\$429,711,000</b>	<b>\$452,197,000</b>	<b>\$452,197,000</b>	<b>\$486,400,000</b>	<b>7.6%</b>
<b>Expenditure Total</b>	<b>\$1,199,359,580</b>	<b>1,263,318,000</b>	<b>1,237,152,307</b>	<b>1,318,600,000</b>	<b>4.4%</b>



# General Government Budget Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Board Of Commissioners	\$595,913	\$611,783	\$615,783	\$611,920	1.2%
Communications Office	—	\$992,331	\$996,395	\$1,047,798	2.0%
County Manager	\$2,157,316	\$1,516,012	\$1,534,275	\$1,944,731	3.7%
County Attorney	\$2,546,769	\$2,779,702	\$2,779,702	\$2,887,280	5.5%
Board Of Elections	\$6,465,163	\$5,152,790	\$5,948,580	\$4,727,211	9.1%
Budget And Management Services	\$815,935	\$1,109,544	\$1,114,231	\$1,019,524	2.0%
Facilities Design & Construction	\$1,521,004	\$1,583,499	\$1,588,144	\$1,637,728	3.1%
Finance Department	\$2,651,142	\$2,858,994	\$2,893,918	\$3,083,541	5.9%
Human Resources	\$2,459,932	\$2,735,982	\$2,743,933	\$3,169,202	6.1%
Information Services	\$14,285,940	\$16,632,174	\$16,705,810	\$17,490,519	33.5%
Register Of Deeds	\$2,920,106	\$3,759,594	\$3,759,594	\$3,599,780	6.9%
Revenue Department	\$7,218,360	\$9,044,484	\$9,050,519	\$10,145,885	19.5%
Quasi-Governmental	—	\$790,086	\$804,407	\$787,059	1.5%
<b>Expenditure Totals</b>	<b>\$43,637,581</b>	<b>\$49,566,975</b>	<b>\$50,535,291</b>	<b>\$52,152,178</b>	

# Board Of Commissioners

## Board of Commissioners

### Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Salary / Benefits	\$514,063	\$538,621	\$542,621	\$537,880	87.9%
Contractual Services	\$10,831	\$6,888	\$6,888	\$7,948	1.3%
Supplies, Materials and Other Charges	\$71,019	\$66,274	\$66,274	\$66,092	10.8%
<b>Expenditure Totals</b>	<b>\$595,913</b>	<b>\$611,783</b>	<b>\$615,783</b>	<b>\$611,920</b>	
<b>Number of FTEs</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	

### Department Purpose and Goals

The Board of Commissioners, a seven-member elected group, is the governing and policy-making body of Wake County. The registered voters of Wake County elect the County Commissioners in partisan elections held in November of even-numbered years.

The Board of Commissioners establishes the goals for County government, provides policy direction on specific issues to the County Manager, and ensures accountability to the citizens. Each year the Board approves an annual financial plan and sets property tax rates and fees for the County and for special taxing districts. Specific actions include adopting appropriate budget ordinances, rules and regulations. Further, the Board of Commissioners appoints members to boards and commissions established by State legislation or County Ordinance. By law, the Board of Commissioners also directly appoints three public officials: County Manager, County Attorney and Clerk to the Board, all of whom serve at the

pleasure of the board. The Board of Commissioners is supported by four staff.

### Major Accomplishments

The Board adopted a balanced General Fund budget of \$1,263,318,000, for FY 2018. The approved budget included a 1.45 cent tax increase, raising the property tax rate to 61.50 cents per \$100 of assessed property value.

The approved budget reflected the board's priorities on education, community health and public safety. A seven-year Capital Improvements Plan included in the prior year budget earmarks investments to the Wake County Public School System's CIP; Wake Technical Community College's CIP and county long-range capital plans.

Adopted a 20-year Affordable Housing Plan. Approximately 56,000 working families who make less than \$39,000 a year in Wake County are currently unable to find affordable housing. Current trends

# Board Of Commissioners

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show that number may increase to as many as 150,000 households over the next 20 years. The plan identifies land use policies, leveraged programs and new public resources as strategies to address residents' housing needs.

Refocused the Commission for Women. The newly-appointed commission members are working to identify, develop and implement strategies that will eliminate discrimination affecting women who reside and/or work in Wake County.

Convened the county's first Behavioral Health Summit. More than 200 community stakeholders came together to learn about efforts to address mental health and substance abuse issues in Wake County, identify solutions and prioritize next steps to improve the lives of people interacting with the behavioral health system.

Adopted a Comprehensive Food Security Plan. More than one in seven county residents do not have access to the food they need to live healthy lives. The Comprehensive Food Security Plan includes recommendations on policies, partnerships and activities to improve the local food system.

Collaborated with the Water Partnership on One Water initiatives. With the belief that water in all its forms has value, the partnership is working to revise water resource policies to reflect current scientific data and understanding, protect watershed and

stream buffers, participate in the protection of Falls and Jordan lakes, and promote conservation measures on lands in current and potential watersheds.

## FY19 Discussion

The Board of Commissioners' operating and personnel budget increased from the prior year's adopted budget for the annualization of performance pay and benefit adjustments.

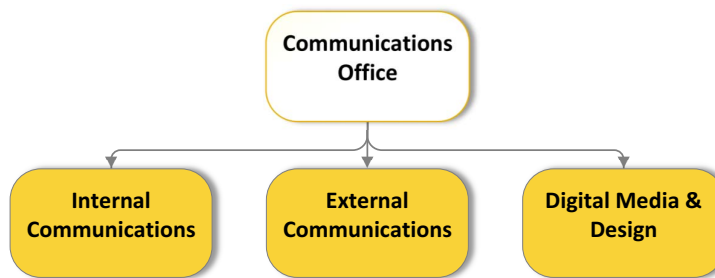
## Horizon Issues

Developing a long-term plan for local funding for the Wake County Public School System annual operating budget that establishes annual goals and targets that are predictable, sustainable and aligned for the needs of WCPSS.

Preparing for a new parks, open space and greenway bond referendum that will provide for more recreational opportunities and environmental education, assist in the development of a countywide interconnected greenway system and provide additional watershed protection.

Working collaboratively with all partners to preserve and increase the county's affordable housing inventory, reduce homelessness and improve the wellbeing of our most vulnerable citizens.

# Communications Office



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Transfers	—	\$12,000	\$12,000	\$12,000	100.0%
<b>Revenue Totals</b>	<b>—</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	—	\$932,618	\$918,482	\$949,885	90.7%
Contractual Services	—	\$28,516	\$46,716	\$66,716	6.4%
Supplies, Materials and Other Charges	—	\$31,197	\$31,197	\$31,197	3.0%
<b>Expenditure Totals</b>	<b>—</b>	<b>\$992,331</b>	<b>\$996,395</b>	<b>\$1,047,798</b>	
<b>Number of FTEs</b>	<b>0.000</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	

## Department Purpose and Goals

The Communications Office's mission is to engage and educate our communities about Wake County Government programs, services and initiatives. The goals are to provide excellent consulting services; proactively inform, educate and motivate others; enhance Wake County's digital presence; build strong, trusting relationships; and be thoughtful leaders committed to continuous improvement.

The department oversees external and internal communications for the county, as well as its digital media and design needs. It develops communications strategies for county projects, programs and initiatives. This work often includes written products such as news releases, speeches and fact sheets; design pieces such as posters, brochures and rack

cards; digital products such as social media content, webpage creation and video production; and media relations such as story pitching, interview scheduling and public records request fulfillment.

With the FY 2018 budget, the communications function transitioned from the County Manager's Office to its own department.

## Major Accomplishments

The Communications Office worked closely with Information Services and staff from internal-facing departments to develop a new intranet to better serve our Wake County's 4,000 employees. Over the course of the year, the team formed an executive sponsorship committee, created project goals, identified the product Unily to host the intranet, and worked to

# Communications Office

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determine the structure, look and content of the site. The new intranet launched on Feb. 14, 2018, with 54 percent of the organization viewing it on day one - roughly 20 percent above the industry standard.

Together with the County Attorney's Office, the Communications Office drafted an official policy and procedure to govern how the county manages public records requests in accordance with state laws. The policy sites the Communications Office as the single funnel through which public records requests should flow. To make this process as efficient as possible, the department acquired a software tool called NextRequest, which launched in March 2018, to enable better tracking, information sharing and legal review of records from start to finish. This effort will mitigate risk and improve work flow in each step of the public records request fulfillment process.

Following a 2016 outbreak of cryptosporidium, the Communications Office launched an education campaign in May 2017 to share the importance of healthy hygiene at public pools. The campaign included a media event, information posters and digital media outreach. The number of cases of cryptosporidium dropped by 71% in 2017.

The Communications Office added an in-house video producer, allowing it to produce traditional episodes of WAKE-TV, as well as an additional 40 videos. These videos were shared on the web and social media to educate and inform the community.

This position allowed for additional content production at a significant cost-savings from what a private production company would charge. Video has become a staple in the department's communications planning.

The Communications Office worked with Parks, Recreation and Open Space staff to develop and launch new, unified branding for all of the county's parks and nature preserves. The branding includes unique logos and corresponding materials for each park and preserve, which all clearly fit under the same style umbrella, so residents can easily tell each one is part of a greater whole.

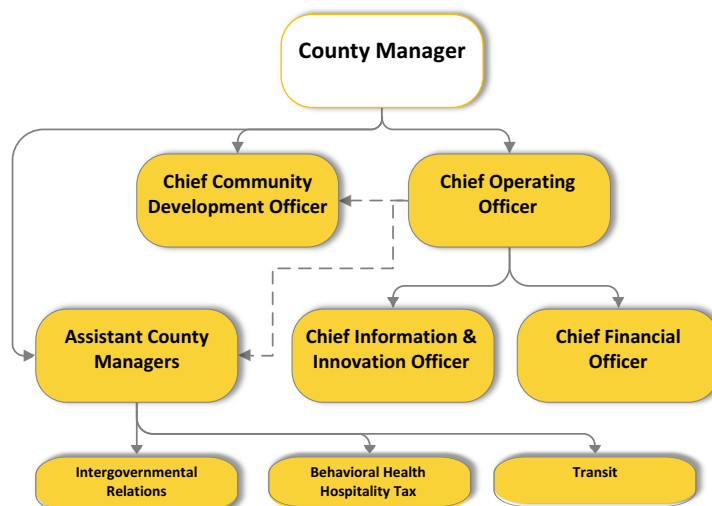
## FY19 Discussion

The FY 2019 budget includes annualization of personnel and benefit costs adopted with the prior year's budget.

The budget adds \$18,000 in ongoing contract funding for software that provides a centralized public records request process for the County.

The FY 2019 budget also adds \$20,000 in contract funding for the acquisition of a digital asset management tool to provide a central repository for photos and graphics to be stored for staff use. This tool will enable County departments to inventory and access images and video.

# County Manager



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$433	—	—	—	0.0%
Transfers	\$12,000	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$12,433</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,051,757	\$1,461,493	\$1,449,756	\$1,899,508	97.7%
Contractual Services	\$28,790	\$7,080	\$33,080	\$4,000	0.2%
Supplies, Materials and Other Charges	\$75,576	\$46,137	\$50,137	\$39,921	2.1%
Debt	\$1,193	\$1,302	\$1,302	\$1,302	0.1%
<b>Expenditure Totals</b>	<b>\$2,157,316</b>	<b>\$1,516,012</b>	<b>\$1,534,275</b>	<b>\$1,944,731</b>	
<b>Number of FTEs</b>	<b>17.000</b>	<b>9.000</b>	<b>9.000</b>	<b>11.000</b>	

## Department Purpose and Goals

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has authority, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and the Register of Deeds. The primary function of the County Manager's Office is to make recommendations on operations and policy to the Board of Commissioners and ensure that policy articulated and/or legislatively mandated

by the Board is implemented in an effective and efficient manner. The mission of the County Manager's Office is to support and implement Board policy through corporate direction, communication and coordination of strategic initiatives and efficient management of the County's workforce and resources.

With the FY 2018 budget, the communications function transitioned from the County Manager's Office to its own department.

# County Manager

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## Major Accomplishments

Expanding the County's inventory of affordable housing is one of the Board of Commissioners' highest priorities. The Manager's Office will work with internal and external stakeholders to create a new County department focused on housing affordability. The Board endorsed this change in Spring 2018 and authorized a full-time Director's position. The new Director will lead the development process, crafting the new department to provide a wider range of housing services.

## FY19 Discussion

The County Manager's Office Budget increased \$429,000 from the FY 2018 Adopted Budget. This reflects organizational restructuring changes made in April 2018 which transferred two existing positions into the department including the Chief Innovation Officer and the Strategy and Performance Officer. Other increases include annualization of prior year performance pay increases, benefit rate adjustments and salary changes for new hires.

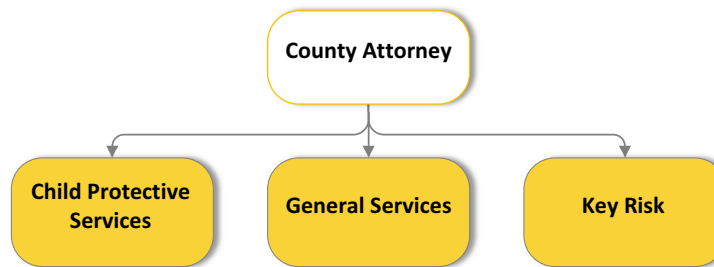
## Horizon Issues

Revenue projections show that over the next few years, the County will continue to experience moderate growth in revenues. The County Manager's Office continues to lead discussions with departments about how to maintain or enhance service delivery for a growing community when faced with the prospect of limited growth in resources.

A significant portion of Wake County Government's budget is allocated to the Wake County Public School System. How the County and the School System work to achieve the most efficient use of funds and community resources will have a significant impact on the resources available to provide services to the citizens of Wake County.

The County's role in mental health, developmental disabilities and substance abuse services will continue to shift. In addition to working with the managed care organization and community providers to plan for and provide care, the County will continue to develop a model to collaborate with the justice system, public health agencies and educational institutions to yield enhanced services and positive life outcomes within the mental health system of care.

# County Attorney



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Salary / Benefits	\$2,390,077	\$2,588,841	\$2,598,841	\$2,690,617	93.2%
Contractual Services	\$17,982	\$56,698	\$48,064	\$56,308	2.0%
Supplies, Materials and Other Charges	\$138,710	\$134,163	\$132,797	\$140,355	4.9%
<b>Expenditure Totals</b>	<b>\$2,546,769</b>	<b>\$2,779,702</b>	<b>\$2,779,702</b>	<b>\$2,887,280</b>	
<b>Number of FTEs</b>	<b>19.000</b>	<b>20.000</b>	<b>20.000</b>	<b>20.000</b>	

## Department Purpose and Goals

The County Attorney's Office advises County officials and departments on legal matters and represents the County in court and legal negotiations. The office provides legal advice and assistance related to statutes, rules, regulations and court interpretations. The office also drafts legal documents, researches legal precedents, advises officials on legal implications of actions, and studies County policies, procedures, and actions to assure compliance with the law. The Office advises all elected and appointed Wake County Boards.

The County Attorney's highest priority is to avoid legal liability issues by providing timely advice to the Board of Commissioners and County departments and providing department legal services in the conduct of County business and the provision of mandated services such as Child Protective Services and Adult Protective Services. To accomplish these objectives, the County Attorney's office defends the County in lawsuits, assists the Revenue Department

in property tax appeals, negotiates and reviews contracts, files petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults, represents the County in abuse and neglect cases of juveniles and dependent adults, files and tries cases involving termination of parental rights, handles all workers' compensation cases for the County and locally funded workers' compensation cases for the Wake County Public School System, assists in enforcement of County ordinances, provides risk management services for the County, and secures and supervises outside counsel when necessary.

## Major Accomplishments

Successfully represented the County to positive and desired outcomes in all state court and appellate court cases.

Successfully recovered \$1.05 million in lost funds related to the Register of Deeds office.



# County Attorney

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Substantially lowered the wait times associated with adoptions in Child Protective Services.

Provided high caliber legal services in conjunction with other departments for the accomplishment of the BOC priorities.

## **FY19 Discussion**

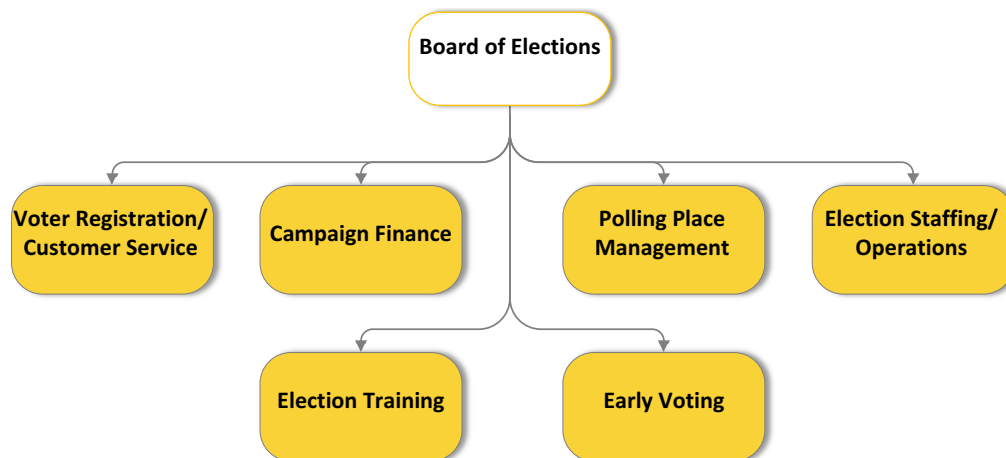
The Attorney's budget includes adjustments from the prior year's adopted budget for ongoing personnel cost escalation from annualization of performance pay and benefit rate adjustments, as well as the addition of travel and training funding.

Additional ongoing funding to expand the training and professional development of County Attorney staff has been added to the FY 2019 budget. This funding will allow employees of the department to participate in more training opportunities throughout the year to ensure department staff are meeting necessary annual continuing education, certification updates, and legal issues training. (\$10,000)

## **Horizon Issues**

As the hiring environment in the triangle continuous to improve, the County Attorney's office must continue to stay competitive to attract and retain the highest qualified attorneys and staff.

# Board Of Elections



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$296	\$1,094,021	\$1,464,021	\$7,000	100.0%
Miscellaneous	\$74	—	—	—	0.0%
Other Financing Sources	—	—	\$407,281	—	0.0%
<b>Revenue Totals</b>	<b>\$370</b>	<b>\$1,094,021</b>	<b>\$1,871,302</b>	<b>\$7,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,647,090	\$1,812,121	\$1,843,915	\$1,976,300	41.8%
Contractual Services	\$3,017,127	\$2,326,408	\$2,624,154	\$1,925,753	40.7%
Supplies, Materials and Other Charges	\$1,800,947	\$1,014,261	\$1,073,230	\$825,158	17.5%
Budget Reserves	—	—	\$407,281	—	0.0%
<b>Expenditure Totals</b>	<b>\$6,465,163</b>	<b>\$5,152,790</b>	<b>\$5,948,580</b>	<b>\$4,727,211</b>	
<b>Number of FTEs</b>	<b>24.000</b>	<b>24.000</b>	<b>24.000</b>	<b>26.000</b>	

## Department Purpose and Goals

The Wake County Board of Elections conducts all federal, state, county, municipal, and special elections in accordance with the mandates set by federal and state law and State Board of Elections policy. Its mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters.

The major functions of the Wake County Board of Elections are to register eligible voters, maintain accurate voter registration lists, conduct elections and report election results, process provisional ballots,

recruit and train precinct officials, secure polling places, ensure polling place ADA-compliant accessibility, maintain voting equipment and election records, file candidates for elective office, audit campaign finance reports, manage voting precincts, manage by-mail voting and early voting, and administer State Board of Elections policies that interpret federal and state statutes.

## Major Accomplishments

Successfully conducted the October and November 2017 Municipal Elections for 14 municipalities.

# Board Of Elections

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Completed mandatory election training for 2,292 precinct officials serving in the 2017 Municipal Elections.

Processed and mailed 3,571 absentee ballots for the October and November 2017 Municipal Elections.

Completed and implemented four separate jurisdictional redistricting projects, maintained 40,709 voter address district segments, and increased individual street segments by 488 in response to Wake County population growth.

Performed preventative maintenance on 1,052 voting and tabulator machines.

## FY19 Discussion

Board of Elections base budget is re-established annually. Each year's base budget assumes one election, and all early voting and additional elections are budgeted on a one-time basis. As such, Board of Election's budget varies depending on the planned elections for each fiscal year.

Board of Election's total FY 2019 budget is \$4.73 million, a decrease of \$0.43 million from the prior year. The FY 2018 budget included funding for a reimbursed November municipal election and a May primary election. The FY 2019 budget contains funding for a single general election.

In FY 2019, Board of Elections will open all Wake County precincts for the 2018 General Election. Funding is included to provide 17 days of early voting at 9 sites (\$857,000).

Board of Elections will add an election specialist and mapping technician in FY 2019. The election specialist will assist with recruiting, retaining, and managing Board of Election's pool of 6,000 temporary employees. The Mapping Technician will maintain the state election software, assign voter jurisdiction information to new or changed addresses, and resolve incomplete voter registration applications (2.000 FTEs; \$100,000).

Board of Election's budget includes one-time funding for increased temporary staff pay rates and staffing levels as Board of Elections works to determine a long-term initiative to address temporary staffing challenges (\$125,000).

\$15,000 in one-time funding is included to create two additional precincts in Wake County to reduce wait times and prevent voter walk-offs. Recommended precincts are among the highest in number of registered voters, growth in registered voters, and Election Day turnout. The precinct split will occur after the 2018 General Election. Ongoing costs of the precinct splits total \$6,000 and will be incorporated into future budget development.

Staff will implement new voting equipment in each of Wake County's polling places and early voting locations. Ongoing operating costs associated with new voting equipment is included (\$142,000).

## Horizon Issues

Continue to evaluate pending election legislation and its impact on funding and staffing levels required to adhere to the new legislation, including changing board dynamics, early voting time periods, voter identification requirements, absentee-by-mail procedures, redistricting, and list maintenance.

Work towards securing a permanent facility in which to operate all voter registration and election operations.

Prepare for possible directive from the North Carolina State Board of Elections, pursuant to Session Law 2013-381, that all counties enact the use of electronic pollbooks and limit the number of registered voters per precinct. Limitations on registered voters per precinct would significantly increase the number of Wake County precincts and the implementation of electronic pollbooks would require the purchase of laptops and electronic pollbook software for each of Wake County's polling places.

# Board Of Elections

## Summary of Services and Performance Measures

### Service Area: Voter Registration

**Description:** State law requires that the Wake County Board maintain voter registration records for all voters in the county. The Board of Elections supports voter registration drives conducted by the public but is not mandated by law to conduct its own drives or other activities to directly impact the number of registered voters.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of voters registered	701,987	728,000	745,000	750,000

### Service Area: Election Equipment Maintenance

**Description:** State law requires each piece of voting equipment be tested and certified prior to each election, in addition to annual maintenance. Elections staff became certified technicians in 2013, cutting voting equipment incidents from 20 per election to six.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Failure rate of election equipment on election day and early voting	7	6	5	

### Service Area: Precinct Management

**Description:** State law requires that all precincts containing eligible voters be open for each election. Wake County currently has 204 polling places that must be staffed and operated. A large number of equipment, supplies, and furniture must be packed and delivered to each polling place prior to each election. A significant amount of planning and execution is required to make sure supplies are fully and accurately packed for the 204 polling places.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Percentage of polling places with accurate supplies for election day and/or early voting	96	94	95	100

### Service Area: Precinct and Early Voting Official Recruitment

**Description:** State law requires that all precincts containing eligible voters be open for each election. Wake County has 204 polling places that must be adequately staffed. Wake County currently has a pool of 5,682 precinct officials which require a significant amount of planning and execution to make sure officials are prepared for election assignments.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Number of recruited active officials for election day and/or early voting	5,519	5,900	6,000	6,000

# Board Of Elections

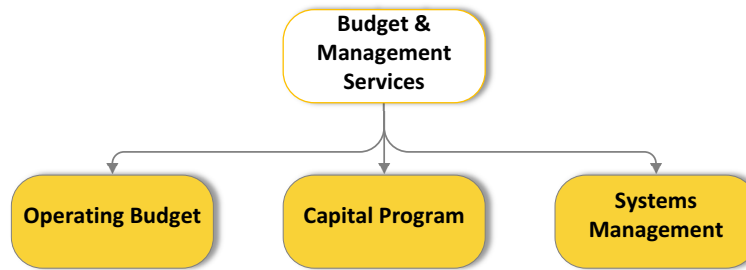
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## Service Area: Training

**Description:** State law requires that all precinct officials working in Election Day polling places receive training prior to each election. Wake County Board of Elections staff plan and conduct an average of 140 hours of classroom training for up to 2,500 precinct officials prior to each election. Precinct officials are asked after each election to rate the degree to which the training classes prepared them for their election responsibilities.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percentage of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	97	95	95	97

# Budget And Management Services



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Salary / Benefits	\$758,018	\$1,068,145	\$1,047,832	\$955,768	93.7%
Contractual Services	\$26,155	\$5,880	\$30,880	\$22,800	2.2%
Supplies, Materials and Other Charges	\$31,763	\$35,519	\$35,519	\$40,956	4.0%
<b>Expenditure Totals</b>	<b>\$815,935</b>	<b>\$1,109,544</b>	<b>\$1,114,231</b>	<b>\$1,019,524</b>	
<b>Number of FTEs</b>	<b>8.000</b>	<b>10.000</b>	<b>10.000</b>	<b>9.000</b>	

## Department Purpose and Goals

Budget and Management Services provides fiscal planning, fiscal management, and management and policy consulting to the Board of Commissioners, County Manager, and departments to ensure the County's fiscal integrity and health while facilitating efficient and effective service delivery.

The main responsibility is to manage the annual operating and capital budget processes, assisting the County Manager's Office in developing the annual budget and 7-year capital improvement program for all Wake County government services. Additional duties include operating and capital countywide management analysis and program evaluation, providing financial information and policy analysis to the Board of Commissioners and County Manager, and assisting departments with financial and managerial challenges.

## Major Accomplishments

Budget and Management Services continued to facilitate business plan meetings, which enable departments, Budget and Management Services, and the Manager's Office to conduct early discussion of goals, objectives, and desired outcomes. Business plan discussions focus on service delivery and resource alignment and aid in the consideration of budget requests.

Budget and Management Services assisted the County Manager's Office in preparing comprehensive materials for a January Board of Commissioners retreat focusing on board goals and a March retreat focusing on budget development.

The department is represented on the Schools Facilities Core Team with members from the Wake County Manager's Office and Facilities, Design and Construction. The school system is represented by members of their Facilities, Design and Construction and Real Estate teams. The group was established as

# Budget And Management Services

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part of an inter-local agreement to enhance collaboration and promote best practices in schools capital infrastructure.

The Budget and Management Services System Manager serves on the eWake Team in collaboration with IS staff, Finance, and HR System Managers to keep Wake County's ERP System functioning at the highest level of performance. The eWake Team is working on a major upgrade to the Enterprise Resource Planning System. The project for the Performance Budgeting module of the Enterprise Resource Planning System is tracking on time and scheduled to go live on October 1, 2018. This upgrade will position the county for a future upgrade which will bring more efficiencies across all departments utilizing single sign-on and a one stop shop for accessing all components of the system.

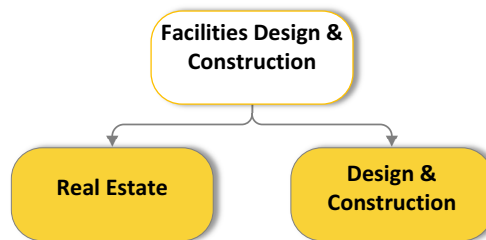
## FY19 Discussion

The Budget and Management Services budget decreased by \$90,000 from the prior year Adopted Budget due to the transfer of the Strategy and Performance Officer position to the County Manager's Office.

The budget includes additional contract funding for the production of the annual operating and capital budget document due to cost increases and the planned expansion of performance management in the budget book (\$20,000).

Professional development funding is included in the budget to provide training opportunities to the senior analyst positions added in FY 2018 (\$10,000).

# Facilities Design & Construction



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Transfers	\$100,000	\$100,000	\$100,000	\$100,000	100.0%
<b>Revenue Totals</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,457,128	\$1,516,877	\$1,521,522	\$1,564,306	95.5%
Contractual Services	\$13	—	—	—	0.0%
Supplies, Materials and Other Charges	\$63,863	\$66,622	\$66,622	\$73,422	4.5%
<b>Expenditure Totals</b>	<b>\$1,521,004</b>	<b>\$1,583,499</b>	<b>\$1,588,144</b>	<b>\$1,637,728</b>	
<b>Number of FTEs</b>	<b>13.000</b>	<b>13.000</b>	<b>13.000</b>	<b>13.000</b>	

## Department Purpose and Goals

Facilities Design & Construction plays a leadership role in developing and implementing a fiscally responsible capital improvement program for Wake County. A proactive approach is taken to build successful partnerships with other local governments, state and federal institutions, and private and non-profit groups to leverage resources and maximize results from the expenditure of County resources. In focusing on success, the Department of Facilities Design & Construction concentrates on four key service functions: Long-Term Capital Improvement Program Planning; Capital Improvement Program Implementation; Real Estate & Landrights Management; Collaboration and Partnerships.

Board Goals also play a role in the department's activities. Projects cover several Board Goal Areas, including Growth & Sustainability, Social & Economic Vitality, Public Safety, and Great Government.

## Major Accomplishments

Completed a long-term service and facilities plan for Human Services based on improved service delivery to address growth that has caused many facilities to be at or exceeding capacity. The plan groups services together near the population served, improving accessibility. It transforms the workspace to optimize client experience and improve safety and security. It will promote and strengthen community partnerships, provide more effective and efficient service delivery, and implement new workplace



# Facilities Design & Construction

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standards with appropriate service locations. This accomplishment addresses an initiative identified under the Board Goal of Social & Economic Vitality.

Purchased abandoned warehouse building adjacent to South Wilmington Street Men's Shelter, completed design, obtained bids and began construction of renovation into the Oak City Center Multi-Services Center to serve as a single point of entry to assist people experiencing homelessness or at risk of homelessness. Wake County is in a partnership with City of Raleigh, Catholic Charities, and the Partnership to End and Prevent Homelessness. This accomplishment satisfies an initiative first identified in 2016 under the Board Goal of Social & Economic Vitality.

Completed bid documents and began construction on five library projects, including the renovation & expansion to existing Wake Forest Community Library; the relocation of Cary Regional Library & Parking Deck (in partnership with Town of Cary as part of the Town's Downtown Master Plan); and the relocation of Fuquay-Varina Community Library. Also, began design of new community library in partnership with Town of Morrisville as part of their new Town Center, and completed renovations to East Regional Library.

Will complete final phase of Turnipseed Nature Preserve project to develop public access to a 265-acre open space tract along Mark's Creek in Eastern Wake County in Summer 2018. Wake County received a \$250,000 grant from the National Park Service's Land and Water Conservation Fund for this project. The nature preserve features 4 miles of trails, picnic areas, a bird and wildlife viewing platform, and a 140-foot pedestrian bridge built to preserve a flood plain and wetlands areas. This accomplishment addresses an overall objective within the Board Goal of Growth & Sustainability.

Successfully negotiated conveyance of additional right of way and a temporary construction easement to the NCDOT Rail Division for construction of a new railroad track for a settlement amount of nearly \$450,000. This was just one of several dozen landrights issues successfully negotiated by the department's real estate staff. This accomplishment addresses partnership initiatives identified in the Board Goal of Great Government.

## FY19 Discussion

The budget increased by \$54,000 from the prior year adopted budget. \$47,000 is for performance pay and benefit adjustments. \$13,000 was added to the FY 2019 budget for the acquisition of software programs needed to maintain department business. \$1,000 was added to the FY 2019 budget for additional professional development for staff to maintain skills and certifications.

## Horizon Issues

The environment for Facilities Design & Construction operations is characterized first and foremost by a strong demand for services and facilities brought on by Wake County's continued growth in population and demographic diversity. This growth has ignited a surge in construction and commodity costs over the past three years. Unfortunately, however, the local market lost 35% of its skilled labor during the Great Recession, and that labor pool has not fully returned, which has created a local construction labor shortage. Construction costs are steeply escalating as both private and public sectors accelerate building programs. This creates a significant challenge to building more durable and energy efficient public facilities and for renovating and maintaining existing facilities with important life cycle systems upgrades.

# Facilities Design & Construction

## Summary of Services and Performance Measures

### Service Area: Capital Program Planning and Implementation

**Description:** Capital Program Planning and Implementation.

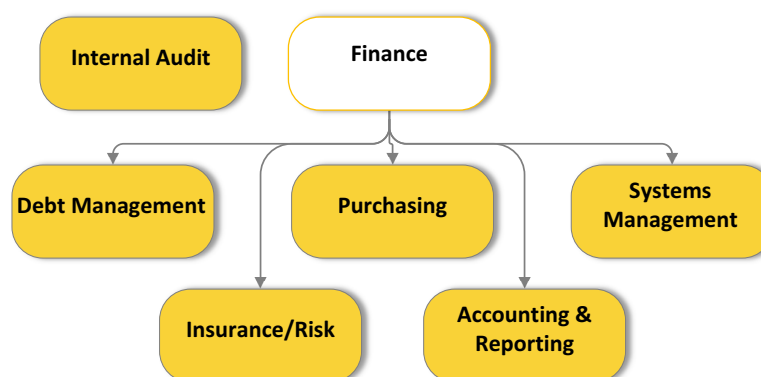
Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percentage of projects completed within County's CIP schedule	89	75	90	90
Percentage of projects designed consistent with Design Guidelines	98	96	95	95
Percentage of projects meeting or exceeding County energy consumption goals	0	0	85	90
Percentage of projects utilizing at least 60% Native Plants	0	70	90	95
Percentage of projects within Budget	88	63	85	90

### Service Area: Real Estate and Landrights Management

**Description:** Real Estate and Landrights Management.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percentage of External Real Estate Landrights Requests Approved by Board	0	100	100	100
Percentage of real estate/landrights issues resolved within planned time	91	85	80	80

# Finance Department



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$3,675	\$6,650	\$6,650	\$3,500	1.8%
Miscellaneous	\$219,018	\$176,095	\$176,095	\$195,866	98.2%
<b>Revenue Totals</b>	<b>\$222,693</b>	<b>\$182,745</b>	<b>\$182,745</b>	<b>\$199,366</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,420,802	\$2,633,748	\$2,638,672	\$2,822,119	91.5%
Contractual Services	\$147,001	\$144,326	\$174,326	\$154,392	5.0%
Supplies, Materials and Other Charges	\$83,162	\$80,920	\$80,920	\$107,030	3.5%
Capital Outlay	\$177	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$2,651,142</b>	<b>\$2,858,994</b>	<b>\$2,893,918</b>	<b>\$3,083,541</b>	
<b>Number of FTEs</b>	<b>28.000</b>	<b>29.000</b>	<b>29.000</b>	<b>31.000</b>	

## Department Purpose and Goals

The Finance Department provides sound, innovative financial direction in accordance with regulatory laws and standards, empowering County leadership to perform their responsibilities in an efficient, effective manner. The department strives to improve business processes, provide timely and accurate financial information to stakeholders, and enhance fiscal accountability. The department operates in a manner that meets the expectations of the Board and citizens to conserve tax dollars and provide fiscal transparency.

## Major Accomplishments

The Government Finance Officers Association awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year that ended June 30, 2016. The County has received this recognition for 33 consecutive years.

The Finance Department continues to emphasize and transition the County to e-commerce. Our goal is to provide departments and our citizens with a better customer experience by providing easier and more efficient methods of transacting business and making payments to the County. During FY 2018, the department implemented the use of new payment methods at over five County cash collection sites.

# Finance Department

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On-line training for County employees with financial roles started in FY 2018, utilizing the learning management system implemented by Human Resources in 2017. The Finance Department worked with consultants to convert in-person treasury management training curriculums to an online format that can be assigned as new employees are hired or existing employees change roles. This helps ensure that training is timely while allowing Finance to more easily incorporate new training materials.

Procurement led the multi-jurisdictional request for proposal efforts for the infrastructure to support the Computer Aided Dispatch (CAD)/800 MHz replacement project. CAD is used by public safety agencies throughout the County. Leadership efforts like this led to Wake County receiving the 2017 Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing for the 14th consecutive year.

In conjunction with other departments, Finance is leading efforts to transition the County from paper to digital processes and documents. Electronic content management for contracts will enable a more efficient workforce and create an improved vendor and provider experience. County employees and vendors will be able to work on contract drafts, route contracts for digital approval, and sign digital contacts with an electronic signature.

## FY19 Discussion

The Finance Department budget increased from prior year's adopted budget by \$225,000 in FY 2019 due to annualization of personnel adjustments and the addition of two positions.

The budget includes a Revenue Manager to oversee revenue and cash management business. (1.000 FTE, \$92,000)

The budget also includes a Disbursements Manager to oversee business processes and systems related to payments of money across the County's multiple funds. (1.000 FTE, \$74,000)

## Horizon Issues

The ever-evolving business environment creates additional methods of payment and ways of transacting business. Finance will lead the efforts to modernize the cash collection and receipting process over the next several years. Examining digital payment solutions and providing citizens increased access while mitigating risk to the County will be a challenge.

For the next several fiscal years, Finance will implement electronic content management for additional finance business processes such as grants, cash receipts, and invoice processing. This represents a significant culture shift for the County, and should result in a more efficient work force. The efforts to lead, design, and implement these systems will require significant time commitments from current Finance and other County staff.

Procurement Services continues to explore different options to enable electronic solicitation and responses that will adhere to North Carolina general statutes. A successful solution for Wake County and the vendor community will be a secure, intuitive, and user-friendly environment in which to procure goods and services.

# Finance Department

## Summary of Services and Performance Measures

### Service Area: Accounting

**Description:** Maintain a sound accounting system that provides management with timely, accurate information. Process all transactions in a timely, efficient manner in accordance with generally accepted accounting principles and with County policies, including deposit of all monies; monthly reconciliation of cash; and billing and collection program revenues. Track and remit monthly reconciliation of property taxes on behalf of municipalities. Ensure vendor and customer information is accurate and up to date. Monitor and evaluate usage of vendor self service (VSS) application and create processes that enhance users' experience. Continue to utilize banking technologies to enhance the efficiency of the deposit process. Maintain accurate capital asset records, ensuring updates are made in preparation for year-end reporting. Create effective learning programs for staff with fiscal, administrative, or system roles.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of vendor payments that are made electronically.	68	70	72	80
Percent of Vendors Enrolling via VSS	32	42	50	70

### Service Area: Debt Management

**Description:** Support the Board of Commissioner's objective of "continuing the County's strong foundation of fiscal strength to maintain the County's Aaa bond rating with all three rating agencies." Issuing and managing debt, perform long-term capital planning, and modeling debt affordability to finance the County's capital needs while continuing the County's success in maintaining the highest credit ratings. Provide capital and debt guidance, process capital payment requests from WCPSS and WTCC. Ensure monthly debt service principal and interest payments are made by the due date. The County is required to make all debt service payments on time 100% of the time. Submit reports to external vendors and agencies as required. Maintain partnerships with banks, consultants, and Local Government Commission to manage debt within guidelines and policies. Adhere to IRS and SEC mandated post-issuance compliance.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of debt service payments made on time	100	100	100	100
Percent of debt service payments made one business day before due date	99	99	99	100

# Finance Department

## Service Area: Cash Management & Investments

**Description:** Manage cash and investments for the County ensuring sufficient balances to cover capital and operating expenditures while investing excess liquidity. Invest the County's dollars for safety first, liquidity next, and finally yield adhering to NC General Statutes and County policies. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the North Carolina Capital Management Trust. Maintain relationships with partner banks in an effort to utilize new services and technologies that will improve business processes in accordance with the department business plan.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of time yield on portfolio exceeds the North Carolina Capital Management Trust	100	100	100	100

## Service Area: Procurement

**Description:** Procure supplies, materials, equipment, and services to support the functional needs of County agencies in carrying out their duties. Review contracts for compliance to purchasing law and County policy. Manage the bid/proposal process to ensure compliance with General Statutes and County policy. Ensure competitive and transparent bidding process. Maintain productive relationships with vendors. Lead multi-jurisdictional procurement projects. Create effective training programs for staff with fiscal, administrative, or financial system roles. Explore acceptable options for on-line bidding and bid submission, including Vendor Self-Service.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of time that requisitions of less than \$30k in value are processed within an average of 5 days following receipt in Procurement.	94	95	100	100

# Finance Department

## Service Area: Systems Management

**Description:** Financial system administration, management of upgrades and patches, and interfacing. Sound and secure management of systems that process and store financial data. Resolve system issues. Develop and implement an electronic content management system through partnership with external vendor and the Information Services Department. Create effective learning programs for staff, both for the systems managed by Finance and as department liaison to learning management system. Improve system efficiencies through the use of automation. Expedite e-commerce County-wide. Manage system enhancements that improve end-user experience.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of system enhancements completed in financial accounting and reporting system	4	8	10	8
<b>Effectiveness</b>				
Percent of employees completing Payment Card Industry training	100	100	100	100
Percent of Financial System Issues Resolved with Vendor	88	92	90	90

## Service Area: Disbursements

**Description:** Process all transactions in a timely, efficient manner in accordance with generally accepted accounting principles and County policies. Administer County P-card program as a method of paying for goods and services in an efficient manner. Ensure accurate and timely disbursements of funds to vendors, employees (for travel reimbursements), trust clients, citizens, and municipalities. Provide transparency and accountability to citizens through online portal.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Percent of invoices and payment requests paid within 12 business days of submittal in to financial system (10 days for Finance + 2 days avg for interoffice mail)	99	99	99	100

# Finance Department

## Service Area: Reporting

**Description:** Required timely completion of comprehensive annual financial report using generally accepted accounting principles reporting and receiving unmodified opinion from external auditors. Timely, accurate completion of the single audit report for grant compliance reporting and monthly interim statements for key management. Timely, accurate completion of additional yearly reports for compliance and grant reporting, including the annual financial report, indirect cost plan, and EMS Medicaid cost report. Continue to work with departments to enhance reporting functionality by utilizing our new reporting tools and technologies. Additionally, the Board of Commissioners has adopted a fund balance policy to ensure that the County continues to meet its AAA Bond Rating requirements.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of annual audit that is issued an unmodified audit opinion	100	100	100	100
Percent of General Fund and Debt Service fund balance	34	32	31	30

## Service Area: Risk Management

**Description:** Function in accordance with the Service Level Agreement with General Services and County Attorney's Office. Procure insurance and excess insurance. Work with departments to manage risk and minimize the cost of risk. Administer the County's MVR program. Review contracts for services in relation to risk management and risk transfer. Complete quarterly and annual risk management reports and interim reports and analysis based on departments' needs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Average number of days after month end to complete chargebacks and risk management reporting	45	37	30	30
Percent of workers' compensation third party administrator funding paid within 48 hours of request	100	100	100	100
<b>Effectiveness</b>				
Percent of risk management claims charged back to originating department for all lines of business	76	92	91	90



# Finance Department

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## Service Area: Internal Audit

**Description:** Provide objective assurance and consulting services designed to add value and improve the organization's operations. Help the organization accomplish its objectives by bringing a systematic, disciplined approach to improving business processes. Review the effectiveness of internal controls over program performance, efficiency, reporting, compliance with regulations, and safeguarding assets. Help detect and deter fraud and abuse by investigating allegations or suspicions of improper activity. Report review. Expand use of Audit Command Language tool to spot financial data trends and resolve identified issues. Produce concise and visual reports that aid management. Develop a County-wide program addressing fraud awareness.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of internal audit projects completed	36	24	25	35
<b>Effectiveness</b>				
Percent of projects that resulted in value add	0	88	90	90

# Human Resources



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$95	—	—	—	0.0%
Miscellaneous	\$173	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$268</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,312,730	\$2,580,185	\$2,588,136	\$2,963,058	93.5%
Contractual Services	\$36,287	\$30,390	\$30,390	\$69,820	2.2%
Supplies, Materials and Other Charges	\$110,915	\$125,407	\$125,407	\$136,324	4.3%
<b>Expenditure Totals</b>	<b>\$2,459,932</b>	<b>\$2,735,982</b>	<b>\$2,743,933</b>	<b>\$3,169,202</b>	
<b>Number of FTEs</b>	<b>28.750</b>	<b>29.750</b>	<b>30.000</b>	<b>33.000</b>	

## Department Purpose and Goals

The mission of Human Resources is to partner strategically with employees and leadership to provide quality, innovative, data- and customer-driven human resource programs and services that support Wake County Government.

The vision of Human Resources is dedicated to meeting the human resource needs in a manner that is collaborative, results-oriented and customer focused. HR values the diversity of our employees and works collectively to make Wake County Government an employer of choice. HR continually seeks and uses innovative approaches that are models in our industry.

## Major Accomplishments

As part of the Department's goal to champion the career and professional growth of employees, Human Resources overhauled the STAR leadership training program. The program is now concentrated into one full week and based on eight competencies identified as essential for leaders. Participants not only have the opportunity to engage with senior leadership through a panel discussion, but they also develop and present on a specific, measurable, achievable, relevant, and time-bound goal for continuous process improvement, which they will continue to work on up to a year after the training. Participants complete pre- and post-course tests, are assessed on each competency, and are evaluated on the completion of their goal after one year.

# Human Resources

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The County was named the Healthiest Employer in the Triangle by Triangle Business Journal. The County's ranking was in large part due to the expansion of the wellness program to a more holistic approach; adding financial, emotional and social health to the established physical health. The County was also ranked as the 14th Healthiest Employer in America; moving up forty-one places from the prior year.

The department implemented a new Employee Assistance Program vendor at the end of 2016 and re-branded the program as mySELFnetwork. In 2017, the department partnered with Communications to educate, market, and communicate the new program and free services available to employees. Utilization of these services increased from 9% to 44%. In addition, the mySELFnetwork website had 6,132 hits where employees gained access to free legal, family and financial forms, advice and tools.

As part of the County's commitment to volunteerism, community service and supporting employees, the Board of Commissioners increased community involvement leave from 8 hours to 16 hours annually and implemented 40 hours of paid bereavement leave for employees.

Human Resources revamped the recruitment and selection process to reinforce the success rate of the County's hiring practices. This project included revising the content requirements for posting a position, overhauled the interview process and strengthened the assessment and selection steps. It also included a revised policy and a new e-learning training program for all supervisors and managers. Through this project, the County reduced the average number of days to fill a position by 24.81 days and improved the percentage of positions filled the first time posted by 20%.

## FY19 Discussion

The budget increased from the annualization of pay increases and new employee salaries approved in FY 2018. The budget also reflects the following expansion requests:

A Senior Human Resources Consultant to focus on an audit for county-wide compliance with federal, state, and local laws as well as compliance with HR policies and procedures. The position would coordinate grievances and assist with special projects. (1.000 FTE, \$110,000)

A Human Resources Consultant to focus on developing and delivering supervisory and leadership training to 800 supervisors and managers County-wide. (1.000 FTE, \$102,000)

A Human Resources Technician to complete and troubleshoot personnel actions and manage and process personnel files. (1.000 FTE, \$59,000)

I-9 E-Verify Tracker, an automated identity verification system module, integrated with the County's new Applicant Tracking System, which will increase timeliness and compliance in meeting federal deadlines and reporting requirements. (\$12,000)

Castlebranch, an automated background check system module, integrated with the County's new Applicant Tracking System, will replace the current workflow in which each department utilizes various vendors for background checks. (\$13,000)

## Horizon Issues

Leveraging technology to enhance services and streamline processes will continue to be the department's focus. Mobile apps for timesheets, a new recruitment system, a new performance management system, a new hire webpage and video, and a succession planning module are technology projects that will enhance services and provide efficiencies in the daily management of human capital.

The department is developing a new required training program for supervisors to better prepare employees for these significant roles. Good supervision affects organizational results and the overall work environment. A strong supervisory team that contributes to a positive work environment and enables employees to be and feel successful gives the County a competitive advantage in attracting and retaining talented employees.

# Human Resources

## Summary of Services and Performance Measures

### Service Area: Recruitment, Classification and Compensation

**Description:** Survey, analyze and recommend pay plan changes based on market trend data to maintain recruitment and retention competitiveness, ensures classification system is in compliance with Board approved pay philosophy and assist departments with recruiting strategies. Maintain records management of employees and positions for compliance and accuracy and FLSA compliance.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Average Days to Fill Position From Posting	55	50	50	45
<b>Efficiency</b>				
Percentage of Voluntary Turnover	11	10	8	8
<b>Effectiveness</b>				
Percentage of New Hires Retained Through Probation	96	95	95	95
Percentage of Positions Filled First Time Posted	82	82	80	80

### Service Area: Benefits and Wellness

**Description:** Design, select, implement, administer and evaluate all benefit and wellness programs for employees and retirees, communicates, coaches and educates employees on benefit plan details, develops cost containment strategies and encourages a work/life balance within a healthier lifestyle.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Employee Health Center Utilization/Capacity	52	50	50	50
Percent of Employee Participation in Health Risk Assessment	93	90	90	90
Percent of participation in biometric health screening	95	95	95	90

### Service Area: Employee Relations

**Description:** Consults and coaches employees, supervisors and managers on workplace issues, facilitates both the discrimination and non-discrimination grievance processes, investigates complaints, administers unemployment insurance and provides policy-related training.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent Exit Interview Participation	31	35	40	40
Percent of Unemployment Insurance Liability Reduced	70	80	80	80
Percentage of grievances resolved internally	87	80	80	80

# Human Resources

## Service Area: Training and Organizational Development

**Description:** Collaborate, develop and train employees, supervisors and managers on workplace communication, interpersonal skills, leadership development and human resource management. Plan and coordinate rewards and recognition programs and develop initiatives in the area of Organizational Development that includes identifying opportunities to align, integrate and improve capabilities, structures, systems and processes.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number Completed Training Sessions Completed by Employees	19,532	19,000	8,000	8,000
Number of employees that have completed required Workplace Fundamentals training	3,428	3,600	3,600	3,600
<b>Effectiveness</b>				
Average Training Evaluation Score	4	4	4	4

## Service Area: Payroll

**Description:** Calculate and produce the time, salaries, wages, deductions and taxes for employees on a semi-monthly payroll and in accordance with Federal and State law.

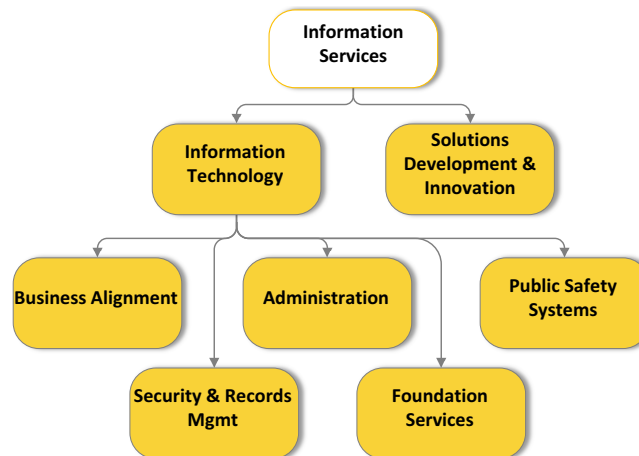
Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Payroll Accuracy Rate	99	99	99	99
<b>Efficiency</b>				
Percent Reduction in Paper Checks	20	20	20	20

## Service Area: Human Resource Systems Management (HRSM)

**Description:** Provide system management, support and improved technology efficiencies for all human resource applications utilized by the Wake County Human Resource Department to implement/enforce business processes and procedures including HR/Payroll, LMS, eRecruitment and self- service applications.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Percentage of Electronic W2 Participation	50	50	50	40

# Information Services



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$7,806	\$7,500	\$7,500	\$7,500	100.0%
<b>Revenue Totals</b>	<b>\$7,806</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$10,128,388	\$11,789,732	\$11,803,290	\$12,429,648	71.1%
Contractual Services	\$3,475,832	\$3,978,446	\$4,036,365	\$4,270,020	24.4%
Supplies, Materials and Other Charges	\$681,719	\$863,996	\$866,155	\$790,851	4.5%
<b>Expenditure Totals</b>	<b>\$14,285,940</b>	<b>\$16,632,174</b>	<b>\$16,705,810</b>	<b>\$17,490,519</b>	
<b>Number of FTEs</b>	<b>97.750</b>	<b>101.750</b>	<b>101.750</b>	<b>103.750</b>	

## Department Purpose and Goals

Information Services (IS) serves the public by providing innovative, reliable, and responsible technology solutions. The department is the primary technology provider for County departments, managing and administering technology systems and services. Additionally, IS provides leadership in business process re-engineering and works with the County Manager's Office to develop long-term technology strategies.

The department goals provide the business drivers that shape and guide the work of the department. These goals are interconnected, ensuring the department is delivering the best services and products available. The department goals are:

**Foundation** - Provide, maintain, update, and expand technical infrastructure to create a foundation for the County's business operations.

**Collaboration** - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

**Re-Engineering** - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by County departments.

**Service** - Improve access to County information and services.

# Information Services

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## Major Accomplishments

Wake County is consistently recognized as an innovative nationwide technology leader among large counties. In 2017, Wake County ranked No. 3 in the Digital Counties Survey, an annual competition sponsored by the National Association of Counties and the Center for Digital Government that recognizes counties nationwide for their use of technology to improve government services, encourage collaboration, and enhance cybersecurity. A strong focus on innovation, being an open data pioneer, and improving cybersecurity are just a few reasons Wake County placed in the top 10 for the sixth consecutive year.

In FY 2018 Information Services began utilizing vendor-hosted cloud storage to maintain a backup copy of the county's most critical data. Although it is unlikely that a catastrophic event would impact data at the county's current backup locations, it is not inconceivable. Vendor-hosted cloud storage is a practical and economical option because it eliminates the cost of purchasing and maintaining equipment and facilities and secures critical data at a location outside the county's borders.

Security Services completed the initial implementation of a security incident and event management (SIEM) platform. The SIEM platform provides a centralized logging repository for all critical infrastructure platforms, including network infrastructure, servers, and security platforms. Having this information managed in a central location enables better correlation of events and faster response. In addition, Security Services completed upgrading the perimeter security solutions to support additional services and increased monitoring and detection capabilities. Due to the ever-changing nature of malware and threat vectors, which enable hackers to exploit system vulnerabilities, it is necessary to have a greater level of visibility and control over traffic entering and originating from the local network.

In May 2017, Wake County entered into an enterprise license agreement with Microsoft for Office 365, a suite of integrated applications focused on improving productivity and collaboration. Information Services is currently implementing Office 365 in phases. Phase one, which upgraded all county staff to the latest

Office products, was completed in December 2017. Phase two replaced the county's legacy instant messaging platform with Skype for Business and was completed in February 2018. Phase three, which migrates users from the legacy email platform to Outlook, is the most time consuming and complex of the project phases. Email migrations are currently underway and scheduled to be completed in early FY 2019. Information Services will then begin evaluating other Office 365 applications for potential uses, as Microsoft is continually improving and adding to the Office 365 suite.

Lastly, Information Services recently formed a permanent team focused on innovation to promote the execution and delivery of ideas that create organizational and community value. Tools and resources that have been established through this team include Civic Tech Engagement, CREATEspace Innovation Lab, Innovation Fund, and Innovation Academy.

## FY19 Discussion

The Information Services FY 2019 budget increased by \$858,000 from the prior year's adopted budget. Included in the budget is the transfer of the Chief Information and Innovation Officer from Information Services to County Manager (1.000 FTE). Other changes result from several expansions highlighted below.

The FY 2019 budget includes funding for an IT Engineer to serve as a senior technical resource for the Advantage system and provide initial staff redundancy. The position will also provide back up capabilities for the Security Administrator. (1.000 FTE, \$129,000)

Funding is included in the FY 2019 budget for an IT Business Analyst. This position will provide assistance to Solutions Development and Innovation with small-scale project requests to identify process re-engineering opportunities, research solutions and formulate plans to alleviate workload of project managers. (1.000 FTE, \$115,000)

Included in the FY 2019 budget is a Change Management and Communications Specialist to develop and implement an organizational change management program for large-scale projects. This

# Information Services

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position aims to manage the people side of change to achieve the required business outcome. (1.000 FTE, \$126,000)

Funding is provided for External Cloud Services for County servers. As part of disaster recovery planning, the department has begun utilizing vendor-hosted cloud storage to maintain a third backup copy of the County's most critical data. (\$50,000)

Funding is also provided for Microsoft Office 365 Online Advanced Threat Protection, a security tool to protect the County's new email platform from security threats. (\$75,000)

Funding is included for operating costs of projects funded through the Capital Improvement Plan: \$45,000 for the annual licensing for Security Incident and Event Monitoring; \$18,000 in on going maintenance and license fees for contract management software; and \$100,000 in licensing related to the WakeGov redesign.

## Horizon Issues

As the workforce becomes more mobile, demand increases for device portability, and applications become more mobile friendly, IS must determine

how to best support these devices and applications for staff.

As the County places more confidential information online, it is at greater risk for a loss of security and privacy. National headlines tell of attacks that have impacted hundreds of millions of households across the country. As technology advances and is used in more and more business processes, we must focus just as much attention on securing the human as well as the technology.

The County is a massive generator of information - data, documents, electronic records, etc. There are several related initiatives and processes in place today: document management, content management, public records management, etc. As more services are moving to cloud-based models and software-as-a-service initiatives, information is no longer neatly confined to County data centers. Supporting an "always-on" culture means that sometime the ability to physically touch information is lost. As regulations regarding privacy and protection of information increase, this requires that adaption to changing storage models to maintain the confidentiality, integrity, and availability of this information.



# Information Services

## Summary of Services and Performance Measures

### Service Area: Network Services

**Description:** Foundation - Provide, maintain, update, and expand technical infrastructure to create a foundation for the County's business operations.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Internet Availability: Percent of time Internet is available, except for published maintenance periods.	100.00	99.91	99.90	99.90
Network Availability: Percent of time network is available for critical facilities and campuses, except for published maintenance periods.	100.00	99.84	99.90	99.90
Network Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	91.15	88.71	92.00	99.00

### Service Area: Server Services

**Description:** Foundation - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Server Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	99.45	99.63	99.00	99.00

### Service Area: Security Services

**Description:** Foundation - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of staff that have completed mandatory Security Awareness training modules (comprehensive Security Awareness training module and the Phishing module).	0.00	95.02	99.00	100.00
Security Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	92.81	93.29	97.00	99.00

# Information Services

## Service Area: Enterprise Messaging

**Description:** Foundation - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations.

Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Enterprise Messaging Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	98.14	98.93	99.00	99.00

## Service Area: Telecom Services

**Description:** Foundation - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations.

Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Mobile Device Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	100.00	100.00	99.00	99.00
Telecom Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	98.16	96.76	97.00	99.00

## Service Area: Desktop Support

**Description:** Foundation - Provide, maintain, update, and expand technical infrastructure to create a foundation for the County's business operations.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Desktop Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	94.27	95.50	97.00	99.00

# Information Services

## Service Area: Help Desk, Move & Asset Mgmt

**Description:** Foundation - Provide, maintain, update, and expand technical infrastructure to create a foundation for the County's business operations.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Support Requests: Percent of time requests for service resolved based on published SLA's per request priority (Low/Normal/Important/Urgent).	99.95	99.96	99.00	99.00

## Service Area: Applications Development

**Description:** Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Re-engineering - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers.

Service - Improve access to County information and services.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Application Availability: Percent of time application is available, 24x7, except for published maintenance periods.	99.96	100.00	99.90	99.90
Support Requests: Percent of time requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	90.67	95.23	97.00	99.00

## Service Area: eWake - ERP

**Description:** Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Re-engineering - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers.

Service - Improve access to County information and services.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
eWake Enterprise Support Requests: Percent of time requests for service resolved based on published SLA's per request priority (Low/Normal/Important/Urgent).	94.06	95.87	97.00	99.00

# Information Services

## Service Area: eWake - ERP

**Description:** Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Re-engineering - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers.

Service - Improve access to County information and services.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
eWake Talent Support Requests: Percent of time requests for service resolved based on published SLA's per request priority (Low/Normal/Important/Urgent).	86.79	87.10	95.00	99.00
Finance and Budget Application Availability: Percent of time application is available, except for published maintenance periods.	100.00	99.97	99.75	99.75
Human Resources Application Availability: Percent of time application is available, except for published maintenance periods.	99.99	99.95	99.75	99.75
Information Advantage Application Availability: Percent of time application is available, except for published maintenance periods.	99.76	100.00	99.75	99.75
Self-Service Application Availability: Percent of time application is available, except for published maintenance periods.	99.97	100.00	99.75	99.75

## Service Area: Human Services Systems

**Description:** Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Re-engineering - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers.

Service - Improve access to County information and services.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Support: Percent of time requests for service resolved based on published SLA's per request priority (Low/Normal/Important/Urgent).	80.94	87.16	95.00	99.00

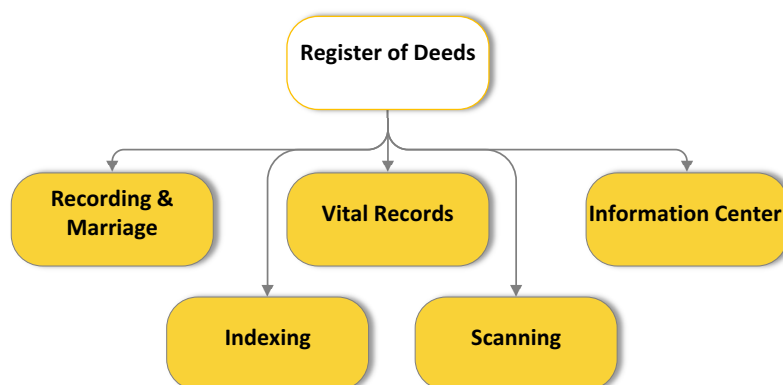
## Service Area: Project Management and Business Analysis

**Description:** Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Re-engineering - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of information technology projects completed within the last year.	69	80	80	75

# Register Of Deeds



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Taxes	\$11,473,422	\$11,600,000	\$11,600,000	\$13,000,000	67.9%
Charges For Services	\$5,564,484	\$5,464,720	\$5,464,720	\$5,550,731	29.0%
Licenses & Permits	\$176,549	\$204,300	\$204,300	\$202,500	1.1%
Interest Income	\$2,398	\$1,020	\$1,020	\$1,020	0.0%
Miscellaneous	\$546	—	—	—	0.0%
Other Financing Sources	—	\$397,316	\$397,316	\$393,298	2.1%
<b>Revenue Totals</b>	<b>\$17,217,400</b>	<b>\$17,667,356</b>	<b>\$17,667,356</b>	<b>\$19,147,549</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,631,848	\$2,751,703	\$2,728,703	\$2,682,985	74.5%
Contractual Services	\$99,807	\$468,221	\$491,221	\$378,364	10.5%
Supplies, Materials and Other Charges	\$188,452	\$209,670	\$209,670	\$208,431	5.8%
Capital Outlay	—	\$330,000	\$330,000	\$330,000	9.2%
<b>Expenditure Totals</b>	<b>\$2,920,106</b>	<b>\$3,759,594</b>	<b>\$3,759,594</b>	<b>\$3,599,780</b>	
<b>Number of FTEs</b>	<b>41.000</b>	<b>41.000</b>	<b>41.000</b>	<b>41.000</b>	

## Department Purpose and Goals

The Wake County Register of Deeds office (ROD) provides services to the legal community and the public. The Register of Deeds is a public official elected to a four-year term who is legally charged with recording and maintaining the integrity, completeness, accuracy, and safekeeping of various Wake County public records.

The Register of Deeds office records, scans and indexes real property documents and other types of documents such as Deeds, Deeds of Trusts, Satisfactions, Assumed Business Names, Agreements, and Memos and makes them available to the public online. The Register of Deeds is responsible for issuing marriage licenses, and issuing certified copies of birth, marriage and death certificates. This requires recording, scanning and indexing all births, marriages and deaths that occur in Wake County. The Register of Deeds office prides itself on providing

# Register Of Deeds

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great customer service while making sure all public records are securely maintained.

## Major Accomplishments

The Register of Deeds office implemented credit card terminals and now accepts credit/debit card payments for vital record services. In the 5 months credit cards have been accepted nearly 30% of vital transactions in the office are being paid with credit cards.

The Register of Deeds IT team launched a redesigned website. The intent of the redesign is to help Wake County citizens find information about the Register of Deeds services efficiently. A robust help section enables customers to easily find answers to questions of some the less known ROD functions.

An eRecording accuracy portal was created and is available to anyone that submits documents electronically to the Wake County Register of Deeds office. The accuracy portal identifies the reasons an eRecording package is rejected. With insight to the common reasons packages are rejected, submitters can identify trends. This will lead to a decrease in packages being rejected and increased efficiency for the Register of Deeds office.

The Register of Deeds created Facebook and Twitter pages to help keep the public informed. The public can follow the Register of Deeds office on social media to find updates on legislative changes, Registry initiatives or to see if our office will be open during inclement weather.

The Register of Deeds initiated increased cross training among employees. Register of Deeds now train in two or three different units. This provides

flexibility for Register of Deeds staff based on the ebb and flow of work in a unit. It also allows Register of Deeds staff to attend required Wake County training with minimal wait times for customers conducting business.

## FY19 Discussion

The Register of Deeds budget decreased by \$160,000 from the FY 2018 Adopted Budget. This reflects the elimination of funding in contracted services for temporary staffing the department is no longer using (\$102,000). Funding for salary and benefits decreased by \$69,000 as a result of the reclassification of some positions to lower pay bands and lower salaries for new employees with less experience.

New funding is included for an annual external audit of the department's finances (\$25,000).

## Horizon Issues

The Register of Deeds is subject to state mandates and will continue to monitor new legislation affecting operations.

As more business is completed from smart phones, the Register of Deeds will monitor the need for a responsive design to the Consolidated Real Property Index search.

The Register of Deeds office will continue to monitor ways to improve the customer experience. Future projects include a new help section for the Consolidated Real Property Index search, enhancements to requesting certified copies online and more robust internal applications that allow staff to assist customers quickly and efficiently.

# Register Of Deeds

## Summary of Services and Performance Measures

### Service Area: Recording, Imaging & Indexing

**Description:** To fully record 99% of documents presented daily in person, through the mail or electronically.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Number of real property documents recorded [N.C.G.S. 161-14(a)]	183,053	165,000	170,000	
<b>Effectiveness</b>				
Percentage of real property documents recorded, imaged and indexed within 24 hours [N.C.G.S. 161-22(a)]	100	100	100	100

### Service Area: Vital Records and Notaries

**Description:** To fully record 100% or more of vital record documents presented daily through the mail or in person. The entire process includes recording, imaging, indexing and issuance of certified copies.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Birth certificates recorded, scanned and indexed [N.C.G.S. 130A-99]	13,464	13,650	13,850	
Marriage licenses recorded, scanned and indexed [N.C.G.S. 51-18]	7,355	6,650	6,800	

### Service Area: Systems Administration and Computer Services

**Description:** To maintain the service, functionality and availability of current systems while expanding areas of technology and automation to provide new product and increased services for the ROD office and its customers. We strive for 24/7 system access and 99.9% uptime regarding availability.

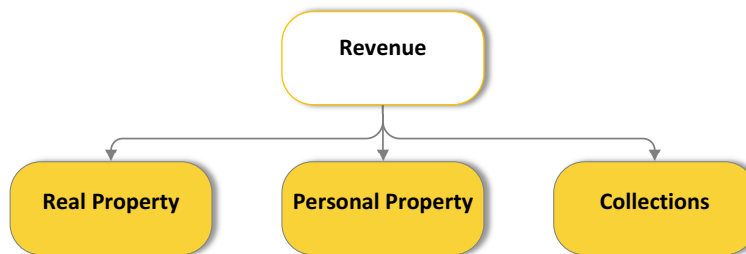
Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of customers able to access ROD systems electronically	100	100	100	100
Percentage of automation projects delivered at or below budget and before scheduled completion date	100	100	100	100

### Service Area: Information Center

**Description:** To assist walk-in customers, answer incoming calls, service computers and printers in the public search area as needed.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Death certificates recorded, scanned and indexed [N.C.G.S. 130A-99]	6,348	6,350	6,400	

# Revenue Department



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$909,613	\$933,000	\$933,000	\$975,000	20.7%
Interest Income	\$10,428	—	—	—	0.0%
Miscellaneous	\$663	\$500	\$500	\$500	0.0%
Other Financing Sources	—	—	—	\$1,340,000	28.4%
Transfers	\$2,250,000	\$2,400,000	\$2,400,000	\$2,400,000	50.9%
<b>Revenue Totals</b>	<b>\$3,170,704</b>	<b>\$3,333,500</b>	<b>\$3,333,500</b>	<b>\$4,715,500</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$4,595,859	\$5,010,509	\$5,016,544	\$5,203,049	51.3%
Contractual Services	\$547,284	\$1,780,469	\$1,780,469	\$2,481,500	24.5%
Supplies, Materials and Other Charges	\$2,073,578	\$2,250,806	\$2,250,806	\$2,459,566	24.2%
Debt	\$1,639	\$2,700	\$2,700	\$1,770	0.0%
<b>Expenditure Totals</b>	<b>\$7,218,360</b>	<b>\$9,044,484</b>	<b>\$9,050,519</b>	<b>\$10,145,885</b>	
<b>Number of FTEs</b>	<b>69.000</b>	<b>71.000</b>	<b>71.000</b>	<b>73.000</b>	

## Department Purpose and Goals

The Wake County Revenue Department is responsible for appraising, assessing, and listing all real estate and personal property within Wake County, its 15 municipalities and related service districts. The department also collects all current and delinquent taxes on such property excluding registered motor vehicles. In addition, the department oversees the billing and collection of the Prepared Food & Beverage Tax, Hotel/Motel Room

Occupancy Tax, Rental Vehicle Tax, Special Assessments, and various licensing and permits.

The Revenue Department aims to maintain a high level of customer satisfaction while delivering a quality product, including accurate valuations and a complete listing of all property, taxable and exempt, within the jurisdiction. To do this, Revenue works as efficiently as possible to increase productivity and control costs.



# Revenue Department

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## Major Accomplishments

The Revenue Department is consistently among the state leaders in property tax collections. For FY 2017, the department achieved an overall collection rate of 99.87%, which was the County's highest rate on record and exceeded all North Carolina counties.

Legislation enacted by the General Assembly (NCGS 105-330.3) established the requirement and procedures for counties to conduct gap billing of property tax between the expiration and renewal of a vehicles registration. The vehicle is an unregistered vehicle during the gap period. In collaboration with the Information Services Department, Revenue enhanced their existing Billing & Collection tax software to automate and administer this new process. The first mailing of 7,300 notices was successfully issued in February 2018.

## FY19 Discussion

The Revenue budget increased by \$1.1 million from the prior year Adopted Budget for the annualization of salary and benefit adjustments, as well as two expansions.

An additional Real Estate Residential Appraiser and Commercial Real Estate Appraiser will reduce the appraiser-to-parcels ratio from 1:20,833 to 1:18,750 in preparation for a 4-year revaluation in 2020. International Association of Assessing Officers guidelines are 1:12,500 ratio. (2.000 FTE; \$103,000)

## Horizon Issues

The property tax billing and collection software currently being utilized is a custom application built between 2000-2003. It was a joint effort between the Revenue Department, Information Services

Department and an external software vendor. The vendor initially supported the software, but by 2006 full support was brought in-house. Since then, the software has been continuously improved to offer high-automation of workflows and repetitive tasks. Combined with training, this has allowed the department to outperform other jurisdictions that have higher staffing levels.

However, now the system is nearing its technical end of life. It requires improved performance, increased security, simpler maintenance, and features to further increase efficiencies. A multi-year project was approved for system redesign and replacement. An internal project to rewrite the software began this fiscal year and will continue through FY 2022.

In the spring of 2016, the Wake County Board of Commissioners opted to shorten the countywide reappraisal cycle to four years. A staffing plan was implemented at that time which would gradually add appraisal staff to the Revenue Department with the goal of reducing the need for cyclical external contract appraisal assistance. Per the staffing plan, two additional appraisers will be requested per year for FY 2019, FY 2020, and FY 2021. Additional clerical support may also be requested in FY 2020 and FY 2021 to support the demands of the shorter reappraisal cycle.

In FY 2018, the department partnered with SAS to begin work on a proof of concept project to leverage SAS modeling and analytics to evaluate and recommend improvements to the valuation of existing neighborhoods and internal valuation schedules. This project will continue through the 2020 reappraisal with the goal of increasing transparency and accuracy while also reducing staffing costs.

# Revenue Department

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## Summary of Services and Performance Measures

### Service Area: Collection of Property Taxes

**Description:** Properly post and deposit current taxes and exercise every lawful method to collect delinquent taxes. Provide automated and in-person payment options that are convenient to taxpayers.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Real estate and personal property tax collection rate as a percent collected.	99.87	99.85	99.90	99.90

### Service Area: Satellite Center Collections

**Description:** Provide convenient payment options for citizens to pay their taxes in person without having to travel to downtown Raleigh.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Level of immediate inbound call center response	92.3	93.0	95.0	95.0

# Revenue Department

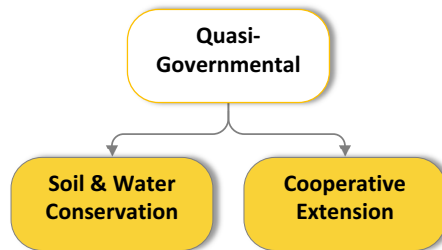
## Projected Revenue and Expenditures for the 2021 Reappraisal Cycle

	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Projected</b>
Revenues:				
Transfer from General Fund	1,000,000	1,000,000	1,000,000	1,000,000
Interest Revenues	-	-	-	-
<b>Revenues Total</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
Expenditures:				
Temporary Staffing	-	45,000	130,000	-
Contracted Services	559,000	2,156,900	2,295,100	827,100
Operating Expenses	87,000	138,100	89,900	32,900
<b>Expenditures Total</b>	<b>\$646,000</b>	<b>\$2,340,000</b>	<b>\$2,515,000</b>	<b>\$860,000</b>
<b>Fund Balance:</b>				
Beginning Fund Balance	3,189,457	3,543,457	2,203,457	688,457
Increase Uncommitted Funds	354,000	-	-	140,000
Use of Uncommitted Funds	-	(1,340,000)	(1,515,000)	-
<b>Ending Fund Balance</b>	<b>\$3,543,457</b>	<b>\$2,203,457</b>	<b>\$688,457</b>	<b>\$828,457</b>

**Note:**

The Revaluation Fund moved to a Sub-Fund in FY 2011. \$2.6 Million was transferred from the General Fund in FY 2011 for start-up funding.

# Quasi-Governmental



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	—	\$25,500	\$25,500	\$25,500	96.2%
Charges For Services	—	\$1,000	\$1,000	\$1,000	3.8%
<b>Revenue Totals</b>	<b>—</b>	<b>\$26,500</b>	<b>\$26,500</b>	<b>\$26,500</b>	
<b>Expenditures:</b>					
Salary / Benefits	—	\$468,796	\$471,117	\$467,717	59.4%
Contractual Services	—	\$256,193	\$268,693	\$256,443	32.6%
Supplies, Materials and Other Charges	—	\$65,097	\$64,597	\$62,899	8.0%
<b>Expenditure Totals</b>	<b>—</b>	<b>\$790,086</b>	<b>\$804,407</b>	<b>\$787,059</b>	
<b>Number of FTEs</b>	<b>0.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	

## Department Purpose and Goals

The Quasi-Governmental Department is a consolidation of the Soil and Water Conservation District and Cooperative Extension. The functions were reflecting in Non-Departmental before FY 2018.

# Quasi-Governmental

## Division Summary - Soil & Water Conservation District

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	—	\$25,500	\$25,500	\$25,500	100.0%
<b>Revenue Totals</b>	<b>—</b>	<b>\$25,500</b>	<b>\$25,500</b>	<b>\$25,500</b>	
<b>Expenditures:</b>					
Salary / Benefits	—	\$468,796	\$471,117	\$467,717	89.9%
Contractual Services	—	\$10,250	\$10,250	\$10,000	1.9%
Supplies, Materials and Other Charges	—	\$44,511	\$44,511	\$42,813	8.2%
<b>Expenditure Totals</b>	<b>—</b>	<b>\$523,557</b>	<b>\$525,878</b>	<b>\$520,530</b>	
<b>Number of FTEs</b>	<b>0.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	

## Division Purpose and Goals

The Wake Soil and Water Conservation District works to ensure healthy watersheds and healthy communities through science-based application of watershed management principals. The District's mission is to conserve Wake County soil, water and natural resources by providing education, information, technical assistance and economic incentives to county citizens, and establish new programs in concert with other appropriate agencies. To achieve these purposes, the Soil and Water Conservation District has five broad goals: watershed management and planning, providing technical expertise in sustainable working lands, protecting natural resources, promoting environmental stewardship, and innovative leadership during changing times.

Consumers of the services include local, state, and federal agencies; not-for-profits, whole communities (i.e. subdivisions), and individual citizens.

## Major Accomplishments

The Wake Soil and Water Conservation Department delivered excellent customer service to our farm community by writing USDA plans for over 1,200 acres and implementing best management practices on over 1,900 acres which protected water quality and improved soil health. The Natural Resource

Conservationists assisted farmers and landowners by visiting over 400 farm tracts, wrote 22 contracts for financial assistance and encumbered over \$255,000 in state and federal funding. The Conservationists completed 34 best management practices, providing \$160,000 in cost share funds to Wake County farm and farm landowners.

The department served the urban/suburban community with special technical assistance for unique stormwater and stream restoration projects. The Conservation Specialist treated over 1,900 square feet through state funds provided through the Community Conservation Assistance Program, and over \$16,000 was provided to homeowners for cost share for practices to repair stormwater issues. The staff worked with the Voluntary Agricultural District Advisory Board to implement Wake County's program, enrolling over 1,000 new acres into this free farmland preservation program.

The District provided hands-on learning and educator training to students and teachers of North Carolina's largest school system. Although the Department only has one Environmental Educator, the impact was significant as revealed through a regional and state winner in the Conservation Poster Contest, selection of five students for scholarships to attend the week-long Resource Conservation Workshop at NC State University, and support to the

## Quasi-Governmental

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mobile soils lab and engagement in teacher workshops across the county. The Environmental Educator also coordinated the Wake County Big Sweep program, engaging over 550 volunteers who removed over 8,800 pounds of trash from waterways in the Fall cleanup, followed by a Spring Big Sweep with larger numbers forthcoming.

Wake Soil and Water Conservation Department successfully completed the \$50,000 Urban Agricultural grant awarded by the National Association of Conservation Districts. The part time/temporary Urban Agricultural Specialists provide outreach and awareness opportunities to Wake County residents - including youth, underserved communities, new and beginning farmers, women, established farmers and landowners. Workshops, trainings and outreach sessions were extremely productive and demand for their services outweighed the funding and time restraints of the grant.

Wake Soil and Water Conservation Department provided support and connectivity of the agricultural community through partnerships and service on various committees, boards, and initiatives. The District Director provided voice and leadership by serving on the Wake County Agribusiness Council, Wake County Water Partnership, City of Oaks Foundation, Walnut Hill Advisory Committee, Reimagining Nutrient Management task force, Land Protection Committee, Conservation Strategies

Committee and others. The District Director spoke on session panels also serves on state and national boards, bringing attention to Wake County as a destination for future conservation conferences and environmental networking events.

### FY19 Discussion

The FY 2019 Soil and Water Conservation District's budget reflects a net decrease of \$3,000 from prior year adopted budget for annualized personnel adjustments, the removal of prior year one-time expenditures, and current year expansions.

The FY 2019 budget includes \$10,000 in ongoing funding for land maintenance and best management practice on land in the Little River watershed owned by Wake County.

The budget also includes \$9,000 in funding to provide additional opportunities for professional development and technical training to staff.

### Horizon Issues

Urban Agriculture has become a focal point of new demand for services. Soil and Water Conservation District expanded to urban and specialty crop growers to meet the demands through a one year grant from the National Association of Conservation Districts for urban agriculture work.

# Quasi-Governmental

## Division Summary - Cooperative Extension

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	—	\$1,000	\$1,000	\$1,000	100.0%
<b>Revenue Totals</b>	<b>—</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	
<b>Expenditures:</b>					
Contractual Services	—	\$245,943	\$258,443	\$246,443	92.5%
Supplies, Materials and Other Charges	—	\$20,586	\$20,086	\$20,086	7.5%
<b>Expenditure Totals</b>	<b>—</b>	<b>\$266,529</b>	<b>\$278,529</b>	<b>\$266,529</b>	

## Division Purpose and Goals

North Carolina State University's Extension program in Wake County partners with communities to deliver non-formal education that enhances the lives, land, and economy. Cooperative Extension represents a partnership among Wake County government, the State land grant universities, and the community. The program is jointly funded by the two entities and administered in alignment with a Memorandum of Agreement between the Board of County Commissioners and NC State University. County allocations are determined through the annual budgeting process, and work plans are driven by an educational capability and local priorities.

To remain effective in helping local communities, Cooperative Extension must adapt to new technology, research, and ideas when strategic opportunities arise. The program contributes meaningfully to the local food system, the growth of sustainable agriculture, the preservation of natural resources, effective programming, and partnerships that bolster positive youth development and efforts to build the human side of the economy.

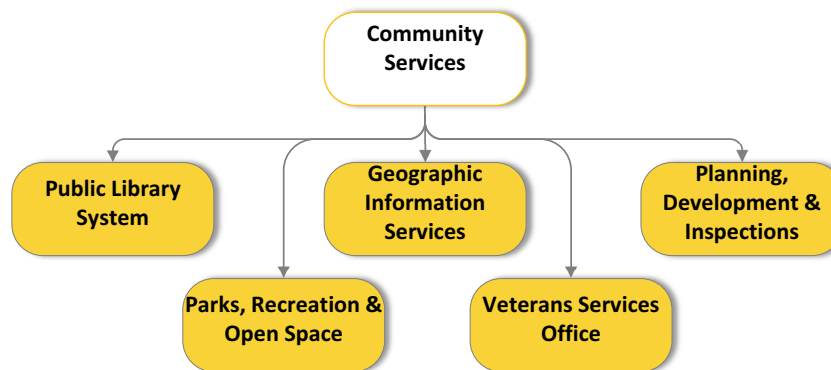
## FY19 Discussion

The FY 2019 budget has no net change from the prior year budget. Funding was reallocated from contractual services to supplies, materials, and other charges.





# Community Services



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$585,152	\$452,000	\$452,000	\$602,000	11.2%
Local	\$1	—	—	—	0.0%
Charges For Services	\$1,376,709	\$1,375,308	\$1,375,308	\$1,181,500	21.9%
Licenses & Permits	\$3,531,531	\$3,196,250	\$3,385,569	\$3,496,000	64.9%
Miscellaneous	\$194,648	\$168,658	\$168,658	\$106,262	2.0%
<b>Revenue Totals</b>	<b>\$5,688,041</b>	<b>\$5,192,216</b>	<b>\$5,381,535</b>	<b>\$5,385,762</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$24,290,040	\$25,989,263	\$26,041,423	\$27,108,233	72.5%
Contractual Services	\$893,766	\$885,761	\$1,049,560	\$1,090,396	2.9%
Supplies, Materials and Other Charges	\$7,945,202	\$8,574,061	\$8,944,861	\$9,168,820	24.5%
Capital Outlay	\$190,259	\$7,605	\$65,379	\$2,605	0.0%
<b>Expenditure Totals</b>	<b>\$33,319,267</b>	<b>\$35,456,690</b>	<b>\$36,101,223</b>	<b>\$37,370,054</b>	
<b>Expenditures by Division</b>					
Community Services Management and Budget Office	\$635,360	\$689,640	\$695,918	\$789,635	2.1%
Geographic Information Services	\$1,829,320	\$2,064,379	\$2,069,379	\$2,043,049	5.5%
Libraries	\$23,045,629	\$24,368,748	\$24,746,123	\$25,714,332	68.8%
Parks, Recreation and Open Space	\$2,940,282	\$2,964,493	\$3,005,594	\$3,178,201	8.5%
Planning, Development and Inspections	\$4,614,386	\$5,080,787	\$5,295,566	\$5,356,336	14.3%
Veterans Services	\$254,291	\$288,643	\$288,643	\$288,501	0.8%
<b>Expenditure Totals by Division</b>	<b>\$33,319,267</b>	<b>\$35,456,690</b>	<b>\$36,101,223</b>	<b>\$37,370,054</b>	
<b>Number of FTEs</b>	<b>358.500</b>	<b>367.500</b>	<b>370.500</b>	<b>395.000</b>	

# Community Services

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## Department Purpose and Goals

Wake County Community Services Department administers six divisions: Management and Budget Office; Parks, Recreation, and Open Space; Planning, Development and Inspection Services; Veterans Services Office; Geographic Information Services; and Libraries. The department is dedicated to enhancing the quality of life by promoting health, safety, environmental protection and leisure activities as well as providing the information and education opportunities needed by citizens to make sound decisions.

## FY19 Discussion

The Community Services FY 2019 budget increased by \$1.91 million from the prior year budget. This increase reflects a combination of new operating costs for libraries, additional operational fees, a urban agricultural pilot program, additional FTEs and temporary staff funding, and adjustments for salaries and benefits.

A total of \$1.04 million and 22.00 FTE were included for the annualization of operating costs for Wake

Forest and partial year operating costs for Cary Regional and Morrisville Libraries.

Parks, Recreation and Open Space received funding for temporary employees to provide park aide positions at Turnipseed and Mill Pond Nature Preserves and Kellam-Wyatt Farm. (\$70,000) Funding was also added for a pilot program with Triangle Land Conservancy to run an urban agricultural farm at Walnut Hill Farm. (\$81,000)

An Administrative Coordinator position was added to oversee finance and human resource administration in the department's administrative division. (1.000 FTE, \$82,000) Also included in the budget is funding for credit card fees related to the launch of the County's new land permitting system, as well as funding for music license fees. (\$122,000)

Parks and Recreation/Open Space will begin eliminating various public and group program fees effective January 2019. This change aligns with the philosophy of the Libraries to offer free programming.

# Community Services

## Division Summary - Community Services Management and Budget Office

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Salary / Benefits	\$596,782	\$561,202	\$567,480	\$653,340	82.7%
Contractual Services	\$13,290	\$20,400	\$19,600	\$13,100	1.7%
Supplies, Materials and Other Charges	\$16,544	\$108,038	\$108,838	\$123,195	15.6%
Capital Outlay	\$8,745	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$635,360</b>	<b>\$689,640</b>	<b>\$695,918</b>	<b>\$789,635</b>	
<b>Number of FTEs</b>	<b>5.000</b>	<b>5.000</b>	<b>6.000</b>	<b>7.000</b>	

### Division Purpose and Goals

The Budget and Management Office provides comprehensive administrative support and business services to all components within the Community Services Department with two primary functions:

The Business Analytics function, which oversees the development of department and division strategies; creates annual plans, consistent with agreed strategies; plans human resourcing to ensure that the department has the capabilities and resources required to achieve its plans; develops an organizational structure and establishes processes and systems to ensure the efficient use of resources; and conducts financial management-related special projects.

The Business Operations function, which oversees budget formulation, submission and management. This function provides procurement and cash management services including bill processing, contract management and compliance with financial policies. The Budget and Management Office oversees employee onboarding and offboarding and ensures HR policy administration.

### FY19 Discussion

The Management and Budget Office Division's budget received an Administrative Services Coordinator II position to assist all six divisions within the department with functions related to finance and personnel. (1.000 FTE, \$82,000)

# Community Services

## Division Summary - Parks, Recreation and Open Space

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$153,904	\$149,494	\$149,494	\$143,500	100.0%
<b>Revenue Totals</b>	<b>\$153,904</b>	<b>\$149,494</b>	<b>\$149,494</b>	<b>\$143,500</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,277,581	\$2,385,679	\$2,385,679	\$2,474,185	77.8%
Contractual Services	\$81,863	\$42,500	\$54,965	\$161,465	5.1%
Supplies, Materials and Other Charges	\$465,437	\$536,314	\$564,950	\$542,551	17.1%
Capital Outlay	\$115,401	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$2,940,282</b>	<b>\$2,964,493</b>	<b>\$3,005,594</b>	<b>\$3,178,201</b>	
<b>Number of FTEs</b>	<b>34.000</b>	<b>34.000</b>	<b>34.000</b>	<b>34.000</b>	

### Division Purpose and Goals

Parks, Recreation and Open Space (PROS) provides outdoor recreation and educational opportunities while promoting the stewardship of environmental and cultural resources through a managed system of parks and open spaces. The Division's core service areas are:

**Open Space:** Lands that preserve natural resources, wildlife, and help provide clean air and drinking water. Open spaces help conserve Wake County's natural resources and provide a place for citizens to enjoy limited outdoor recreation like hiking.

**Recreation and Leisure:** Facilities and amenities that allow citizens to enjoy outdoor recreation such as trails, volleyball courts, boat rentals, picnic shelters and fishing.

**Environmental and Cultural Education:** Site-based cultural and environmental education programs that introduce citizens to the history and natural environments of Wake County.

### Major Accomplishments

**Opened Turnipseed Nature Preserve:** The preserve, 265 acres located south of Wendell near the Johnston County line, is open for hiking and nature exploration. The preserve offers two to three miles of

hiking trails and boardwalks that run through natural wetland and past granite outcroppings. The preserve is designated as a WakeNature Preserve for its ecological and geological significance.

**Park Locator:** Through partnership with GIS, the division has launched a mobile friendly website to help residents find the right park for them. The website shows all parks in the county (municipal, county, state) and allows residents to view park amenities and get directions. The hope is that this will make it even easier for visitors to find the right park for them and their families.

**Division Rebranding:** Working with the Communications Office, Parks, Recreation, and Open Space has initiated a division rebrand to better reach County residents. A new All Parks brochure was created for distribution, new park icons were designed, and new park specific brochures are being drafted. The new icons can be seen in stickers and pins given to park visitors and program participants.

**Donation of Kellam-Wyatt Farm:** The Kellam-Wyatt Farm is an approximately 58-acre property off US 64 and Rogers lane east of downtown Raleigh. The current owner donated the property to the County to be preserved as a park, open space, or be used for urban agriculture. The property consists of open fields, woodlands and two ponds. There are two

# Community Services

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houses on the property along with various outbuildings and the pond dam.

## FY19 Discussion

In June 2018 Phase II of the Turnipseed Nature Preserve opens, offering additional hiking trails and boardwalks for hiking and nature exploration. Additionally, Turnipseed and Robertson Millpond Preserve will increase open hours from weekends only to seven days per week during peak season of spring to fall. Funding is provided for additional temporary staff for park aides to assist in opening, closing, and maintaining the new preserve location and additional operational hours. (\$54,000)

A temporary Park Aide position will oversee 58 acres of donated property as Open Space at Kellam-Wyatt park in Raleigh. (\$16,000)

\$81,000 in one-time funding is included for a pilot program with the Triangle Land Conservancy to run an urban agricultural farm at Walnut Hill Farm.

## Horizon Issues

The division has currently committed or expended all bond funding available for open space acquisition. Without further CIP funds the County will no longer be able to purchase and protect additional open space.

The Board of Commissioners adopted the updated Park Facility Master Plans in FY 2017 which outlined a plan to renovate and improve existing park infrastructure. This will help with growing visitation and program attendance.

# Community Services

## Summary of Services and Performance Measures

### Service Area: Protect Open Space and Natural Resources

**Description:** Parks, Recreation, and Open Space staff seek to preserve and protect select natural resources in Wake County that could otherwise disappear. To do this, staff works to 1) identify and--when possible--preserve targeted natural resources, 2) proactively manage our natural resources, 3) create resource-specific strategies to manage protected lands, and 4) provide appropriate public access to open space land balanced with the need to protect natural resources.

Specific preservation efforts include the continued purchase of open space properties and easements, developing public access strategies to open space lands, maintaining and expanding the Natural Resources Inventory Database, and continuing to map and inventory open space properties through partner engagement (e.g. WakeNature Partnership, NC State University, NC Wildlife Resources Commission, NC Natural Heritage Program).

To evaluate service performance, staff currently monitors acquired County open space acres, visitation at County nature preserves, and natural resources data.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of open space acres acquired, dedicated, or proffered per year by Wake County's Open Space Program	155.8	178.0	48.3	
Number of Unique Species Identified at All Wake County Parks and Open Space Properties	1,870	1,944	2,010	
Total number of open space acres acquired, dedicated, or proffered to date by Wake County's Open Space Program	6,320.3	6,538.3	6,586.6	
Visitation at Nature Preserves	15,133	17,624	30,000	

### Service Area: Provide Outdoor Recreation Resources

**Description:** Staff seek to determine the park experiences County residents want to have and facilitate those experiences through recreation amenities and services such as playgrounds, open fields, trails, shelters, picnic areas, boat landings, and disc golf courses. Parks also serve as a venue for events coordinated by non-county staff and organizations (e.g. Triangle Off-Road Cyclists, 5K races, triathlons, amateur sport leagues).

To evaluate park outdoor recreation resources, staff routinely monitor park visitation, use of major park facilities and services, and survey responses. Other efforts include: 1) the Community Use of Schools program administered with Wake County Public Schools, 2) staying current on outdoor recreation facilities within municipal, state, and federal parks, and 3) monitoring national trends through the National Recreation and Parks Association's park metrics benchmarking website.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of boat rentals (users)	5,966	7,137	7,200	
Number of Field Reservations (by the Day)	164	89	100	
Number of group camp users	2,473	2,669	2,700	
Number of Recreational Event Participants	11,823	13,024	13,100	
Number of shelter reservations	699	678	700	

# Community Services

## Service Area: Engaging, Entertaining & Educational Park Programs

**Description:** The division offers a wide range of programs unique to each park that encourage children and adult to connect with the outdoors. Programs include drop-in programs, educational events, activity boxes, seasonal activities, camps, and school programs/field trips.

To evaluate service performance, staff monitors the number of programs, program attendance, and educational events/participation.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of educational and recreational events	23	15	20	
Number of programs (general, organized group, and outreach)	2,752	2,664	2,700	
<b>Output</b>				
Number of educational and recreational event participants	17,639	17,697	18,000	
Number of Self-guided Program Users	13,156	12,719	12,800	
Total program participants (general, organized group, and outreach)	62,826	60,399	60,500	
<b>Efficiency</b>				
Number of participants per educational and/or recreational event	766.9	1,179.8	900.0	

## Service Area: Park Facilities that are Well Thought Out

**Description:** Parks, Recreation, and Open Space staff seek to maintain County parks--including associated facilities, amenities and grounds--in a safe and attractive state by: 1) identifying needed improvements, 2) developing a plan to address improvements, and 3) prioritizing improvements as resources allow.

To assess maintenance needs, staff conducts an annual facility assessment at each park (which includes all buildings, structures, and grounds), meets regularly with key park maintenance staff, coordinates staff work days for significant repairs, and advocates for maintenance needs within county service departments and annual budget development processes. In addition, staff seeks feedback from users on facility conditions, cleanliness, and safety.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	94.4	96.2	95.0	
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	92.5	93.5	95.0	
Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained.	93.1	93.5	95.0	
Percent of visitors who strongly agreed or agreed that they felt safe during their park visit.	96.4	94.6	95.0	

# Community Services

## Service Area: Preserve Local Cultural Heritage Resources

**Description:** The division seeks to preserve, protect, interpret, and provide public access to unique cultural resources within Wake County. To do this, staff identifies and--when possible--preserves cultural resource such as buildings (e.g. tenant house at Historic Oak View County Park), ruins (e.g. homesites at Harris Lake County Park), and features (e.g. dam at Robertson Millpond Preserve). Staff also develops interpretive displays that educate the public and partners with groups to provide programming (e.g. Yates Mill Associates). To evaluate service performance, staff currently monitors visitation at parks focused on cultural preservation--specifically Historic Oak View County Park and Historic Yates Mill County Park. However, cultural sites and displays are provided at other County parks and nature preserves.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Visitation at Parks with a Historic Focus	301,043	232,355	233,000	

## Service Area: Positive Interactions with Park Resources

**Description:** Staff seek to provide a positive experience for all park visitors. While others park services focus attention on facilities, amenities, or programming, this service brings attention on processes and customer interactions with available resources. Other efforts include marketing/promoting parks services and programs and updating social media content (e.g. Facebook, Twitter, Instagram). To seek feedback, parks conducts satisfaction surveys that seeks customer input on items such as availability of park information, social media experiences, and staff's courtesy and helpfulness.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of Open Park Days (all County Parks)	2,994	3,055	3,100	
<b>Output</b>				
Average number of monthly Facebook Reaches	355,969	242,059	243,000	
Average number of monthly Instagram Likes	2,173	2,499	3,000	
Average number of monthly Twitter Impressions	41,527	54,816	55,000	
Total park system visitation	1,430,828	1,251,703	1,271,000	
<b>Efficiency</b>				
Average Park Visitation per Open Day	478	410	410	
<b>Effectiveness</b>				
Percent of visitors who strongly agreed or agreed that Park information was available and informative.	94.0	100.0	95.0	
Percent of visitors who strongly agreed or agreed that Park staff was courteous and helpful.	94.0	93.1	95.0	
Percent of visitors who were very satisfied or satisfied with their overall park experience	90.9	95.1	95.0	



# Community Services

## Division Summary - Planning, Development and Inspections

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$642,300	\$636,150	\$636,150	\$627,000	15.2%
Licenses & Permits	\$3,531,531	\$3,196,250	\$3,385,569	\$3,496,000	84.8%
Miscellaneous	\$130	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$4,173,961</b>	<b>\$3,832,400</b>	<b>\$4,021,719</b>	<b>\$4,123,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$4,124,168	\$4,582,144	\$4,628,026	\$4,803,293	89.7%
Contractual Services	\$143,658	\$133,484	\$233,618	\$191,140	3.6%
Supplies, Materials and Other Charges	\$340,074	\$362,554	\$385,543	\$359,298	6.7%
Capital Outlay	\$6,485	\$2,605	\$48,379	\$2,605	0.0%
<b>Expenditure Totals</b>	<b>\$4,614,386</b>	<b>\$5,080,787</b>	<b>\$5,295,566</b>	<b>\$5,356,336</b>	
<b>Number of FTEs</b>	<b>52.000</b>	<b>54.000</b>	<b>56.000</b>	<b>56.000</b>	

### Division Purpose and Goals

Planning, Development and Inspections has three primary functions:

Administration and enforcement of the North Carolina building codes as created by the International Code Council and adopted by the N.C. Building Code Council through effective permitting, plan review, and inspections to protect the public's health safety and welfare.

Implementing the Unified Development Ordinance as it relates to zoning and subdivision administration services, zoning code enforcement, coordination of development review activities, and staffing for board-related activities.

Long range and strategic planning services that develop policies and regulations to guide decisions on growth and development; facilitate collaborative discussions among residents, community partners and elected officials; and address countywide and regional growth issues.

### Major Accomplishments

Staff worked in partnership with transit stakeholders and service providers across the County to implement the Wake County Transit Investment Strategy and prepare the FY 2019 Transit Work Plan.

Discussions were facilitated with all municipalities on long range planning issues related to population growth, school construction permitting processes, water supply watershed policies and regulations, emergency planning, farmland preservation, active routes to schools, economic development siting analysis and transportation infrastructure and utility systems.

Planning staff procured professional consulting services to guide the preparation of a Comprehensive Land Use Plan for Wake County.

### FY19 Discussion

At the start of FY 2019 the County will be launching a new land development and permitting software system. The new system will centralize all County development services into one system and allow staff to electronically route and review all plans and documents. The key benefit of the system is to make

## Community Services

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it easier for the development community to conduct business with the County. The system includes an online customer portal that allows credit payments. It is anticipated that credit card will become the most widely used payment method. Additional funding is provided for credit card fees associated with the increase in electronic payments. (\$50,000)

### Horizon Issues

Implementation of the County's new planning and permitting software system will take place in FY 2019. This will be a significant change to how the development community interfaces with the County on permitting and inspections. Orientation among

staff and our customers relative to the new system will be a key to success.

The County will continue to play a key role in implementation of the Wake County Transit Plan. This will require careful oversight and work with other transit stakeholders on the many aspects of implementation, including public engagement.

As the County embarks on the preparation of its first Comprehensive Land Use Plan, changes to key land use policies need to be carefully considered including impacts to the development community.

# Community Services

## Summary of Services and Performance Measures

### Service Area: Field Inspections

**Description:** The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment an inspection is required for building, electrical, mechanical, and plumbing construction. The County provides inspections services in the unincorporated areas of Wake County and the municipalities of Knightdale, Rolesville, Wendell, and Zebulon through an interlocal agreement. The County also provides inspections services through for all Wake County Public School System, Wake Technical Community College, and Wake County Government projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina). The field inspectors perform mandated inspections for construction of new structures and alteration/renovation of existing structures and change of occupancy type. Other duties include determining and posting floor loads, posting maximum occupancy loads, issuing stop work orders and declaring unsafe structures. Inspectors must inspect and approve child daycare centers, foster homes, and businesses seeking to obtain ABC permits and adult daycare facilities prior to the State of North Carolina issuing operations licenses.

To ensure quality field inspection services, staff monitors the total number of inspections, the average number of inspections per staff per workday for each service team, and surveys inspection customers annually to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of inspectors assigned to the area inspections team	17.9	18.5	21.5	
Number of inspectors assigned to the special inspections team	4.5	4.5	4.5	
<b>Output</b>				
Number of inspections assigned to the Area Team	57,937	63,325	64,000	
Number of inspections assigned to the Special Team	4,110	3,272	4,000	
<b>Efficiency</b>				
Number of area team inspections per staff per workday	15.1	15.9	13.8	12.0
Number of special team inspections per staff per workday	4.2	3.4	4.1	4.0
<b>Effectiveness</b>				
Average quality assurance score (100 point scale) by inspectors in quarterly assessments	99.4	93.9	95.0	95.0

# Community Services

## Service Area: Construction Plan Reviews

**Description:** All construction plans are reviewed for life, safety, code compliance and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for final approval of drawings, verification of contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Residential and commercial plans are reviewed for the unincorporated portions of Wake County and the four contract municipalities (Knightdale, Rolesville, Wendell, and Zebulon). Plan are also reviewed for all Wake County Public School System, Wake Technical Community College, and Wake County Government projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina).

To evaluate service performance, staff observes the total number of plan reviews, the average number of plan reviews per staff per workday, and surveys permit customers annually to gauge overall satisfaction and service quality.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of plan review staff	3.0	3.0	3.0	
<b>Output</b>				
Number of plan reviews (municipal partners)	2,266	2,684	2,700	
Number of plan reviews (within County jurisdiction)	3,873	4,173	4,300	
<b>Efficiency</b>				
Number of plan reviews per staff per working day	7.7	8.4	8.6	6.5
Percent of residential plan reviews completed within three business days	87.7	80.1	80.0	90.0
<b>Effectiveness</b>				
Average quality assurance score (100 point scale) by plan reviewers in quarterly assessments	100.0	0.0	95.0	95.0

# Community Services

## Service Area: Permitting

**Description:** Permitting staff processes updates and issues building permits for new single-family dwellings and commercial structures, additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff verifies zoning and jurisdiction authority, checks site plans for buffers, flood soils, easements, and right-of-way and gathers information concerning the scope of the permit. Permitting staff works closely with the zoning and subdivision staff in the Current Planning section; well and waste water, flood and stormwater divisions of Environmental Services; and the Geographical Information Services division of Community Services.

To evaluate service performance, staff monitors the number of issued permits, administers a quarterly quality assurance program that evaluates the accuracy of reviews by planning and permitting technicians, and surveys permit customers annually gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of permitting staff	4.6	5.2	6.0	
Number of Workdays (less hours for standing meetings, training, and quality assurance exercises)	0	0	0	
<b>Output</b>				
Number of commercial permits (new construction, additions, and remodeling) in County jurisdiction	190	232	250	
Number of other permits (use, demolition, and other structures) in County jurisdiction	234	224	230	
Number of residential permits (new construction, additions, and remodeling) in County jurisdiction	2,287	2,478	2,500	
Number of trade permits for plumbing, mechanical, and electrical in County jurisdiction	3,954	4,010	4,100	
<b>Efficiency</b>				
Average number of residential/commercial permits per staff per workday	3.9	3.6	3.2	3.0
Percent of permits issued within three business days after completion of all requirements	82.2	73.4	80.0	95.0
<b>Effectiveness</b>				
Average quality assurance score (100 point scale) by permitting staff in quarterly assessments	95.3	0.0	95.0	

# Community Services

## Service Area: Subdivision Administration

**Description:** Staff in Current Planning reviews exempt, minor, preliminary, construction, and final plats to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of construction plan subdivision cases	71	48	60	
Number of exempt subdivision cases	174	100	90	
Number of minor subdivision cases	82	70	70	
Number of regular subdivision cases	33	15	20	
Number of subdivisions final plats	16	18	12	

## Service Area: Zoning and Land Development

**Description:** Zoning Administration staff reviews commercial site plans to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance. Staff also administers the former Zoning Ordinance for projects approved prior to the adoption of the Unified Development Ordinance. Staff review rezoning requests, special use permits, grave removals, and issues Land Use permits including home occupation and sign permits. Additionally, the Planning section provided staff support for the Planning Board and Board of Adjustment.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of general use permits issued for zoning and land development	183	150	165	
Number of land use permits	214	157	175	
Number of rezoning cases	6	2	4	
Number of special use permits or variances	27	10	12	
Number of UDO text amendments	2	2	2	

# Community Services

## Service Area: Land Use Planning, Data Analysis, & Transportation

**Description:** The Board of Commissioners has adopted various plans and regulations that promote their short-term and long-term vision for the County. These plans (Wake County Land Use Plan, Sub Area Plans, and Thoroughfare Plan) guide where development will occur and recommend land use types, densities, intensities, and infrastructure improvements. Planning staff coordinates with other governmental entities on planning issues such as extra territorial jurisdiction extensions, urban service area boundaries, land use plan amendments, historic preservation, transportation corridor studies, Wake County Transit Plan, and regional infrastructure development with the Triangle J Council of Governments. Staff also prepares and provides information to the County Manager, Planning Board, and Board of Commissioners, who set direction for the county, thus impacting the community at-large. The Planning Section also conducts data analysis and modeling functions that support the planning activities of the various county departments, Board of Commissioners, the Wake County Public School System, Capital Area Metropolitan Planning Organization, Triangle J Council of Governments, business community, non-profit organizations, and the general public. This includes: support for student enrollment projections; track population, housing, and physical development in Wake County; respond to non-departmental customer requests for demographic and spatial data and maps; and supports the Geographic Information Systems Division with demographic and land use data and provides interactive networked based data analysis.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Development of a Wake County Comprehensive Plan (1 = Yes, 0 = No)	0	1	1	1
<b>Output</b>				
Number of analyses or reports completed on demographics data	120	150	170	
Number of ETJ extension requests	3	1	3	
Number of Land Use Plan amendments	6	2	2	
Number of multi-jurisdictional Interlocal Agreements (ILAs)	1	2	0	
Number of multi-jurisdictional land use, transportation, transit, and housing studies	9	8	5	
Number of orphan roads inquiries, evaluation, petitions, and implementation	8	8	8	
Number of site plan reviews for compliance with Land Use Plan	60	75	80	

## Service Area: Code Enforcement

**Description:** The Code Enforcement program, which operates on a complaint basis, is focused on achieving compliance with the Unified Development Ordinance. The number of complaints received has increased recently because of the transition from a rural county to one that is more urban. Staff receives complaints in writing, conducts research, conducts field visits to determine if a violation exist, sends violation letters to the violating party, conducts follow-up field visits to determine if violation has been corrected, and confers with the County Attorney to pursue litigation if necessary.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of code violations investigated	71	85	100	

# Community Services

## Division Summary - Veterans Services

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$2,000	\$2,000	\$2,000	\$2,000	100.0%
<b>Revenue Totals</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$228,515	\$273,338	\$273,338	\$273,196	94.7%
Contractual Services	\$9,426	\$2,850	\$2,850	\$2,600	0.9%
Supplies, Materials and Other Charges	\$9,866	\$12,455	\$12,455	\$12,705	4.4%
Capital Outlay	\$6,485	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$254,291</b>	<b>\$288,643</b>	<b>\$288,643</b>	<b>\$288,501</b>	
<b>Number of FTEs</b>	<b>3.500</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	

### Division Purpose and Goals

Wake County Veterans' Service Office assists veterans and their families to obtain local, state, and federal benefits. Acting as an advocate for the veteran, accredited Veterans' Service Officers advise customers on earned benefit eligibility resulting from military service, complete claim application forms, and monitor claims once they arrive at the federal or state level.

### Major Accomplishments

The Wake County Veterans Service Office successfully onboarded an additional 0.5 FTE in FY 2018. The additional staffing has improved the level of service to Veterans and their families in Wake County. The Veterans' Service Office is expected to see a 27% increase in the number of appointments in FY 2018 and a 78% decrease in average wait times.

### FY19 Discussion

The FY 2019 budget decreased by a net of \$100. This decrease is the result of salary and benefit adjustments.

### Horizon Issues

Wake County continues to have a high veteran population. According to veteran population projections released by the United States Department of Veteran Affairs (VA), 730,357 veterans were living in North Carolina as of September 30, 2017. Of which, 7.2% (or 52,318) of the state's veterans live in Wake County. This is the second highest veteran population in the state just behind Cumberland County at 59,049 and the home of Fort Bragg (a major military installation).

The total number of veterans is expected to gradually decrease in Wake County; however, the number of veterans over the age of 65 is expected to increase. Older veterans are more prone to seek pensions and/or medical benefits resulting in increased demand for services, even as the overall veteran population declines. For example, in 2016 the VA contributed nearly \$220 million to Wake County veterans through compensation and pension benefits. This amount has nearly tripled in Wake County over a ten-year period. The VA provided another \$125 million to veterans through medical care; an amount that grew more than 250% since 2006.



# Community Services

## Summary of Services and Performance Measures

### Service Area: Veterans Services

**Description:** The purpose of Veterans' Services Division is to assist veterans and their families with obtaining local, state and federal benefits unique to veterans. The office helps them discover benefits to which they are entitled and assists them during the application process by using our expertise and knowledge of the United States Department of Veteran Affairs policies and procedures. The division provides service to veterans with access to officers (county staff) who meet and provide consultation services with potential applicants. If eligible, staff assists veterans with filing the appropriate claim(s) for benefits.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Average number of VSO officers available to provide consultation and claim filing services	1.7	2.5	2.5	
<b>Output</b>				
Number of consultations	1,526	1,818	2,200	
<b>Efficiency</b>				
Average number of consultations per officers per year	897.6	727.2	880.0	
<b>Effectiveness</b>				
Survey respondents who strongly agree or agree that staff was knowledgeable	99.1	98.7	97.0	95.0
Survey respondents who were very satisfied or satisfied with VSO services	99.3	98.7	97.0	95.0

# Community Services

## Division Summary - Geographic Information Services

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$158,664	\$158,664	\$158,664	—	0.0%
Miscellaneous	\$1,843	\$3,658	\$3,658	\$1,262	100.0%
<b>Revenue Totals</b>	<b>\$160,507</b>	<b>\$162,322</b>	<b>\$162,322</b>	<b>\$1,262</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,647,311	\$1,846,339	\$1,846,339	\$1,850,074	90.6%
Contractual Services	\$122,339	\$126,290	\$131,290	\$131,400	6.4%
Supplies, Materials and Other Charges	\$53,185	\$86,750	\$86,750	\$61,575	3.0%
Capital Outlay	\$6,485	\$5,000	\$5,000	—	0.0%
<b>Expenditure Totals</b>	<b>\$1,829,320</b>	<b>\$2,064,379</b>	<b>\$2,069,379</b>	<b>\$2,043,049</b>	
<b>Number of FTEs</b>	<b>18.000</b>	<b>19.000</b>	<b>19.000</b>	<b>19.000</b>	

## Division Purpose and Goals

Decision makers recognize the value of geography in understanding the relationship of programs, customers, resources, and events. Wake County Geographic Information Services (GIS) provides a wide range of services to Wake County agencies, other jurisdictions, the public, and the private sector. This assistance helps our customers visualize and transform geographic data into usable information to make informed and effective decisions about providing, enhancing, and extending services. GIS strives to provide geographic data that is accurate, current, complete, formatted to interact with other data, and available in a variety of formats. Technical and infrastructure support provided by GIS ranges from needs analysis, requirements gathering, database development, programming/application development, infrastructure (hardware/software/database) support, training, and project management.

As more customers recognize the value of linking their information with geography, they are requiring GIS's assistance to integrate their enterprise business systems with information in the GIS system. In addition, the role of GIS continues to grow as a

clearinghouse for data as Wake County expands the Open Data program.

## Major Accomplishments

The division worked with the City of Raleigh to develop a Master Address Repository of all possible and actual addresses/points for Wake County. Staff is scheduled to migrate Raleigh's database to Wake County's GIS server before the end of FY 2018 and will combine Raleigh's data with Wake County data to form and begin an integrated workflow and system. Staff began working with the other municipalities in preparation of including their data in the repository.

Staff rewrote an analytical application, rMAPS, that will be used by the Wake County Revenue department in support of the 2020 Property Revaluation. The application was rewritten in house to align with vendor supported technology and some enhancements were included with the rewrite.

During FY 2018, staff created a Stormwater Control Measure Collector App, Library Inventory Assessment App, Well Collector App, and a Park Collector App. GIS also created a park locator app that is available to the public at <https://maps.wakegov.com/parklocator/app>

# Community Services

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## FY19 Discussion

The FY 19 budget had a net decrease of \$21,000. This decrease is the result of the removal of one-time expenses budgeted for in the prior year, as well as salary and benefit adjustments.

## Horizon Issues

Staff will coordinate with the North Carolina Geodetic Survey, Wake County departments, Granville County departments, and the affected public to locate the Wake/Granville County Line, contract for surveys, record maps showing the

located County Line, and work with agencies and residents to update various service databases.

GIS will work with the Raleigh/Wake Emergency Communications to complete the integration of GIS data/functionality with the new Next Generation Computer Aided Dispatch System scheduled to go live in March 2019.

GIS will integrate addressing data from the Master Address Repository into other applications once it is completed. The municipalities will have the opportunity to integrate their addresses, using a web-based application, that will provide an efficient and timely workflow to add and share addresses.

# Community Services

## Summary of Services and Performance Measures

### Service Area: GIS Clearinghouse / Central Distributor of GIS Information

**Description:** To be a service-driven central resource of geographic information for Wake County. Wake County GIS serves as a repository to collect, store, and distribute GIS information and data about the data (metadata) for our customers. An important part of this service is the association of geospatial (mapping) data and non-spatial (attribute) data, often from sources outside GIS, to provide the business intelligence needed by our customers to support their operations and decision making. In addition, GIS provides appropriate services and applications for the customers to access and analyze the data.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of "walk-in" requests for information	545	380	360	
Number of information requests via phone and/or email	6,933	7,425	7,800	
Number of special projects requested by the general public	17	7	20	
Number of special projects requested by Wake County and/or other government agencies	86	75	85	
Number of visits to GIS supported websites (e.g. iMAPS, web apps)	1,611,402	1,705,050	1,750,000	

### Service Area: GIS Maintain and Support Geographic Databases

**Description:** To be a service-driven central resource of geographic information for Wake County, providing spatial data and solutions which enable our customers to accomplish their business purposes. Wake County GIS identifies the need for GIS data for our users, locates the trusted source for those data, and develops and implements best practices to obtain, update, and ensure the ongoing quality of the information.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of addresses assigned	4,519	4,791	5,000	
Number of annual CAD geofile updates	4	4	4	
Number of centerline street segments mapped	2,819	6,175	5,500	
Number of parcels mapped	8,183	9,222	8,800	
<b>Efficiency</b>				
Percent of annexation ordinances mapped as of the effective date of the annexation	100.0	100.0	100.0	100.0

# Community Services

## Division Summary - Libraries

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$583,152	\$450,000	\$450,000	\$600,000	53.8%
Local	\$1	—	—	—	0.0%
Charges For Services	\$421,840	\$431,000	\$431,000	\$411,000	36.8%
Miscellaneous	\$192,675	\$165,000	\$165,000	\$105,000	9.4%
<b>Revenue Totals</b>	<b>\$1,197,668</b>	<b>\$1,046,000</b>	<b>\$1,046,000</b>	<b>\$1,116,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$15,415,684	\$16,340,561	\$16,340,561	\$17,054,145	66.3%
Contractual Services	\$523,191	\$560,237	\$607,237	\$590,691	2.3%
Supplies, Materials and Other Charges	\$7,060,096	\$7,467,950	\$7,786,325	\$8,069,496	31.4%
Capital Outlay	\$46,658	—	\$12,000	—	0.0%
<b>Expenditure Totals</b>	<b>\$23,045,629</b>	<b>\$24,368,748</b>	<b>\$24,746,123</b>	<b>\$25,714,332</b>	
<b>Number of FTEs</b>	<b>246.000</b>	<b>251.500</b>	<b>251.500</b>	<b>275.000</b>	

## Division Purpose and Goals

The Wake County Public Library System provides services to children, promotes recreational reading, encourages lifelong learning, serves as a community center, and bridges the technology gap. The system operates seven regional libraries, thirteen community libraries, two specialty libraries - the Olivia Raney Local History Library and the Express Library on Fayetteville Street, and operates a bookmobile. The library system supports a Digital Library that manages the Library's virtual and digital presence. The Digital Library administers the library's web presence, supports the eBook and eAudio collection, and facilitates community involvement through various social media platforms.

Library services are supportive of the Commissioners' goals, as evident in the adoption of the Library Master Plan by the Board of Commissioners. Libraries promote the love of reading and foster the pursuit of knowledge among the residents in the county. Libraries are a vital component of a community's life. According to customer service surveys completed in 2017, 97.5% of library customers rate their Wake County Library experience as excellent or good. Community support

for the libraries is strong with an annual door count in FY 2018 of more than 3.5 million visitors, annual circulation greater than 11.2 million items, and annual program attendance of more than 421,800 participants, as well as 70 percent voter bond approval.

## Major Accomplishments

The library system continues to make positive progress on the remaining capital improvement projects identified in the 2007 Library Bond. East Regional Library closed in November of 2017 and re-opened in April of 2018 after its renovation which included expanding both the Adult and Youth programming rooms. Wake Forest Community Library closed in September of 2017 and is scheduled to re-open in the Fall of 2018 after completing an expansion which almost doubles its square footage. Work continues on new Library facilities including a replacement for the Cary Community Library (scheduled to open in FY 2019 as a Regional Library), a replacement for the Fuquay Varina Community Library which also doubles its square footage (scheduled to open in FY 2019), and a new 8,500 sq. ft. Community Library in Morrisville (scheduled to open in FY 2020). Planning for a renovation of the

## Community Services

Olivia Raney Local History Library is underway with a completion date in FY 2020. The Board of Commissioners re-allocated bond money from the North Hills Community Library Project to ensure that the funding for these new facilities and expansions was adequate; and to provide funding to renovate the North Regional Library and the Eva Perry Regional Library by FY 2020.

The library system continues expanding its innovative and popular programs for young children, school age children, and teens. The library system successfully completed three programming series, with each series consisting of 12 weeks of programming for all ages. System events such as the Storybook Ball, Halloween Hoot, Storytelling Festival, and the Moonlight Walk were popular with Wake County residents. The Valentines for Vets program distributed over 5,000 valentines to veterans' hospitals.

Working closely with Community Services Administration, the library system was also recognized for its cost effectiveness and administrative initiatives. The library system received a National Association of Counties Best in Category for Developing a Financial Book Purchasing Model for Public Libraries. The library system launch an audit system to insure the proper disposal of outdated and worn collections.

The library system's Program of Service continues to be recognized for excellence and quality. The library system received the Best Children's Program award from the North Carolina Public Library Director's Association for the ABC Craft and Learn Program which prepares children for a successful launch to kindergarten. In addition, the library system received an award for Best Staff Development Training; and a Best Promotional Video award from the American Library Association Public Relations Xchange for the Summer Reading Video, "Get in the Game--- Read".

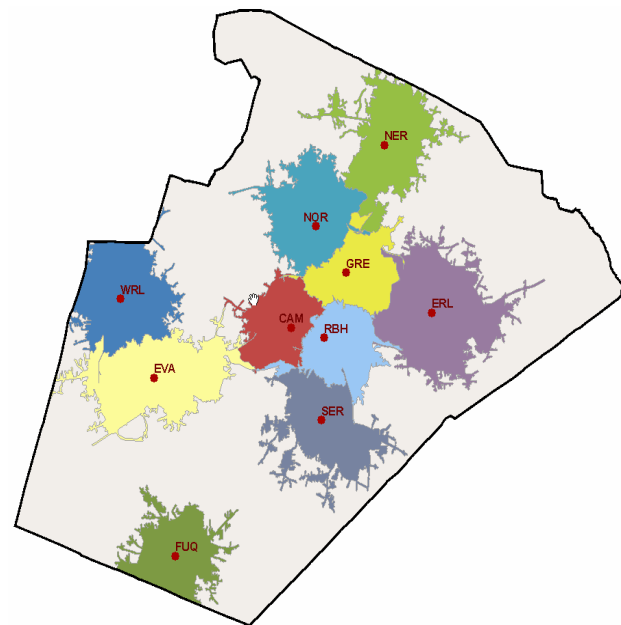
### FY19 Discussion

Wake Forest Library is opening in FY 2019. Currently, the project is under construction. Funding is included in FY 2019 for the library's operating costs. (\$96,000)

Funding is included for operating dollars and 13.500 FTEs for the opening of a 24,000 square foot regional library in downtown Cary. (\$827,000)

Morrisville Library will open in 2020. It is currently in the design phase and will go for bids in the summer. (\$115,000 8.500 FTEs)

The budget includes funding for expanded Sunday hours at Holly Springs, Leesville, and Middle Creek Large Community Libraries. (\$98,000; 1.500 FTEs)



### Horizon Issues

The library system's horizon issues focus on the need to identify funding for library facilities after the current bond expires in FY 2020. The library system is updating the Library's Master Plan to identify future projects after the completion of the 2007 Library Bond.

# Community Services

## Summary of Services and Performance Measures

### Service Area: A Collection People Want

**Description:** The library system's collections are books and other materials used at a library location or online at [www.wakegov.com/libraries](http://www.wakegov.com/libraries). In order to meet the needs of the dynamic and diverse communities, staff seeks to develop a book collection of considerable scope and variety. Library staff receive strong member support for a collection that is: current, expertly selected, supports education and employment, meets the needs of the growing international community, supports local interests such as genealogy and the arts, and is presented in varying formats (i.e. audio books). Staff select, without bias or any limitation on the right to know, a comprehensive collection to meet the informational, educational, recreational, and cultural needs of Wake County residents within the available budget. WCPL seeks to meet the needs of various ages, interests, education levels, reading levels, and cultural backgrounds of Wake County residents through which an individual may explore all points of view and issues of interests. The Library also seeks to anticipate public demand for materials.

To evaluate the print collection, staff regularly monitors the size and composition of the collection and circulation.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of downloadable materials in collection (books)	46,030	49,145	51,000	
Number of materials in print & downloadable collections	1,525,296	1,621,428	1,855,855	
Number of materials in the print collection (books)	1,479,266	1,572,283	1,834,855	1,996,531
<b>Output</b>				
Number of cardholders active within 1 year	232,891	231,929	232,000	
Number of downloadable circulations	851,648	923,456	950,000	
Number of print material circulations	10,047,619	10,140,662	11,000,000	
Number of total circulations (print and downloadable)	10,899,267	11,064,118	11,950,000	
<b>Efficiency</b>				
Books (print collection) per cardholder	6.35	6.99	8.13	
Circulation (print material) per cardholder	46.80	47.70	51.50	
<b>Effectiveness</b>				
Percent of members who strongly agreed or agreed that it was easy to find the book they were looking for at their primary library.	70.6	72.8	80.0	

# Community Services

## Service Area: Easy Access to the Internet and Other Digital Services

**Description:** Wake County residents need access to technology through personal computers and mobile devices with reliable, high speed access to the internet. Proliferation of electronic devices create demand for new content, including digital books/audio, and services such access to a power source and internet connection inside library facilities. For those who are without convenient access to technology, libraries help bridge the gap by providing access to public computers and are well positioned to provide with locations throughout the county. Digital services provide adults and children computers with public access, electronic resources, remote access services through the web, wireless internet service within the branches for personal laptops, and instruction on computer use.

To evaluate service performance, staff routinely monitors the size and circulation of digital content, the hours of public computer usage, and survey responses regarding access to public computers and/or internet connections.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of materials available for download (downloadable collection)	46,030	49,145	51,000	
<b>Output</b>				
Hours in which public computers were used by cardholders	477,215	425,900	383,300	
Number of downloadable material circulations	851,648	923,456	950,000	
<b>Effectiveness</b>				
Number of wireless internet hours used by the public	0.0	1,017,000.0	1,100,000.0	
Percent of members who strongly agreed or agreed that they had enough time on public computers to complete their activities	84.4	87.5	90.0	
Percent of members who strongly agreed or agreed that they were able to find a space and plug to use a personal computer they brought to the library	82.1	85.6	90.0	
Percent of members who strongly agreed or agreed that wireless internet is reliable and easy to use	85.1	85.1	85.0	



# Community Services

## Service Area: Engaging, Entertaining & Educational Library Programs

**Description:** Services to children is a high priority of the library system because introducing young children to books and reading at an early age has a great impact on that child's lifelong literacy and academic success. Program services include story times which introduce books and reading to children, ongoing reading programs to maintain reading levels, reference services to support school curriculum, reader advisory to make reading a lifelong habit, book and audio book collection maintenance for children, bookmobile service to daycare centers, computer access and collaboration with public, private, charter and home schools. Libraries also provide adult reading programs to remain a center of lifelong learning. People of all ages may use the library for curriculum support, and as a source for building knowledge about their interests.

To evaluate service performance, staff monitors the number of programs, program attendance, and the average attendance per program.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of Adult Programs	1,030	965	1,000	
Number of Youth Programs	9,750	9,838	9,900	
<b>Output</b>				
Adult Program Attendance	22,163	22,635	24,000	
Youth Program Attendance	370,898	381,429	386,100	
<b>Efficiency</b>				
Adult Attendance per Program	21.5	23.5	24.0	
Youth Attendance per Program	38.0	38.8	39.0	

## Service Area: Library Facilities that are Well Thought Out

**Description:** Libraries are a destination, offering services that appeal to all generations, and providing meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it is important that libraries are: 1) placed well for convenient access, 2) located near where people live, work, and play, 3) have spaces that are effectively managed, and 4) where members feel safe during their visit.

To determine facility effectiveness, staff examines hours of operation and annual user satisfaction survey responses, and evaluates library locations based on the number of people, households, and cardholders living within a ten-minute non-overlapping drive time area for each facility.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of library hours open to the public	64,705	65,091	70,000	
<b>Output</b>				
Library visitation (door count)	3,376,255	3,458,575	3,640,000	
<b>Efficiency</b>				
Library visitation per open hour	52.2	53.1	52.0	

# Community Services

## Service Area: Library Facilities that are Well Thought Out

**Description:** Libraries are a destination, offering services that appeal to all generations, and providing meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it is important that libraries are: 1) placed well for convenient access, 2) located near where people live, work, and play, 3) have spaces that are effectively managed, and 4) where members feel safe during their visit. To determine facility effectiveness, staff examines hours of operation and annual user satisfaction survey responses, and evaluates library locations based on the number of people, households, and cardholders living within a ten-minute non-overlapping drive time area for each facility.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of County households within a ten minute drive time of a public library	89.1	89.1	90.0	
Percent of County population within a ten minute drive time of a public library	88.4	88.4	90.0	
Percent of members who strongly agreed or agreed that hours of operation are convenient	92.1	94.0	95.0	
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	96.0	96.6	95.0	
Percent of members who strongly agreed or agreed that they felt safe at the library	96.5	97.8	95.0	

## Service Area: Pleasant Library Experiences

**Description:** Libraries seek to provide a positive experience for all members during each and every visit. While others library services develop the collection and maintain facilities, this service focuses attention on processes and customer interactions within available resources. To seek feedback, libraries conduct an annual customer satisfaction survey that seeks customer input on items such as convenience of library hours, finding and checking out materials, and library staff's helpfulness.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of library hours open to the public	64,705.0	65,091.0	70,000.0	
<b>Effectiveness</b>				
Percent of members who strongly agreed or agreed that hours of operation are convenient	92.1	94.0	95.0	
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	97.1	97.4	95.0	

# Community Services

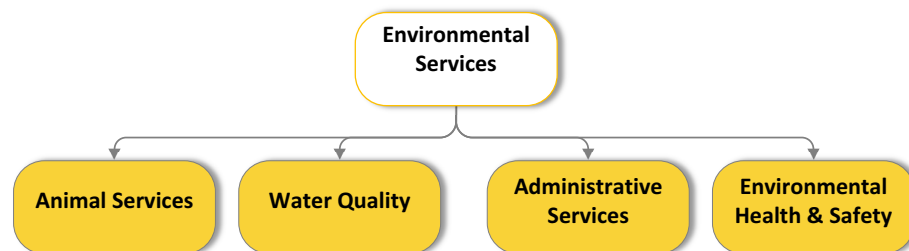
## Service Area: Pleasant Library Experiences

**Description:** Libraries seek to provide a positive experience for all members during each and every visit. While others library services develop the collection and maintain facilities, this service focuses attention on processes and customer interactions within available resources. To seek feedback, libraries conduct an annual customer satisfaction survey that seeks customer input on items such as convenience of library hours, finding and checking out materials, and library staff's helpfulness.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	97.4	98.1	95.0	
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	70.6	72.8	80.0	
Percent of members who strongly agreed or agreed that staff demonstrated a willingness to help	97.1	96.3	95.0	
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	95.9	97.5	95.0	
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	84.7	87.4	85.0	



# Environmental Services



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$123,846	\$146,347	\$146,347	\$153,500	4.2%
Charges For Services	\$1,810,500	\$1,860,606	\$1,860,606	\$2,033,900	56.1%
Licenses & Permits	\$1,070,566	\$1,096,448	\$1,096,448	\$1,396,004	38.5%
Miscellaneous	\$291	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	\$44,320	1.2%
<b>Revenue Totals</b>	<b>\$3,049,523</b>	<b>\$3,147,721</b>	<b>\$3,147,721</b>	<b>\$3,627,724</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$8,539,178	\$10,050,727	\$10,040,745	\$10,617,049	81.2%
Contractual Services	\$581,815	\$523,189	\$631,257	\$543,444	4.2%
Supplies, Materials and Other Charges	\$1,431,925	\$1,737,648	\$1,662,073	\$1,818,245	13.9%
Capital Outlay	\$99,221	\$154,026	\$157,868	\$85,997	0.7%
Debt	\$93	\$3,574	\$1,192	\$3,574	0.0%
<b>Expenditure Totals</b>	<b>\$10,652,232</b>	<b>\$12,469,164</b>	<b>\$12,493,135</b>	<b>\$13,068,309</b>	
<b>Expenditures by Division</b>					
Animal Care, Control and Adoption Center	\$3,142,278	\$3,663,907	\$3,675,955	\$3,717,905	28.4%
Environmental Health & Safety	\$2,855,386	\$3,390,543	\$3,362,003	\$3,548,555	27.2%
Environmental Services Administration	\$977,430	\$1,056,974	\$1,180,659	\$1,003,283	7.7%
Water Quality	\$3,677,138	\$4,357,740	\$4,274,518	\$4,798,566	36.7%
<b>Expenditure Totals by Division</b>	<b>\$10,652,232</b>	<b>\$12,469,164</b>	<b>\$12,493,135</b>	<b>\$13,068,309</b>	
<b>Number of FTEs</b>	<b>125.000</b>	<b>134.000</b>	<b>134.000</b>	<b>141.000</b>	

# Environmental Services

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## Department Purpose and Goals

Environmental Services is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. To accomplish the goals and objectives prescribed by the Board of Commissioners and the County Manager, the Department consists of five divisions: Administration, Animal Services, Environmental Health and Safety, Solid Waste and

Water Quality. With the exception of the Solid Waste Division, each of these divisions will appear in the Environmental Services section of the adopted budget document. The Solid Waste Division is a public enterprise; as such, the Board of Commissioners appropriates an operating budget for the Solid Waste Division that is separate and independent from the County's General Fund. To review the operating budget for the Solid Waste Division, please refer to the "Enterprise Funds" section of the budget document.

# Environmental Services

## Division Summary - Environmental Services Administration

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Miscellaneous	\$291	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	\$44,320	100.0%
<b>Revenue Totals</b>	<b>\$44,611</b>	<b>\$44,320</b>	<b>\$44,320</b>	<b>\$44,320</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$733,031	\$645,329	\$654,547	\$566,763	56.5%
Contractual Services	\$161,126	\$241,702	\$343,339	\$299,513	29.9%
Supplies, Materials and Other Charges	\$78,557	\$168,751	\$177,739	\$135,815	13.5%
Capital Outlay	\$4,623	—	\$3,842	—	0.0%
Debt	\$93	\$1,192	\$1,192	\$1,192	0.1%
<b>Expenditure Totals</b>	<b>\$977,430</b>	<b>\$1,056,974</b>	<b>\$1,180,659</b>	<b>\$1,003,283</b>	
<b>Number of FTEs</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	

## Division Purpose and Goals

The Administration Division is the primary point of contact for the Wake County Board of Commissioners and the Office of the County Manager. This Division provides leadership for the Department in areas such as customer support, operations, program management, financial and budget management, quality assurance and quality control. The division also provides leadership in stakeholder engagement, personnel management, budgeting, and planning. The Wake County Board of Commissioners and the Office of the County Manager establish goals and objectives for Wake County, and the division is responsible for the development of the leadership initiatives required to implement the specific programs, products and services needed to accomplish the prescribed goals and objectives.

## Major Accomplishments

The Environmental Services Administration division continues to promote excellence throughout the department in activities that contribute to a healthy County.

The Division continues to develop leadership skills at all levels of the organization. They emphasize open communications and facilitate staffs ability to provide excellent customer service and manage the accomplishment of objectives. The Environmental Services Customer Satisfaction Survey found that 94% of respondents stated that they are receiving a high level of professional services.

## FY19 Discussion

The FY 2019 budget has a net decrease of \$54,000. This decrease reflects the annualization of salary and benefit adjustments, the reallocation of funds within the department, and the below expansion requests:

At the start of FY 2019 the County will be launching a new land development and permitting software system. The new system will centralize all County development services into one system and allow staff to electronically route and review all plans and documents. The key benefit of the system is to make it easier for the development community to conduct business with the County. The system includes an online customer portal that allows credit card payments. It is anticipated that credit cards will become the most widely used payment method. The

## Environmental Services

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added funding will cover credit card fees associated with the increase in electronic payments (\$30,000).

Funding was provided for additional system user licenses needed for the land development and permitting software. Additionally, funding was provided for data download from the software to data dashboards currently used by the department (\$23,000).

### Horizon Issues

Responding to current growth in areas such as construction, food service, hospitality, waste disposal, and animal services will require a strategic approach to leverage skilled human capital with technology innovation and facility assessments.

The Division will work to correlate sustainability and resiliency by addressing issues such as waste stream, one water, and environmental indicators.



# Environmental Services

## Summary of Services and Performance Measures

### Service Area: ES Administration Fiscal Accountability

**Description:** The Financial and Budget Management Group, located within the Administrative Services Division, promotes responsible resource allocation and long-term economic sustainability that supports County and Departmental strategies and initiatives. This is done through accounting, budgeting, financial analysis and leadership. The group manages outcomes by engaging managers and supervisors in discussing and analyzing their financial results, trends, risks and opportunities early in the planning process, provides financial support to operating plans to quantify needs and metrics, and sets clear timelines and deliverables for the budget process. The group encourages Divisions to plan for multiple years by:

- (1) Advancing business trend analysis that includes any new regulatory, legal, or economic changes that impact the business.
- (2) Developing staffing and business models to understand future impact and see changes well in advance to manage outcomes.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of Decision Support Analysis	974	1,000	1,000	1,100
Number of Financial Transactions	3,801	4,000	4,100	4,000
Number of Personnel Records/Policy Review/Transactions	1,802	1,850	1,940	2,000

### Service Area: ES Administration Operations

**Description:** The Operations Section provides leadership and supports the overall mission of the Environmental Services Department. It is the primary point of contact for internal and external customers including the Wake County Board of Commissioners and the office of the County Manager. This section oversees implementation of new policies, coordinates planning, supports Local Health Department re-accreditation, and participates in inter-departmental initiatives. It includes the Customer Support Center, which receives permit applications, answers Wake County residents' questions regarding Solid Waste, Water Quality, and Environmental Health and Safety, and completes research requests, in addition to other administrative functions.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of Incoming Calls	35,132	25,000	25,000	25,000
Number of Public Information Research Requests	1,390	1,000	800	800

# Environmental Services

## Division Summary - Environmental Health & Safety

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$123,846	\$146,347	\$146,347	\$153,500	24.1%
Charges For Services	\$74,237	\$85,522	\$85,522	\$87,000	13.6%
Licenses & Permits	\$406,925	\$397,845	\$397,845	\$397,000	62.3%
<b>Revenue Totals</b>	<b>\$605,008</b>	<b>\$629,714</b>	<b>\$629,714</b>	<b>\$637,500</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,552,947	\$3,052,376	\$3,048,676	\$3,149,850	88.8%
Contractual Services	\$27,461	\$13,572	\$16,749	\$7,860	0.2%
Supplies, Materials and Other Charges	\$226,448	\$292,279	\$264,262	\$354,845	10.0%
Capital Outlay	\$48,531	\$32,316	\$32,316	\$36,000	1.0%
<b>Expenditure Totals</b>	<b>\$2,855,386</b>	<b>\$3,390,543</b>	<b>\$3,362,003</b>	<b>\$3,548,555</b>	
<b>Number of FTEs</b>	<b>36.000</b>	<b>40.000</b>	<b>40.000</b>	<b>42.000</b>	

### Division Purpose and Goals

The goal of Wake County Environmental Health and Safety Division is to reduce public health and safety risks through education, plan review and regulation; the goals align with the Boards goals of Growth and Sustainability and Great Government. The Division has a total staff count of 40 full-time FTEs and is divided into two sections: Food Lodging Institution and Plan Review and Recreational Sanitation. The Division is responsible for administering and enforcing state laws and regulations and local ordinances related to public health and safety.

The Food and Lodging Institution group protects public health and safety through the administration and enforcement of state laws and regulations enacted for public health and sanitation of regulated facilities. Regulated facilities include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, public swimming pools and tattoo artists. It is also responsible for disease monitoring and conducting investigations related to foodborne and communicable disease outbreaks. Other duties include asthma trigger evaluations and lead poisoning prevention for children.

The Plan Review and Recreational Sanitation Section protects public health and safety through the administration and enforcement of State laws and regulations enacted for public health, to build in features that promote a sanitary operation. The Section reviews plans, performs construction visits and permits facilities in concert with municipalities across the County. These facilities include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, temporary food establishments, mobile food units and public swimming pools. The Section is responsible for administration and enforcement of the County's public swimming pool ordinance which supplements the State regulations governing public swimming pools.

### Major Accomplishments

The division was awarded \$19,232 in grant funding from the Association of Food and Drug Officials. The funding supported a risk factor study and development of training materials for industry and staff.

The division collaborated with the Communicable Disease team and the Communications Office to develop and implement a disease prevention

# Environmental Services

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campaign targeted at preventing Cryptosporidium, a harmful parasite, in public swimming pools. The group developed outreach materials including letters, posters and media opportunities.

Food and Lodging Institution expanded the lead poisoning prevention program due to recent legislative changes that increase workload. The division also managed over 450 outdoor concession permits associated with fairs and festivals across the County and improved efficiency and consistency of the training program.

## FY19 Discussion

The FY 2019 budget reflects a net increase of \$158,000 from the prior year. The increase is due to the annualization of salary and benefit adjustments, the removal of FY 2018 one-time expenditures, and the addition of the following expansions:

Two Environmental Health Specialists are added to meet the increase of State mandated inspections due to growth. The increase in inspections aims to reduce risk factors associated with illness through education (2.000 FTE, \$233,000).

Funding was provided to continue with a prior year pilot program for temporary staff to inspect approximately 4,700 pools per year. This program allows staff to manage workload during seasonal peak of the opening of swimming pools (\$118,000).

## Horizon Issues

Wake County continues to be one of the fastest growing areas in the country. The division actively monitors service demands to predict the resources needed to address service delivery gaps. In response to a state corrective action plan, we continue to refine the staffing model to make accurate projections for future needs.

# Environmental Services

## Summary of Services and Performance Measures

### Service Area: Food Lodging Institution Section

**Description:** The Food Lodging Institution Section (FLIS) protects public health and safety through the administration and enforcement of state laws and regulations enacted for public health and sanitation of regulated facilities. Facilities regulated by FLIS include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, public swimming pools and tattoo artists. FLIS is also responsible for disease monitoring and conducting investigations related to foodborne and communicable disease outbreaks. Other duties include asthma trigger evaluations and lead poisoning prevention for children.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of Confirmed and/or Elevated Lead (Pb) Cases	13	15	45	
Number of Environmental Asthma Trigger Investigations	74	75	75	75
Number of Food Establishment Complaints Investigated	617	600	600	600
Number of Health Inspections Performed	7,359	9,154	10,370	12,373
Number of Quality Assurance Visits	106	108	108	108
<b>Efficiency</b>				
Average Number of Inspections per Env. Health Specialist	429	405	405	405
<b>Effectiveness</b>				
Percent of Inspection Coverage for Food Establishments	62	75	84	100

### Service Area: Plan Review/Recreational Sanitation

**Description:** The Plan Review and Recreational Sanitation Section (PRSS) protects public health and safety through the administration and enforcement of State laws and regulations enacted for public health, to build in features that promote a sanitary operation. PRRS reviews plans, performs construction visits and permits facilities in concert with municipalities across the County. These facilities include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, temporary food establishments, mobile food units and public swimming pools. PRRS is responsible for administration and enforcement of the Countys public swimming pool ordinance which supplements the State regulations governing public swimming pools.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of New Food Plans Reviewed	949	950	950	950
Number of Pool Inspections Performed (Calendar Year)	4,251	4,500	5,000	5,000
Number of Pool Plans Reviewed (Calendar Year)	105	144	144	144
Number of Restaurant Construction Visits/Finals/Field Consultations	950	975	975	975
Number of Swimming Pools Permitted	1,188	1,200	1,220	1,220
Number of Temporary Food Establishments Permitted	504	500	500	500

# Environmental Services

## Division Summary - Water Quality

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$1,388,118	\$1,400,084	\$1,400,084	\$1,584,900	61.3%
Licenses & Permits	\$663,641	\$698,603	\$698,603	\$999,004	38.7%
<b>Revenue Totals</b>	<b>\$2,051,759</b>	<b>\$2,098,687</b>	<b>\$2,098,687</b>	<b>\$2,583,904</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$3,061,044	\$3,754,255	\$3,741,755	\$4,147,432	86.4%
Contractual Services	\$194,416	\$53,491	\$46,620	\$103,137	2.1%
Supplies, Materials and Other Charges	\$386,261	\$479,902	\$418,433	\$523,418	10.9%
Capital Outlay	\$35,417	\$67,710	\$67,710	\$22,197	0.5%
Debt	—	\$2,382	—	\$2,382	0.0%
<b>Expenditure Totals</b>	<b>\$3,677,138</b>	<b>\$4,357,740</b>	<b>\$4,274,518</b>	<b>\$4,798,566</b>	
<b>Number of FTEs</b>	<b>39.000</b>	<b>42.000</b>	<b>42.000</b>	<b>45.000</b>	

## Division Purpose and Goals

The Water Quality Division works with the community to protect water resources and public health pursuant to County goals and applicable law. The Division has four sections, Groundwater Management, Wastewater Management, Watershed Management, and Laboratory. These sections perform five broad functions within their areas of expertise: (1) Administer County ordinances and applicable state and federal laws. (2) Provide research, policy analyses, and recommendations to the County Manager, County Commissioners, and County appointed boards and committees. (3) Provide information, outreach, and technical support to the citizenry. (4) Coordinate with partners to pool resources and lead regional discussions on water resources and public health issues. And (5) carry out a range of miscellaneous health and safety responsibilities including hazardous-chemical spills response, nuclear power plant drills (or actual event) response, swimming-pool health inspections, recreational waters monitoring, and more.

## Major Accomplishments

Created the Wake County Water Partnership to Advise on Water Policy. The first meeting of the

Wake County Water Partnership was held on March 2017. This is a group to engage stakeholders concerning water policy and management. The group had many accomplishments in collaborative water policy review. Among the notable achievements are a review of 3 sets of rules, one recommendation about development activity in water supply watersheds, a scope of work that includes a One Water approach to identification of water resources in the County and development of one rain garden project in downtown Raleigh.

Expanded the septic system inspection program to assist homeowners in maintaining their waste disposal systems to protect public health. The number of inspections per month has increased from 4 in FY 2017 to 155 during FY 2018.

In FY 2018, the Groundwater Management Section took steps to publicize the importance of radiological testing for well users in the eastern half of the County. The section used well testing data to define an area where radiological testing was recommended, researched test methods to develop the most cost-effective package of tests for radiological contaminants, and published these recommendations on the county's website and in printed materials. As of

# Environmental Services

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mid-February 2018, 91 wells had been tested for radiological contaminants in FY 2018, vs 34 in all of FY 2017, and 30 well users with adverse test results had been provided technical assistance in understanding how to protect their health from these contaminants.

Completed rule revision for well permitting, offsite septic systems, Sedimentation Erosion Control and Stormwater to improve public health.

In FY 2018, the Watershed Management Section was reorganized to create a more efficient workflow. Where previously staff were tasked with field work and plan review, now those roles are separated. The field staff can remain more field based, without the need to drive to the office as often. The plan review is handled by two engineers that are always available to answer questions concerning designs and plans. This new structure has allowed Watershed Management to keep pace with an acreage under construction that has grown by approximately 20% with the same staff.

## FY19 Discussion

The FY 2019 increased by \$441,000 from the prior year budget. The increase is the result of the following expansions:

Two Environmental Engineers/Consultants are added to allow the Division for field work on development review and permitting for erosion and sedimentation control, stormwater, and floodplain management. (2.000 FTE, \$291,000)

One Environmental Consultant was added in FY 2019 to provide quality control/quality assurance of wastewater treatment system inspections. This position aims to review 10% of all permits and waster treatment system installations, while also reviewing 100% of all system designs. (1.000 FTE, \$159,000)

Funding is provided for an anticipated increase in dues for membership in the Upper Neuse River Basin Association. Continued participation in the UNRBA is the most effective means to ensure Wake County interests are represented as a collective reexamination of the rules is underway for Stage II nutrients

reductions to reduce the rules annually recurring budgetary impacts (\$5,000).

Wake County's Groundwater Information Management System (GIMS) is a database and software interface used to manage Wake County's well water quality data. With the launch of the County's new land development and permitting system, funding is provided to interface GIMS with the new system (\$5,000).

Funding is provided to increase the contracted laboratory testing of private wells. The Groundwater Protection & Wells section has been successful at reaching well users and assisting communities with mitigation of drinking water hazards. The outreach program relies on a contract lab for advanced testing services that the county Water Quality Lab cannot provide. This expenditure is supported by revenues collected through user fees (\$30,000).

## Horizon Issues

Land in the County is continuing to be developed. Development must be completed in a way that supports the community need for clean drinking water and safety from flooding. As the pressure to use less and less suitable lots increases with land price, the Division of Water Quality will respond to requests for new technology and methods for protecting public health, the environment, and development by analyzing ways of addressing wastewater, wells, stormwater, runoff, and drinking water supplies. The Division is leading this effort with a One Water approach that emphasizes the value of all water.

As Wake County continues to grow, water resources will be used at a higher rate that could lead to increasing water cost and water shortages going forward. Public utilities are required to complete 50 year plans to provide water to rate payers in their service area. Wake County Water Quality is beginning the process of assessing the 50 year water availability for all areas of the County regardless of source, so that sound plans for future growth can be completed.

# Environmental Services

## Summary of Services and Performance Measures

### Service Area: Wastewater Management

**Description:** The Wastewater Management Section protects the public health through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, operation, maintenance, abandonment, repair and replacement of land-based wastewater disposal facilities for individual properties. The Wastewater Management Section is also responsible for administering and enforcing the County's local Mobile Home Park ordinance in addition to performing assessments of well water and septic systems serving Migrant Housing facilities as required by the State.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of Applications Submitted	1,090	1,000	1,100	1,100
<b>Output</b>				
Number of Complaint Responses	452	450	400	400
Number of Final Operation Permits	1,046	1,124	1,150	1,150
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	353	1,470	2,000	2,200
<b>Efficiency</b>				
Median Response Time for First Site Visit(days)	6	6	7	7
<b>Effectiveness</b>				
Percent of Systems Three Years Old and Properly Functioning	99	99	100	100

### Service Area: Groundwater Management

**Description:** The Groundwater Management Section protects public health and safety through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, and abandonment of groundwater well systems for individual properties. The Section develops and administers the County's Contaminated Groundwater and Wells Outreach Program. In addition, the Section is responsible for administering and enforcing the County's local ordinance related to well interference investigations. The Section also assists the Department with seasonal permitting and inspection of swimming pools.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of Groundwater Permit Applications	299	370	325	325
<b>Output</b>				
Number of Investigations/Consultations	337	361	300	300
Number of Private Well Samples(Not Associated with Permitting)	915	860	1,000	1,000
Number of Well Construction Inspections	852	800	800	700

# Environmental Services

## Service Area: Watershed Management

**Description:** The Watershed Management Section protects and enhances water quality in Wake County through the implementation of land use policies, regulations and local ordinances related to stormwater management, floodplain management and sediment and erosion control. In addition, the Watershed Management Section is responsible for a water quality monitoring program which is designed to collect data to monitor the health and condition of Wake County's public beaches. During summer months the Watershed Management Unit monitors bacteria levels at public beaches and closes facilities when bacteria levels exceed standards.

The Watershed Management Section has interlocal agreements with seven (7) municipalities to implement their sedimentation and erosion control programs and interlocal agreements with the Towns of Rolesville, Wendell and Zebulon to implement their stormwater management programs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of Active S&E Projects	391	312	300	300
Number of Flood Certifications Submitted	289	250	240	240
Number of Flood Plans Submitted	20	20	12	12
Number of Land Disturbance (S&E) Permits Issued	108	120	100	100
Number of S&E Plans Submitted	125	120	100	100
Number of S&E Site Inspections	5,686	4,000	5,200	5,200
Number of Single Family Residential Plans Submitted	63	55	50	50
Number of Stormwater Permits Issued	41	50	40	40
Number of Stormwater Plans Submitted	77	98	75	75
<b>Efficiency</b>				
Number Noncompliant S&E Inspections	824	555	555	555
Number of Noncompliant SCM Inspections	53	25	25	25
Number S&E Inspection Reports	1,970	1,050	1,050	1,050
Number S&E Joint Inspections	165	100	100	100
Number S&E Plan Reviews 30 Days	0	1	0	
Number Stormwater Control Measure(SCM) Inspections	84	50	50	50



# Environmental Services

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## Service Area: Environmental Laboratory

**Description:** The Environmental Lab provides quick turn around on determinations for the presence of pathogens and other contaminants that may lead to public health hazards in the environment. The Lab works primarily with Groundwater Management.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of Private Well Samples Analyzed for D# Permits	415	400	400	1,000
Number of Private Well Samples Analyzed for I# Permits	315	300	400	1,000
Number of Walk-in Samples Analyzed	781	700	800	1,000
<b>Output</b>				
Number of Health Risk Evaluations Issued	794	800	800	800
Number of Private Well Sample Results Issued for D# Permits	415	400	400	1,000
Number of Private Well Sample Results Issued for I# Permits	315	300	400	1,000
Number of Well Sample Results Issued for Walk-in Customers	781	700	800	1,000

# Environmental Services

## Division Summary - Animal Care, Control and Adoption Center

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$348,145	\$375,000	\$375,000	\$362,000	100.0%
<b>Revenue Totals</b>	<b>\$348,145</b>	<b>\$375,000</b>	<b>\$375,000</b>	<b>\$362,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,192,156	\$2,598,767	\$2,595,767	\$2,753,004	74.0%
Contractual Services	\$198,812	\$214,424	\$224,549	\$132,934	3.6%
Supplies, Materials and Other Charges	\$740,660	\$796,716	\$801,639	\$804,167	21.6%
Capital Outlay	\$10,650	\$54,000	\$54,000	\$27,800	0.7%
<b>Expenditure Totals</b>	<b>\$3,142,278</b>	<b>\$3,663,907</b>	<b>\$3,675,955</b>	<b>\$3,717,905</b>	
<b>Number of FTEs</b>	<b>41.000</b>	<b>43.000</b>	<b>43.000</b>	<b>45.000</b>	

### Division Purpose and Goals

The Animal Services Division consists of two sections: Animal Control and Animal Care and Adoption. The Animal Services Division is responsible for administering and enforcing State laws and regulations and local ordinances related to animal care and welfare. The Mission of the Wake County Animal Center is to make a difference for the animals and citizens of Wake County through education, adoption, enforcement and community partnership.

### Major Accomplishments

Expanded hours of service and services offered with two additional Animal Control officers.

Educated the community about Trap-Neuter-Return and promoted it throughout the County.

Received a National Association of Counties Achievement Award for "Kids 4 Critters: Teaching Responsibility Toward Animals".

Continued partnership with NC State College of Veterinary Medicine by hosting veterinary students for fourth year rotations in shelter medicine and

hosting first through third year students for externships, and continued support of the Student Chapter of the Association of Shelter Veterinarians as well as continued collaboration on various projects.

### FY19 Discussion

The Animal Services FY 2019 budget increased by \$54,000 from the prior year's adopted budget which resulted from increased personnel costs, miscellaneous expenditure adjustments, and the following expansions:

Animal Control Officers provide service to citizens in the community by responding to complaints and rabies/bite calls. One Animal Control Officer is added to the Animal Services Division to effectively meet call volume and expand regular coverage hours. (1.000 FTE, \$112,000)

A Staff Veterinarian position was added, supported by the conversion of funding for a current contracted veterinarian. This position will serve as the primary surgeon as well as provide foster program medical support, shelter medicine support and back up to the Chief Veterinarian. (1.000 FTE, \$32,000)

# Environmental Services

## Summary of Services and Performance Measures

### Service Area: Animal Control

**Description:** The Animal Control Section is responsible for administering and enforcing State laws and regulations and the County's local ordinance related to public health and safety and animal care and welfare. State law and the County's local ordinance address such issues as rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, community cats, and at-large animals. The Animal Control Section is responsible for providing services in all jurisdictions of Wake County with the exception of the Town of Cary, Town of Garner, Town of Holly Springs, and City of Raleigh, which operate their own animal control programs. The Animal Control Section is also responsible for providing support to municipal law enforcement and emergency medical personnel in cases where animals must be seized or rescued to support the first-responders dispatched to an emergency.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of Animal Service Calls	6,327	7,358	8,000	
<b>Efficiency</b>				
Number of Service Calls per Officer per year	904	818	888	

### Service Area: Animal Care and Adoption

**Description:** The Animal Care and Adoption Section services are provided at the Wake County Animal Center. The Wake County Animal Center is an open admission animal shelter that accepts all seized, stray, quarantined, and surrendered animals in Wake County. The standard of care requirements for animals housed at the Wake County Animal Center are established and enforced by the North Carolina Department of Agriculture through the Animal Welfare Act. Wake County's authorization to operate the Wake County Animal Center is provided by the North Carolina Department of Agriculture through the issuance of a certificate of registration, which is valid for one year and renewable on an annual basis.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Intake of Animals	10,612	10,700	10,700	
<b>Output</b>				
Number of Animals Adopted	3,721	3,959	4,000	
Number of Animals Euthanized	2,404	2,568	2,250	
Number of Animals Reclaimed	1,309	1,284	1,350	
Number of Animals Transferred	2,952	2,889	2,900	
<b>Effectiveness</b>				

## Environmental Services

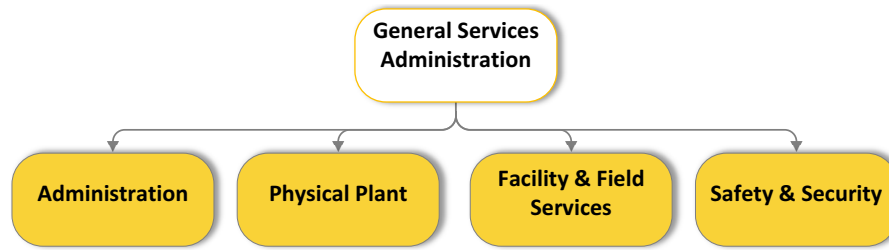
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Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
% of non-required euthanizations	9	8	6	
% of required euthanizations (by Ord or Animal Health)	14	15	15	
Adoption Percentage Rate	35	37	37	
Reclaim Percentage Rate	12	12	13	
Transfer Percentage Rate	28	27	27	

# General Services Administration



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$2,513,907	\$2,610,798	\$2,610,798	\$2,643,549	98.4%
Miscellaneous	\$89,646	\$40,500	\$40,500	\$44,200	1.6%
<b>Revenue Totals</b>	<b>\$2,603,553</b>	<b>\$2,651,298</b>	<b>\$2,651,298</b>	<b>\$2,687,749</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$9,293,401	\$9,919,730	\$9,924,531	\$10,069,124	34.1%
Contractual Services	\$5,630,819	\$5,938,209	\$6,293,497	\$8,421,197	28.5%
Supplies, Materials and Other Charges	\$12,796,223	\$12,725,631	\$12,434,120	\$10,970,696	37.2%
Capital Outlay	\$485,082	\$49,069	\$115,273	\$49,069	0.2%
Debt	\$309	\$8,964	\$8,964	—	0.0%
<b>Expenditure Totals</b>	<b>\$28,205,834</b>	<b>\$28,641,603</b>	<b>\$28,776,385</b>	<b>\$29,510,086</b>	
<b>Expenditures by Division</b>					
Administration / Support	\$2,810,552	\$2,802,806	\$3,131,278	\$2,836,086	9.6%
County Building Agreements	\$9,592	\$60,768	\$74,437	\$60,768	0.2%
Criminal Justice/General Government	\$1,028,501	\$952,258	\$972,950	\$952,258	3.2%
Facility and Field Services	\$7,183,077	\$7,441,233	\$7,468,633	\$7,651,185	25.9%
Physical Plant	\$8,307,183	\$8,326,154	\$8,328,824	\$8,619,391	29.2%
Safety and Security	\$3,221,013	\$3,522,472	\$3,586,173	\$3,539,329	12.0%
Utilities	\$5,645,917	\$5,535,912	\$5,214,090	\$5,851,069	19.8%
<b>Expenditure Totals by Division</b>	<b>\$28,205,834</b>	<b>\$28,641,603</b>	<b>\$28,776,385</b>	<b>\$29,510,086</b>	
<b>Number of FTEs</b>	<b>126.000</b>	<b>126.000</b>	<b>126.000</b>	<b>126.000</b>	

## Department Purpose and Goals

The General Services Administration (GSA) manages county owned and leased facilities, the county fleet,

provides criminal justice support, safety & security, and supports a number of General Government business units. GSA is dedicated to ensuring safe,

## General Services Administration

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productive work environments; safe, reliable vehicles; and consistent corporate support to assigned business units. The department is organized into five major service delivery divisions: (1) Administration, (2) Facility and Field Services, (3) Fleet Services, (4) Physical Plant and (5) Safety and Security. These service organizations support the four core businesses: facility management, fleet management, general government, criminal justice support, and one core process (safety and security).

GSA uses an organizational matrix model to provide a broad range of services to the County, the 10th Judicial District, and related partners and customers.

A matrix organization utilizes resources (staff, contractors, financial and material) across organizational reporting lines to advance its core businesses. GSA has found the matrix model to be efficient, measurable, and a proven method for providing timely, cost effective service delivery while ensuring infrastructure, asset integrity, and emergency response. Reducing risk to County employees and citizens, maintaining the County's facility portfolio and fleet assets, and ensuring the efficient delivery of general government and court operations through excellence in service are the department's highest priorities.

# General Services Administration

## Division Summary - Administration / Support

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$52,474	\$63,000	\$63,000	\$2,000	5.3%
Miscellaneous	\$79,978	\$36,000	\$36,000	\$36,000	94.7%
<b>Revenue Totals</b>	<b>\$132,452</b>	<b>\$99,000</b>	<b>\$99,000</b>	<b>\$38,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,616,643	\$1,779,856	\$1,784,657	\$1,746,709	61.6%
Contractual Services	\$1,238,499	\$1,031,450	\$1,352,205	\$1,042,666	36.8%
Supplies, Materials and Other Charges	\$(81,346)	\$(17,464)	\$(17,464)	\$46,711	1.6%
Capital Outlay	\$36,447	—	\$2,916	—	0.0%
Debt	\$309	\$8,964	\$8,964	—	0.0%
<b>Expenditure Totals</b>	<b>\$2,810,552</b>	<b>\$2,802,806</b>	<b>\$3,131,278</b>	<b>\$2,836,086</b>	
<b>Number of FTEs</b>	<b>20.000</b>	<b>20.000</b>	<b>20.000</b>	<b>20.000</b>	

## Division Purpose and Goals

The Administration division ensures that standard processes are applied to unique and specialized business environments (detention, health care, courts, etc.). Department administration, portfolio management, business and technology planning and system administration of GSA's various facility and fleet engineered control systems and subsystems are managed by this division. The Portfolio Team oversees the county space inventory and administers all county moves, including surplus property. The Systems Team oversees engineered control technologies that support the County's assets: work order management system, capital planning system, fleet information, telematics, fuel systems, parking systems, digital signage, audio visual systems, private network management system. Additionally, corporate and detention security systems (access control, digital video, intercom, visitor management system, screening, etc.) and judicial video systems (first appearance, video visitation) are supported by this division. Administration manages all utility accounts and facility leases. The department provides 24/7 customer support via the Request Center and Security Center. The department head discharges court liaison responsibilities for the County, staffs the

Energy Advisory Commission, and serves as the County's ADA Coordinator.

Administration currently manages support services including, audio-visual systems operations and digital signage; the County mail center, including USPS, labs, medical records, book courier, special deliveries, and inter-office mail; and move management, including surplus property.

## Major Accomplishments

Analyzed existing and future countywide space vacancy. Data used in the planning for departmental space, for the closure and partial closure of County buildings, and in support of Master Plans for county departments.

Led efforts to update the Wake County Energy Design Guidelines, which is a Board Goal and initiative, by partnering with Wake County Public Schools and Wake Technical Community College.

Led systematic review of historical energy usage of all Wake County facilities and implemented the standardization of using Energy Use Intensity per building and type.

# General Services Administration

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Participated with Facilities, Design and Construction on the Human Services Master Plan, to include Human Services and its community partners.

## FY19 Discussion

The Administration Division's budget increased by \$20,000 from the prior year due to salary and operating cost adjustments.

## Horizon Issues

Digitize the County building plan's library. Include as-built drawing sets, operations and maintenance

manuals, specifications, shop drawings, and facility documents and warranties in a document management, archiving and retrieval library.

Provide field staff with a connected user interface that possesses all required business tools to enhance customer service and accountability.

Continue to collaborate with Board of Elections in developing a long-term space plan that provides suitable space to the election process.



# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Portfolio Management

**Description:** To provide a corporate framework that captures, uses, and manages critical facility information. To allocate resources, optimize business value, and provide a healthy work environment that encourages organizational production. Portfolio Management maintains the strategic alignment between GSA and the mission and goals of the County by deliberately maintaining central business and technology functions while delivering those functions to the operating divisions for production.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Gross square footage managed	4,850,071	4,862,126	4,922,390	
Rentable square footage managed	4,160,865	4,172,318	4,229,569	

# General Services Administration

## Division Summary - Physical Plant

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$7,017	\$7,500	\$7,500	\$7,000	100.0%
Miscellaneous	\$144	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$7,162</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$4,634,041	\$4,690,770	\$4,690,770	\$4,805,820	55.8%
Contractual Services	\$109,889	\$538,419	\$541,089	\$2,890,792	33.5%
Supplies, Materials and Other Charges	\$3,405,222	\$3,096,965	\$3,096,965	\$922,779	10.7%
Capital Outlay	\$158,032	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$8,307,183</b>	<b>\$8,326,154</b>	<b>\$8,328,824</b>	<b>\$8,619,391</b>	
<b>Number of FTEs</b>	<b>66.000</b>	<b>66.000</b>	<b>66.000</b>	<b>66.000</b>	

## Division Purpose and Goals

The Physical Plant Division provides overall facility engineering and maintenance to Wake County's facility building assets, life safety systems and infrastructure. The end result is to maximize County staff productivity by providing safe, efficient and reliable working environments through the use of professional staffing, exceptional customer service, and technology. Physical Plant Division provides facility management and general government services related to engineering, mechanical, electrical, general maintenance, and plumbing/piping. The Division also supports waste-water treatment site (Ponderosa) and provides life safety system and environmental testing.

Service and testing of facility Life Safety systems and devices include automatic smoke detection, fire protection, emergency generators, automatic transfer switches and the monthly check of fire extinguishers, exit lights and Automated Electronic Defibrillators. Environmental testing and remediation is also funded from this source.

## Major Accomplishments

Supported Energy Management efforts with dedicated Facility Engineer/Energy Manager, who

oversees the energy portfolio; utilities database & analysis; sustainability efforts and recommends metrics i.e. Energy Use Intensity for trending utilities across the County's portfolio.

Developed Unified Front End to migrate existing Building Automation Systems into a common platform to display and monitor building system information.

Designed and/or completed many projects including Detention Center Magistrates and Intake Renovation, Southeast Regional Library Lighting replacement, Eastern Regional Center/Northern Regional Center Security Upgrades and South Wilmington Street Center emergency repairs to Air Handler Unit #1.

Participated in Facility Condition Assessments in multiple buildings.

Participated in developing Wake County Design Guidelines and Standards.

## FY19 Discussion

The budget increased over the prior year budget for increases in annualizing personnel performance pay and benefit adjustments made in prior years.

# General Services Administration

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The budget includes funding for increased facility maintenance costs for required fire prevention inspections, Fire Arms Education and Training Center lead waste disposal, and continued maintenance of Detention Center elevators. (\$136,000)

Cleaning the firing range and bullet traps of lead requires special procedures and contractors to clean and dispose of the waste. In addition, GSA must comply with environmental regulation specific to the hazardous waste produced from the program activities. Bi-weekly cleaning keeps debris off the range and prevents buildup of lead-containing dust. To partially offset this cost increase, a fee increase for the public use of the Firing Range is included with the budget.

Costs to conduct mandated five-year inspections on fire prevention sprinkler systems across multiple sites countywide. The budget includes expansion funding to conduct inspections on fire protection equipment

required by code and according to NFPA 25 requirements.

A 5 year prepaid elevator maintenance contract for the Wake County Detention Center was funded through the capital construction project. This contract ended April 2018 and additional expansion funding will continue the contract.

## Horizon Issues

Multiyear migration and deployment of the UFE into existing building portfolio and future buildings.

Continue refining cost and resource reporting to the building level to improve efficiencies using GSA's work order system.

Upgrade and refine building management and Supervisory Control and Data Acquisition (SCADA) technologies to gain efficiencies and effectiveness.

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Life Safety/Environmental

**Description:** To insure that critical and often complex multi-building life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio. Life Safety systems are the highest priority but require utilities and facility management.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of facilities with SCADA controls (MOSCAD)	54	54	55	
<b>Effectiveness</b>				
Percentage of facilities free of regulatory violations	99	99	99	

# General Services Administration

## Division Summary - Safety and Security

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Miscellaneous	\$1,726	\$1,500	\$1,500	\$5,200	100.0%
<b>Revenue Totals</b>	<b>\$1,726</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$5,200</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,014,616	\$1,154,118	\$1,154,118	\$1,162,559	32.8%
Contractual Services	\$2,823,523	\$3,165,185	\$3,172,230	\$3,274,418	92.5%
Supplies, Materials and Other Charges	\$(623,541)	\$(819,590)	\$(802,948)	\$(920,407)	(26.0)%
Capital Outlay	\$6,414	\$22,759	\$62,773	\$22,759	0.6%
<b>Expenditure Totals</b>	<b>\$3,221,013</b>	<b>\$3,522,472</b>	<b>\$3,586,173</b>	<b>\$3,539,329</b>	
<b>Number of FTEs</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	

### Division Purpose and Goals

The goal of the Safety and Security Division is to implement safety and security procedures and physical security safeguards to reduce risk for County personnel, visitors and assets within County facilities. Services include visitor management, photo ID employee badging, training classes for County employees on security and safety related topics and creating and updating each facility's Emergency Action Plan.

### Major Accomplishments

Identified and determined a plan of action to address potential risks and volatility factors associated with providing face-to-face interactions with clients in field or in County facilities. The plan includes

providing Verbal Judo training to all identified County employees who have face-to-face interaction with clients.

### FY19 Discussion

The Safety and Security division base budget increased from the annualization of performance pay and benefit adjustments approved with the prior year budget.

The County provides building security services through a contract for services, which have been expanding as the County grows and the number of facilities expand. The budget includes a 3% increase in contract security to maintain the current level of service (\$65,000).

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Safety & Security

**Description:** The Safety & Security Division is comprised of two business units: corporate and court security, and corporate safety. Safety & Security is a corporate service that is positioned to implement safety and security procedures and physical security safeguards needed to reduce and mitigate risk of County personnel, visitors and assets within County facilities.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of access card holders in system	32,556	33,700	34,000	
Number of security incident reports investigated	1,782	1,489	1,300	
Number of seized weapons and/or contraband	7,643	6,845	6,500	
Number Trained in Safety & Security Instructor Led Classes	262	746	900	

# General Services Administration

## Division Summary - Criminal Justice/General Government

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$2,196,422	\$2,275,749	\$2,275,749	\$2,315,000	100.0%
<b>Revenue Totals</b>	<b>\$2,196,422</b>	<b>\$2,275,749</b>	<b>\$2,275,749</b>	<b>\$2,315,000</b>	
<b>Expenditures:</b>					
Contractual Services	\$347,284	\$260,014	\$276,332	\$270,747	28.4%
Supplies, Materials and Other Charges	\$507,050	\$687,494	\$687,494	\$676,761	71.1%
Capital Outlay	\$174,167	\$4,750	\$9,124	\$4,750	0.5%
<b>Expenditure Totals</b>	<b>\$1,028,501</b>	<b>\$952,258</b>	<b>\$972,950</b>	<b>\$952,258</b>	

### Division Purpose and Goals

The Criminal Justice/General Government Division has two primary functions: criminal justice support and parking management. The Division provides mandated and additional support to the courts and detention. The GSA administrator chairs the Court Space committee and sponsors the Criminal Justice Operations Committee; and is the County's liaison to the 10th Judicial District of the NC General Court of Justice. This service provides mandated support (space and furnishings) plus court security role in support of the Sheriff, detention electronic security, and detention and court video solutions.

The Division also provides parking in the downtown central business district to the public, jurors, and county employees. GSA is responsible for administering and updating the County's parking

policy and managing parking assignments in both private and public parking decks. GSA manages the contractor who oversees the public parking deck. This deck has multiple revenue sources, including special events, monthly and leased rates. Wake County also has an agreement with the privately owned L-Building. GSA will continue to evaluate the operational impact of tenant parking for this mixed use development, while serving the needs of its customers.

### Major Accomplishments

For more than a decade Wake County has regularly updated the key statistics that determine staffing levels and space requirements for the courts and detention facilities. GSA is leading a comprehensive review of these documents by updating the Long-Term Jail and the Judicial Projections. This process will allow the County to plan space needs through 2030.

GSA fully transitioned the monitoring of the Jail Diversion Program contracts, including review of the performance metrics and the organizations' annual budget request. GSA has begun to improve data recordation, support, analysis, and transparency of these programs.

Led design and implementation of a new web portal for Law Enforcement Court Calendar that allows the District Attorney and the Clerk of Court's Office to more easily manage scheduling Officers from over 30 agencies for court.

The Wake County Public Parking Deck Revenue and Access Control System replacement was completed in January 2017. With the expiration of the manufacturer's warranty, GSA is currently in the process of evaluating maintenance and service contracts for the equipment. The new system is proven to have more functionality than the previous system. The event management feature has allowed for reduced staff hours and overall savings to the County.

# General Services Administration

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## FY19 Discussion

There is no net change in the FY 2019 budget from the prior year.

## Horizon Issues

Evaluate impact of Criminal Justice Facilities Master Plan Update on long-term facility needs for the County. Continue updating Jail and Court data and compare against long-term projections.



# General Services Administration

## Division Summary - Facility and Field Services

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	—	—	—	\$55,000	94.8%
Miscellaneous	\$7,798	\$3,000	\$3,000	\$3,000	5.2%
<b>Revenue Totals</b>	<b>\$7,798</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$58,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$2,028,101	\$2,294,986	\$2,294,986	\$2,354,036	30.8%
Contractual Services	\$966,083	\$839,294	\$847,794	\$838,727	11.0%
Supplies, Materials and Other Charges	\$4,078,872	\$4,285,393	\$4,285,393	\$4,436,862	58.0%
Capital Outlay	\$110,022	\$21,560	\$40,460	\$21,560	0.3%
<b>Expenditure Totals</b>	<b>\$7,183,077</b>	<b>\$7,441,233</b>	<b>\$7,468,633</b>	<b>\$7,651,185</b>	
<b>Number of FTEs</b>	<b>34.000</b>	<b>34.000</b>	<b>34.000</b>	<b>34.000</b>	

### Division Purpose and Goals

Facility & Field Services Division provides civil engineering, housekeeping, pest control, recycling, vending, window washing, solid waste disposal, bio-hazard waste disposal, landscape and hard surface maintenance, horticulture, exterior construction, stormwater and flood control, irrigation, corporate road name signage, and land stewardship.

Facility & Field Services strives to provide high quality customer service in an efficient and cost-effective manner by being attentive to customer needs and managing contracted services with a progressive approach. Division services are extended to all county departments and major partners such as IMAX/Marbles, Mudcats, Wake County Public School System, and North Carolina State University.

### Major Accomplishments

Worked with Facilities, Design and Construction to accomplish major repairs to the outlet structures at Crabtree Creek Flood Control site. The annual inspections at all 10 flood control sites were successfully completed in cooperation with Natural Resources Conservation Service officials in October 2017.

Updated Joint Use Agreement documents with a combined work group of Wake County and Wake County Public School System members. Activities promoting school park agreements are underway for several school parks, most notably in Rolesville and Knightdale.

Continued to bring signage in existing buildings and newly constructed buildings up to the new 2010 ADA Signage standards.

### FY19 Discussion

The budget increases from the prior year adopted budget for the annualization of personnel expenditures, the opening of several facilities, and a market rate contract adjustment.

GSA periodically rebids the vendor contracts to provide housekeeping services in county facilities. Contracts for the Outlying and Eastern Districts are anticipated to come in higher than the FY 2018 adopted budget based on current bids. The budget includes an increase in funding of 8% to cover expected market increases (\$78,000).

# General Services Administration

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## Horizon Issues

Install data telemetry units at all 10 flood control sites to provide real time data to the Emergency Operations Center during flood events to improve the notification process for the safety of the general

public. Schematic design has been completed with design development being the next phase to complete. Conduct assessments at five high hazard flood control structures utilizing a federal grant specified to support the project.

# General Services Administration

## Summary of Services and Performance Measures

### Service Area: Housekeeping

**Description:** Housekeeping is positioned to provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within county facilities. Housekeeping consists of routine janitorial services, floor care, pest control and window washing services. Oversees vending operations offered throughout county facilities.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Cleanable square footage maintained	2,817,897	2,830,569	2,890,413	

### Service Area: Road Name Signs

**Description:** The Road Name Sign program fabricates, installs and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal ETJs (not corporate limits) except for Raleigh, Cary, and Wake Forest. Road Name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of road name signs new/replaced	2,425	2,689	2,500	

# General Services Administration

## Division Summary - Utilities

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Contractual Services	\$145,541	\$103,847	\$103,847	\$103,847	1.8%
Supplies, Materials and Other Charges	\$5,500,375	\$5,432,065	\$5,110,243	\$5,747,222	98.2%
<b>Expenditure Totals</b>	<b>\$5,645,917</b>	<b>\$5,535,912</b>	<b>\$5,214,090</b>	<b>\$5,851,069</b>	

## Division Purpose and Goals

The Utilities Division provides a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an internet service bureau to receive and pay bills electronically. This function is managed by GSA Administration.

Energy Management is conducted through the Support Energy Conservation and Management Policy by utilizing utility information to reduce consumption and cost of service.

## Major Accomplishments

Revised the 2004 Energy Design Guidelines, which focuses on increasing the energy efficiency of building design. In this revision, Wake Technical Community College has joined Wake County Government and Wake County Public School System to form a partnership known as Wake3. The Energy Guideline revision aligns energy review to the design process, includes improved building efficiency goals and targets, addresses renewable energy by incorporating a solar ready building standard for new

construction and major renovation and defines a process to evaluate emerging technologies.

Continued to serve as staff on the Citizens' Energy Advisory Commission, where GSA supported the Commission's efforts on the 23rd Energy Camp for 40 rising 6th graders.

Converted several facilities to LED lighting including Southeast Regional Library, South Wilmington Street Center, Ag Services, Sheriff's Law Enforcement Training Center, and East Regional Library.

## FY19 Discussion

The budget increase from the prior year adopted budget by \$637,000 in the General Fund across all departments is for the increase in electric utility rates.

## Horizon Issues

Completing the design of two solar photovoltaic projects to reduce electric consumption at South Wilmington Street Center and the upcoming Oak City Multi-Services Center.

Staff will continue to explore alternative and sustainable technologies to future reduce and offset energy consumption of systems in new and existing buildings.

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Utility Management

**Description:** To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. The critical information is collected for historical energy use, providing the Energy Manager baseline information for analysis.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of buildings with corporate recycling	47	49	51	
Number of facilities with building control systems	49	49	52	

# General Services Administration

## Division Summary - County Building Agreements

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$257,993	\$264,549	\$264,549	\$264,549	100.0%
<b>Revenue Totals</b>	<b>\$257,993</b>	<b>\$264,549</b>	<b>\$264,549</b>	<b>\$264,549</b>	
<b>Expenditures:</b>					
Supplies, Materials and Other Charges	\$9,592	\$60,768	\$74,437	\$60,768	100.0%
<b>Expenditure Totals</b>	<b>\$9,592</b>	<b>\$60,768</b>	<b>\$74,437</b>	<b>\$60,768</b>	

### Division Purpose and Goals

The County Building Agreements Division serves as a repository for facility leases where the County is the lessor or the lessee, regardless of funding source. To optimize public funding of private sector space and to leverage this space to meet the business unit needs, GSA will allocate resources in a fiscally prudent manner.

### Major Accomplishments

Completed up fit and moved into the new Weatherbridge Phase I lease for Human Services Women, Infants, and Children Program. Phase II will open in June 2018 when Human Services Child Protective Services moves from Western Wake-Cornerstone to Weatherbridge.

Re-aligned tenant leases at the Crosby-Garfield Building for Telamon and Learning Together.

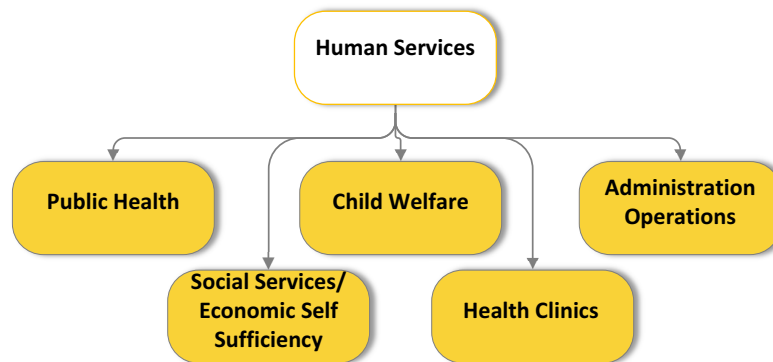
Evaluated proposal, utilizing grant funds, to improve playground at the Crosby-Garfield Building to bring the playground up to ADA standards.

Worked with the Millbrook Human Services landlord on improving space in collaboration with Leadership Raleigh.

### Horizon Issues

The following leased facilities have leases ending soon- Board of Elections (2018), Duraleigh (2018), Millbrook (2020), and Southgate (2021). GSA and FDC will be evaluating the County's options for extending the lease or finding a new facility to lease.

# Human Services



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$11,799,974	\$11,753,001	\$11,971,505	\$12,001,141	16.2%
State	\$81,090,205	\$78,950,408	\$48,998,778	\$47,069,619	63.4%
Local	\$2,058,521	\$11,850	\$11,850	\$45,850	0.1%
Charges For Services	\$19,065,280	\$15,144,482	\$15,302,838	\$15,127,017	20.4%
Miscellaneous	\$8,634	\$9,269	\$9,569	\$9,269	0.0%
Other Financing Sources	—	\$316,580	\$316,580	—	0.0%
<b>Revenue Totals</b>	<b>\$114,022,613</b>	<b>\$106,185,590</b>	<b>\$76,611,120</b>	<b>\$74,252,896</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$101,940,632	\$108,032,781	\$107,480,778	\$107,465,377	71.9%
Contractual Services	\$78,415,171	\$60,645,243	\$31,413,780	\$26,610,004	17.8%
Supplies, Materials and Other Charges	\$12,682,543	\$14,847,520	\$14,487,309	\$14,675,161	9.8%
Capital Outlay	\$235,050	—	\$454,138	—	0.0%
Budget Reserves	—	\$3,345	\$1,178,829	\$40,545	0.0%
Transfers Out	\$536,000	—	—	\$721,231	0.5%
<b>Expenditure Totals</b>	<b>\$193,809,395</b>	<b>\$183,528,889</b>	<b>\$155,014,834</b>	<b>\$149,512,318</b>	
<b>Expenditures by Division</b>					
Administration and Operations	\$22,305,763	\$23,150,966	\$23,276,548	\$18,917,554	12.7%
Behavioral Health - MCO	\$17,941,508	—	—	—	0.0%
Child Welfare	\$28,405,532	\$31,003,817	\$31,441,502	\$31,667,556	21.2%
Children, Youth and Family	\$18,625,125	\$4,052	\$15,938	—	0.0%
Health Clinics	\$18,027,570	\$19,082,677	\$18,821,848	\$19,986,185	13.4%
Human Service Reserves	—	—	\$1,176,284	—	0.0%
Public Health	\$6,744,906	\$27,950,663	\$28,409,022	\$29,284,298	19.6%
Social Services Economic Self Sufficiency	\$81,758,990	\$82,336,714	\$51,873,692	\$49,656,725	33.2%
<b>Expenditure Totals by Division</b>	<b>\$193,809,395</b>	<b>\$183,528,889</b>	<b>\$155,014,834</b>	<b>\$149,512,318</b>	
<b>Number of FTEs</b>	<b>1,579.293</b>	<b>1,609.372</b>	<b>1,608.372</b>	<b>1,581.984</b>	

# Human Services

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## Department Purpose and Goals

The mission of Wake County Human Services is to facilitate full access to high quality and effective health and human services for Wake County residents in partnership with the community. The Department's vision is for Wake County to be one of the healthiest places to live and all residents will have opportunities to improve their lives. Wake County Human Services is dedicated to providing public health, social services, housing and transportation services to over 150,000 people a year. The Department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, transportation and other

human services in over 14 locations throughout Wake County.

The Agency's goal is to promote and support health and well-being and build human capital. Wake County Human Services reaches each and every person in Wake County, including all residents during pandemic outbreaks or weather emergencies, those needing prevention services such as immunizations or flu shots, low income households in need of economic self-sufficiency assistance, children or seniors who are at risk of abuse or neglect, those who are homeless or in need of housing assistance, and at-risk youth. And in keeping with the mission statement, Human Services works with over 1,000 partner agencies to improve the quality of life of individuals and families.



# Human Services

## Division Summary - Social Services Economic Self Sufficiency

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$815,762	\$712,420	\$712,420	\$712,420	2.3%
State	\$63,054,888	\$62,002,234	\$31,670,329	\$28,784,627	94.7%
Charges For Services	\$957,058	\$894,145	\$894,145	\$896,280	2.9%
Miscellaneous	\$45	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$64,827,752</b>	<b>\$63,608,799</b>	<b>\$33,276,894</b>	<b>\$30,393,327</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$33,482,617	\$34,150,064	\$34,110,064	\$35,120,652	70.7%
Contractual Services	\$45,141,838	\$44,876,260	\$14,278,726	\$11,101,027	22.4%
Supplies, Materials and Other Charges	\$3,043,241	\$3,310,390	\$3,414,038	\$3,435,046	6.9%
Capital Outlay	\$6,294	—	\$70,864	—	0.0%
Transfers Out	\$85,000	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$81,758,990</b>	<b>\$82,336,714</b>	<b>\$51,873,692</b>	<b>\$49,656,725</b>	
<b>Number of FTEs</b>	<b>568.000</b>	<b>568.000</b>	<b>567.000</b>	<b>583.000</b>	

## Division Purpose and Goals

The Economic Self Sufficiency Division seeks to build human capital and enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals of this division are to promote and support personal responsibility; provide time-limited public assistance; provide energy and food assistance; offer access to health care; establish and enforce child support obligations; maximize individual capacity to secure employment; and assist older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

The division is comprised of programs including Adult Services, Child Support Services, Family Medicaid, Food and Nutrition Services, Program and Staff Development, Energy Programs, Vocational Services, and Work First.

## Major Accomplishments

Adult Protective Services training efforts resulted in a better understanding of the laws and policies for receiving and screening report of abuse and neglect of older and disabled adults. The number of screened in reports went from 385 reports in FY 2016 to 517 in FY 2017; this is a 34% increase in reports accepted for Adult Protective Services.

Both Medicaid and Food and Nutrition programs have eliminated backlogs that occurred when the programs were moved into the NCFASST system. Wake County passed the state monthly Medicaid Report Card standard of 90% timeliness for June, July and August of 2017. By September 2017, Wake County was reported to have met USDA timeliness measures.

Emergency Departments (ED) across Wake County and HS Adult Medicaid implemented a new process to handle ED patients who do not qualify medically for hospital inpatient admission, but need placement in Long Term Care or Special Assistance facilities. These patients are now seen within hours for an

# Human Services

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accurate assessment of their potential eligibility and moved to a facility sooner, vacating ED beds for new patients.

Human Services coordinated three Saturday Hiring Events. The results of these events included processing 219 referred candidates. This process expedited the hiring of 55 positions between June and September of 2017. An additional 25 candidates are under active consideration to fill new vacancies.

## FY19 Discussion

Social Services Economic Self Sufficiency budget decreased \$32.7 million from the FY 2018 adopted budget. This decrease is largely due to Child Care Subsidy funds (\$33.7 million) no longer passing through the Human Services budget, but instead through the State's budget. There is also annualization of performance pay and benefit adjustments approved with the prior year budget, as well as budget expansions highlighted below.

The budget includes an HS Senior Practitioner in Adult Protective Services. Reports screened in for evaluation have increased 94% since FY 2015. Staff have not been able to consistently meet state-mandated timeframes for initiating evaluations for three out of the 10 most recent months and completing evaluations seven out of 10 months. (1.000 FTE, \$65,000)

Additional HS Senior Case Managers were included in the budget to ensure a consistent timeliness rate of 95% for Food and Nutrition Services applications and reviews. The additional staff will increase the capacity for oversight, monitoring and quality assurance reviews for adult Food and Nutrition Services. (2.000 FTE, \$115,000)

Included in the FY 2019 budget are Medicaid HS Senior Case Managers to ensure a consistent timeliness rate of 90% for Medicaid applications and 97% for case recertification. These positions will

increase capacity for case monitoring and staff accountability, oversight, monitoring and quality assurance. (7.000 FTE, \$427,000)

Child Care Administration Case Managers were added due to Child Care Subsidy's integration into NC FAST, which has lengthened the time to process applications and recertification's, impacting payments to Child Care providers. The positions are offset by Medicaid revenue. (2.000 FTE, \$113,000)

HS Program Specialists are included in the budget to adequately prepare and train staff to handle additional workload resulting from converting to NC FAST for Child Care Subsidy, Crisis Intervention Program, and Low Income Energy Assistance Program. (4.000 FTE, \$177,000)

## Horizon Issues

An aging population means increasing demand on existing resources and services. There are long waiting lists for services that assist individuals in remaining at home and living independently. Affordable community living assistance services and supports are in high demand.

The Medicaid and NC Health Choice programs will be transformed from a fee-for-service delivery model to managed care. NC Department of Health and Human Services (DHHS) is targeting July 1, 2019, to launch managed care; however, that date is contingent on many factors, including receiving approval from the federal Centers for Medicare & Medicaid Services (CMS) and ongoing work with the NC General Assembly.

Medicaid Transformation poses significant concern to the financial sustainability of Medicaid programs in Social Services. To increase funding for the agency, several areas will be under consideration for change, including the current service provision model, additional certifications, and primary health care for those that are currently not being served.

# Human Services

## Summary of Services and Performance Measures

### Service Area: Children Medicaid

**Description:** Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the Federal Poverty Line, and family planning services to low income adults.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of Family and Children Medicaid applications processed timely	73	90	90	90
Percent of Family and Children's Medicaid recertification's processed timely	97	90	90	90

### Service Area: Medicaid, Food Stamps and Special Assistance for Older Adult

**Description:** Includes Medicaid, Special Assistance, (a program which helps pay for the cost of care in an adult care home/assisted living facility), and Food Stamps for senior and disabled adults.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of Adult Medicaid applications completed timely	85	90	90	90
Percent of Adult Medicaid Reviews completed timely	85	90	90	90

### Service Area: Adult Protective Services

**Description:** Accept calls for information and referral and/or evaluates reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Percent of screened in reports of abuse, neglect, and/or exploitation initiated within 72 hours	97	97	97	97
<b>Effectiveness</b>				
Percent of evaluations and case decisions will be completed within 30/45 days of first contact.	93	95	95	95
Percent of screened in reports alleging danger of death initiated immediately	0	100	100	100

# Human Services

## Service Area: Food & Nutrition (General Food Stamps Program)

**Description:** Food Assistance (food stamps) supplements the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of Food Assistance (FNS) applications and recertification's processed timely.	95	95	95	95

## Service Area: Older Adults-Adult Care Homes

**Description:** Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities).

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Percent of on-site visits conducted to adult care home facilities	96	95	95	95

## Service Area: Child Support

**Description:** Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Percent of Child support cases that are enforced (court-ordered child support)	87	87	87	86
Total amount of Child Support collected	48,709,472	48,800,000	49,000,000	48,800,000

## Service Area: Adult Guardianships

**Description:** WCHS is at times named by the Wake County Clerks of Court to serve as the legal guardian of the person for elderly and disabled adults.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of all adult wards with primary care provider.	94	80	90	100

# Human Services

## Service Area: Work First

**Description:** Provide temporary assistance for families with children who are unable to meet basic needs. The focus of the program is employment or short term training that will lead to employment.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
% of Work First participants entering the workforce earning more than \$8.50 per hour.	60	100	100	100
Percent of Work First applications processed within the 45 day time frame	100	100	98	98
Percent of Work First reviews completed within the 45 day timeframe	99	100	100	100
Percent of Work First/TANF participants will gain employment	47	50	50	50

## Service Area: Older Adults-Support Services

**Description:** Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
% of consumers who have a medical home	96	96	96	96
% of consumers who maintain stable housing	98	98	98	98

## Service Area: Child Care Subsidy

**Description:** Affordable early childhood education/ childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Services provide safety for children at risk of abuse/neglect, allows family to receive treatment in home, reduces placement out of home, and develops school readiness for children with developmental delays and special needs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of unduplicated children served	4,855	7,000	7,000	7,000
<b>Effectiveness</b>				
Percent of Child Care Subsidy dollars used	100	100	100	100

# Human Services

## Service Area: Employment/Workforce Career Center at Swinburne

**Description:** The One-Stop model makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through Career Center and NCWorks. Co-located staff offer funding for skills training for customers who meet certain requirements and provide Business/Employer Services.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
New and carryover individuals served via enrollment and job finder club services.	18,785	19,000	19,000	19,000
<b>Effectiveness</b>				
Percent of participants in the Customer Service training program who gain employment	63	65	75	75

## Service Area: Energy Assistance

**Description:** A variety of federal and state programs that provide assistance to individuals and families who are experiencing heating or cooling emergencies. These services typically pay utility companies directly.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of Aging residents accessing LIHEAP assistance	33	35	35	35
Percent of Crisis Interventions Program funds used to serve Wake County residents	100	100	100	100
Percent of LIHEAP Funding used to serve Wake County Residents	80	85	85	100

## Service Area: The Daily Grind

**Description:** Provide job skill development. The Daily Grind coffee shops are staffed by consumers and offer ideal occupational assessment sites at which to gauge a consumers' skills and work habits prior to them entering competitive employment.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Sales revenue in the two Daily Grinds	117,071	135,000	140,000	135,000
<b>Effectiveness</b>				
Percent of participants who gain employment	42	50	50	50

# Human Services

## Division Summary - Child Welfare

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$2,334,908	\$2,041,646	\$2,041,646	\$2,312,318	14.8%
State	\$12,443,576	\$12,141,370	\$12,418,484	\$13,271,727	85.1%
Local	—	\$9,850	\$9,850	\$9,850	0.1%
Charges For Services	\$14,719	\$7,500	\$7,500	\$7,500	0.0%
Miscellaneous	\$250	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$14,793,454</b>	<b>\$14,200,366</b>	<b>\$14,477,480</b>	<b>\$15,601,395</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$18,787,911	\$20,886,387	\$20,886,387	\$21,368,188	67.5%
Contractual Services	\$7,843,136	\$8,620,586	\$8,688,305	\$8,785,540	27.7%
Supplies, Materials and Other Charges	\$1,452,411	\$1,496,844	\$1,517,323	\$1,513,828	4.8%
Capital Outlay	\$18,074	—	\$349,487	—	0.0%
Transfers Out	\$304,000	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$28,405,532</b>	<b>\$31,003,817</b>	<b>\$31,441,502</b>	<b>\$31,667,556</b>	
<b>Number of FTEs</b>	<b>272.700</b>	<b>292.200</b>	<b>292.200</b>	<b>293.200</b>	

## Division Purpose and Goals

Child Welfare has three federally mandated goals. The first goal is safety - children will be protected from child abuse and neglect. The second goal is permanence - children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is well-being - the educational, health, and overall well-being of children in foster care or receiving Child Protective Services (CPS) In-Home Services will be enhanced. Federal, state, and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

## Major Accomplishments

Safely reduced the number of children in foster care from 711 in July 2016 to 678 in June 2017. This reduction can be attributed to the reorganization of the Division which allows supervisors and workers to concentrate on their assigned functions, the implementation of Safety Organized Practice as the model to deliver services, the increase in the number of visits for families with plans for reunification, and

new positions to help reduce caseloads per supervisor.

Successfully implemented the Community Response Program to provide intensive case management to prevent recidivism for families that were closed at assessment.

Developed and implemented "Passport Home" Reunification Services to decrease the wait time for children to reunify with birth families.

Implemented Family Services Academy which provides 1:1 evidence-based parental coaching through classes, workshops, and seminars to ensure families achieve their goals of self-sufficiency, healthy living and a nurturing environment for their children.

Developed partnership with the YMCA to provide evidence-based Child Sexual Abuse Prevention Education (Darkness to Light) for customers, community members, and organizations.

# Human Services

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## FY19 Discussion

The Child Welfare budget increased by \$664,000 from the prior year Adopted Budget for the annualization of performance pay and benefit adjustments approved with the prior year budget and also one budget expansion.

An additional Human Services Supervisor II will allow the division to restructure staffing for the Child Protective Services intake process. This improvement will align practice with State guidelines and best practices for the screening of abuse and neglect reports. Policy states all reports must be reviewed by management before they can be screened in or screened out. (1.000 FTE, \$75,000, partially offset by revenues)

## Horizon Issues

Continued strong population growth in Wake County impacts all mandated programs, which require that children's safety and well-being be addressed timely.

North Carolina Families Accessing Services through Technology (NC FAST) will be implemented for Child Welfare by FY 2019; however, resources from the State have not been clarified.

Nationally, recruiting and retaining Child Welfare staff is a challenge, more recently due to increasing litigation in child welfare cases which requires a much heavier workload.



# Human Services

## Summary of Services and Performance Measures

### Service Area: Child Welfare Core Services CPS Assessment/Investigations

**Description:** Screen reports of child abuse and neglect from the community and initiate CPS assessments within statutory timeframes, taking actions as needed and appropriate to protect children and support families.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Total number of reports accepted for CPS Assessment	4,980	4,233	3,598	3,598
<b>Effectiveness</b>				
Percent of assessments completed within 45 day policy time frame	92	100	100	100

### Service Area: Child Welfare Core Services Foster Care

**Description:** Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Average number of children in foster care	697	708	719	600

### Service Area: Child Welfare Core Services- In Home Treatment

**Description:** Provide in-home services to families in which child abuse or neglect has been substantiated to protect children and strengthen families.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Percent of In-Home cases closed within 6 months of In-Home Services being opened	94	95	96	97
Total number of families referred for CPS In-Home Services	621	681	747	534

### Service Area: Foster Care Emergency Placements (Wake House)

**Description:** Wake House is a 6-bed emergency shelter serving older boys in Wake County's legal custody. It is used primarily for youth whose behavior problems make it impossible to immediately place them in a foster home or who have been extruded from a placement.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Number of adolescents admitted	17	20	30	32
Percent of adolescents admitted to emergency shelter leaving within 90 days	94	95	96	97

# Human Services

## Service Area: Adoption Assistance

**Description:** Payments made to parents who have adopted former foster children to help them access services to meet their children's special needs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Average number of Adoptive families of special needs foster children receiving financial assistance	919	929	919	900

## Service Area: Child Welfare Family Support

**Description:** Increase the percent of children who are maintained in relative care-giver homes. Reduce the percentage of FSS families with new CPS involvement. Assist youth in completing high school or GED program. Help families demonstrate preparation for employment and ability to utilize resources to meet family needs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
% of families with increased awareness of how to access community resources to meet their family's needs	99	90	90	90
Percent of Kinship Care youth who remain in relative care and foster care	96	90	90	90
<b>Effectiveness</b>				
Percent of children who improve behaviors after parent's completion of 1:1 parent coaching	89	85	85	85
Percent of families that show an increase economic self-sufficiency	43	60	60	60
Percent of parents who improve parenting skills following Family Services 1 on 1 parent coaching	74	65	65	65
Percent of Relative Caregivers who increase their ability to effectively care for relative child	0	85	85	85
Percent of target youth in Informal Kinship Placement that have graduated and/or been promoted to the next grade level	87	90	90	90
Percent of youth with no active CPS involvement after 6 months of Family Services case closures.	92	85	85	85

# Human Services

## Division Summary - Children, Youth and Family

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$4,080,165	—	—	—	0.0%
State	\$300,102	—	—	—	0.0%
Local	\$3,270	—	—	—	0.0%
Charges For Services	\$3,189,891	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$7,573,428</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$17,554,980	\$4,052	\$4,052	—	0.0%
Contractual Services	\$268,940	—	—	—	0.0%
Supplies, Materials and Other Charges	\$795,578	—	—	—	0.0%
Capital Outlay	\$5,627	—	\$11,886	—	0.0%
<b>Expenditure Totals</b>	<b>\$18,625,125</b>	<b>\$4,052</b>	<b>\$15,938</b>	<b>—</b>	
<b>Number of FTEs</b>	<b>264.153</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	

### Division Purpose and Goals

The division of Children, Youth, and Family in the past worked with children, youth, adults, and families in communities, to ensure and to achieve safety, well-being, and self-sufficiency.

The programs were successfully realigned into Public Health and Social Services Economic Self Sufficiency divisions, effective July 1, 2018; aligning Human Services budget structure with the agency's organizational structure, service delivery and targeted outcomes.

# Human Services

## Division Summary - Public Health

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$1,373,386	\$5,647,565	\$5,678,942	\$5,662,124	58.2%
State	\$545,353	\$675,534	\$730,608	\$721,120	7.4%
Local	—	\$2,000	\$2,000	\$2,000	0.0%
Charges For Services	\$60,900	\$3,289,852	\$3,448,008	\$3,341,207	34.4%
Other Financing Sources	—	—	\$316,580	—	0.0%
<b>Revenue Totals</b>	<b>\$1,979,638</b>	<b>\$9,614,951</b>	<b>\$10,176,138</b>	<b>\$9,726,451</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$4,701,485	\$24,473,794	\$24,461,554	\$25,030,732	85.5%
Contractual Services	\$697,332	\$853,345	\$1,186,561	\$1,017,554	3.5%
Supplies, Materials and Other Charges	\$1,346,088	\$2,623,524	\$2,760,907	\$2,602,450	8.9%
Transfers Out	—	—	—	\$633,562	2.2%
<b>Expenditure Totals</b>	<b>\$6,744,906</b>	<b>\$27,950,663</b>	<b>\$28,409,022</b>	<b>\$29,284,298</b>	
<b>Number of FTEs</b>	<b>76.240</b>	<b>340.622</b>	<b>338.622</b>	<b>341.134</b>	

## Division Purpose and Goals

The primary mission of Wake County Public Health Division is to collaboratively protect and improve the health of Wake County residents through partnerships, innovation, and integration of health resources. Primary program areas include: Preparedness, Communicable Disease Prevention and Surveillance, HIV/STD Outreach, Chronic Disease and Injury Prevention and Health Promotion, Immunization Outreach, Vital Records, Maternal and Child Health Outreach, Child Care Health Consultants, School Health, and the Women Infant and Children Nutrition (WIC) services.

## Major Accomplishments

Wake County was ranked 1st in North Carolina for Health Outcomes, which includes length of life and low birth weight; and ranked 2nd for Health Factors, which includes smoking, uninsured, and unemployment. These annual rankings reflect the relative health of our community and provide direction for improvement.

WCHS was the first health department in North Carolina to install a Prescription Medication Drop Box at a Public Health Building. In partnership with the Sheriff's Office, this helped collect over 21,000 pills (controlled and non-controlled) with a street value of \$22,000 through the second annual Operation Medicine Drop event.

Attained the highest breastfeeding initiation rate (88%) in an urban region.

There was a 35% increase in the number of students receiving chronic illness case management services. Across all acuity levels, when a nurse was present in the school, 80-84% of students were sent back to class after the encounter and only 14-18% of students were sent home.

## FY19 Discussion

The Public Health budget increased by net \$1.3 million from the prior year Adopted Budget for the annualization of performance pay and benefit adjustments approved with the prior year budget.

# Human Services

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There were also four budget expansions highlighted below.

Public Health will receive one Communicable Disease Nurse to ensure compliance with 30-day mandated reporting. The position will also provide a staff-to-patient ratio similar to counties of comparable size of Wake County. (1.000 FTE, \$76,000)

Public Health will receive one Tuberculosis Nurse to meet the estimated 20% increase in necessary home visits since FY 2017. This position will also assist Public Health in meeting the center for Disease Control guidelines for more frequent monitoring of tuberculosis cases. (1.000 FTE, \$72,000)

Public Health will receive an increase of a current 0.500 FTE to 1.000 FTE Vital Records Specialist position. This increase will assist Public Health in meeting State-mandated requirements of registration of births with 10 days and deaths within 5 days. (0.500 FTE, \$27,000)

Funding is provided to Recovery Court to ensure continuity of services. These services will assist 132 high-risk, high-need adults in the criminal justice system who have a substance use disorder with becoming drug free and entering into long term recovery. (\$88,000)

## Horizon Issues

The Medicaid and NC Health Choice programs will be transformed from a fee-for-service delivery model to managed care. NC Department of Health and Human Services (DHHS) is targeting July 1, 2019, to launch managed care; however, that date is contingent on many factors, including receiving approval from the federal Centers for Medicare & Medicaid Services (CMS) and ongoing work with the NC General Assembly.

Medicaid Transformation poses significant concern to the financial sustainability of Public Health. To increase funding for the agency, several areas will be under consideration for change, including the current service provision model, additional certifications, and primary health care for those that are currently not being served.

Health Promotion staff will provide worksite wellness for small business employers (50 or less employees) to reduce their overall healthcare costs and productivity losses and create a revenue stream for intervention strategies.

Changes to school entry immunization requirements for middle and high school students will increase demand for meningococcal vaccine products and other age-appropriate vaccine formulations over the next few years.

# Human Services

## Summary of Services and Performance Measures

### Service Area: Communicable Disease Control- Investigation

**Description:** The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease and the protection of the community.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of vaccine preventable disease	638	658	678	
<b>Effectiveness</b>				
# that meet Gonorrhea Partner Services testing criteria	174	200	200	
Number HIV investigations	66	86	106	
Number of animal exposures investigated	463	483	503	
Number of cases investigated	1,274	1,474	1,674	
Number of field delivered therapy	105	120	120	120
Number of foodborne cases including Hep A, Campylobacter, E. Coli, Salmonella, Shigella	398	418	438	
Number of Gonorrhea Partner Services positive with Gonorrhea	59	100	100	
Number of syphilis investigations	110	130	150	
Number of Vectorborne cases: Lyme, Rocky Mountain, Spotted Fever, Ehrlichiosis	331	351	371	

### Service Area: Communicable Disease Control- Tuberculosis Surveillance

**Description:** The investigation, treatment, education, prevention, and reporting of tuberculosis within Wake County. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Number of clinic visits	4,287	4,487	4,500	
Number of field visits	3,134	3,534	4,687	
Number of TB Cases Confirmed	27	47	67	
Number of TB Cases Investigated	51	56	58	
Percent of TB investigated/reported within the state mandated time frame	98	98	98	100

# Human Services

## Service Area: Public Health Preparedness

**Description:** Coordinates the Human Services preparedness and response activities to natural and human-caused public health emergencies and disasters (e.g. provision of shelters, dispensing, and isolations and/or quarantine orders.)

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
# of established communication pathways for notification and activation of WCHS personnel.	1	2	3	3
Conduct 2 Homeland Security Exercises required by the CDC	3	3	3	3
Incorporate access and functional needs population into two existing public health preparedness plans	4	2	2	2
<b>Effectiveness</b>				
Conduct at least two training sessions for operating a mass care facility (shelter)	10	6	6	3
Established and tested communication pathways for notification and activation	16	12	12	12
Meet CDC goal for implementation at least five medical countermeasures planning and operational elements	13	5	5	5

## Service Area: WIC

**Description:** Provides nutritional counseling and vouchers for healthy food items for pregnant and postpartum women, infants, and young children to promote healthy growth and good nutritional status in children.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Participation rate	94	97	100	100

## Service Area: AIDS/HIV Outreach

**Description:** Provide outreach prevention education, syphilis elimination efforts, HIV counseling and testing, AIDS case management, sexually transmitted diseases (STD) screening and treatment, HIV/STD surveillance, and HIV/STD primary care.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
# of persons tested for syphilis at non-traditional site	3,747	3,350	3,350	3,350
Number of persons tested for Hepatitis C at non-traditional site	1,234	1,200	1,200	1,200
Number of persons tested for HIV, Gonorrhea, and Chlamydia at traditional sites	11,460	10,350	10,350	10,350
<b>Effectiveness</b>				
# of Gilead mono infected patients that completed treatment	1	30	30	30

# Human Services

## Service Area: AIDS/HIV Outreach

**Description:** Provide outreach prevention education, syphilis elimination efforts, HIV counseling and testing, AIDS case management, sexually transmitted diseases (STD) screening and treatment, HIV/STD surveillance, and HIV/STD primary care.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
% of Hep C Positivity	7	7	7	7
Number of clients assisted with HOPWA (Housing Opportunities for Persons with Aids)	161	150	150	150
Number of clients assisted with nutritional supplements	153	120	120	120
Number of clients assisted with rent/housing	4	10	10	10
Number of clients assisted with utility payments	104	100	100	100
Number of Gilead Bridge Counselor HCV linked to mono infected care patients	73	75	75	75
Number of Gilead HepC mono infected clients identified	133	120	120	120
Number of Gilead mono infected patients that are currently in treatment	19	40	40	40
Number of HIV Positive clients w/ case management that need medical assistance	14	15	15	15
Number of individuals who used Prevention and Education services	6,685	13,000	13,000	13,000
Percent of CH Positivity	8	8	8	8
Percent of GC Positivity	2	2	2	2
Percent of HIV Positivity	1	1	1	1
Total Number of Housing Vouchers	55	55	55	55

## Service Area: Healthy Child Development and Care Coordination for Children

**Description:** Assist vulnerable families to support their young childrens' (aged 0-5) health and development and to maximize health outcomes.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percent of CC4C children in an active case status	7	8	8	5

## Service Area: Maternal Health- Pregnancy Care Management

**Description:** Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children. Nurse Family Partnership model fidelity.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
% of active cases within 30 days of referral	55	60	65	50



# Human Services

## Service Area: Immunization Outreach

**Description:** Objectives are to increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry (NCIR). Provides system administration for NCIR at WCHS. Provides oversight and administration of NACo Prescription Discount Card Program/Wake County.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of clients immunized	15,484	16,500	16,750	16,750
<b>Output</b>				
Number of Doses Administered	41,133	42,000	42,500	42,500

## Service Area: Youth Services-OJJ/DJJDP Program

**Description:** To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Number of Youth served in the 11 programs	2,001	2,000	2,500	2,000
Percent of juvenile participants with no new complaints	95	95	95	95
Percent of participants with no new adjudications	98	95	95	95
Percent reduction in specific problem behaviors presented at referral	82	85	85	85

## Service Area: Child Fatality Prevention

**Description:** Child Fatality Prevention Team reviews the deaths of children, ages 0-17 that are not due to suspected abuse and neglect. The Team identifies causes of child deaths, identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families, and makes recommendations for changes that could prevent future child fatalities.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Percentage of childhood deaths assessed in order to improve delivery of services	100	100	100	100

# Human Services

## Service Area: Health Promotion Education

**Description:** Provide a set of chronic disease prevention and management services that address obesity, cardiovascular disease, stroke, and diabetes for vulnerable populations and communities. Increase access to health services for women needing breast, cervical and cardiovascular screenings. Provide technical expertise for policy development and professional trainings related to tobacco prevention, healthy eating and physical activity. Support the outreach and education efforts of the Wake County Drug Overdose Prevention Coalition.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of breast cancers detected of women screened through the BCCCP program	14	15	16	
Number of cervical cancers detected and referred for treatment	0	1	2	
<b>Effectiveness</b>				
Number of adults screened with Stage 2 Hypertension values (per JNC-7 guidelines)	20	25	30	
Number of Naloxone kits distributed to providers and end users	82	150	200	200
Number of written tobacco policies/regulations	1	1	1	1

## Service Area: Vital Records

**Description:** Register all births, deaths and fetal deaths records, perform duties of Registrar and provide vital record information to the State, Register of Deeds, Public Health Director and other stakeholders. Provide birth and death surveillance data to the Public Health Director, Epidemiologist, and other stakeholders. Monitor and report funeral home and physician compliance, per General Statute, to the Public Health Director, funeral homes, and/or physicians and use information to assess training needs.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of birth records processed	13,641	13,777	13,915	14,054
Number of deaths processed	6,206	6,454	6,712	6,980
<b>Effectiveness</b>				
Percent of all birth records available within ten days of birth (90% per General Statute)	90	90	95	100
Percent of all death records available within five days of death (45% per General Statute)	45	45	60	100

# Human Services

## Division Summary - Health Clinics

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$2,667,958	\$2,873,625	\$3,060,489	\$3,314,279	22.9%
State	\$316,794	\$345,884	\$389,132	\$400,818	2.8%
Local	\$5,251	—	—	—	0.0%
Charges For Services	\$14,786,049	\$10,796,615	\$10,635,269	\$10,783,660	74.4%
Miscellaneous	\$1,551	\$265	\$265	\$265	0.0%
<b>Revenue Totals</b>	<b>\$17,777,602</b>	<b>\$14,016,389</b>	<b>\$14,085,155</b>	<b>\$14,499,022</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$13,021,990	\$13,477,592	\$13,305,506	\$13,735,677	68.7%
Contractual Services	\$3,108,200	\$2,859,407	\$3,486,224	\$3,526,889	17.6%
Supplies, Materials and Other Charges	\$1,866,744	\$2,742,333	\$2,027,573	\$2,683,074	13.4%
Capital Outlay	\$30,637	—	—	—	0.0%
Budget Reserves	—	\$3,345	\$2,545	\$40,545	0.2%
<b>Expenditure Totals</b>	<b>\$18,027,570</b>	<b>\$19,082,677</b>	<b>\$18,821,848</b>	<b>\$19,986,185</b>	
<b>Number of FTEs</b>	<b>169.850</b>	<b>171.200</b>	<b>172.200</b>	<b>175.400</b>	

## Division Purpose and Goals

The Health Clinics Division provides direct medical care and treatment and support services to Wake County residents at its main campus on Sunnybrook Road and three Wake County Human Services (WCHS) Regional Centers. The health clinics serve targeted and categorical populations in the following areas: Sexually Transmitted Diseases (STD), HIV, Child Health, Prenatal, Dental, Women's Health, Immunization and Refugee Health. The services are offered to uninsured, underinsured, and Medicaid-covered individuals. Patients with no third party coverage are offered fee adjustments on a sliding-fee scale based on family size and income. Laboratory and Pharmacy provide critical support services for both the Health Clinics and Public Health Divisions.

## Major Accomplishments

The STD Clinic implemented Pre-Exposure Prophylaxis (PrEP) services for high risk HIV negative clients. It's a daily pill prevention for people who do not have HIV but who are at substantial risk of transmission. When taken consistently, PrEP has

been shown to reduce the risk of HIV infection in people who are at high risk by up to 92%. 9% (897) of clients seen in the STD Clinic meet the criteria for PrEP services.

Human Services was awarded a Community Health Medical Access Program Grant in September 2017 that will enable the Dental Clinic to provide free preventative services for uninsured individuals ages 0-20 and free sealants on permanent first molars for individuals ages 6-9. The grant totaled \$75,000 which will enable 750 preventative visits.

Prenatal service expansion at Millbrook Regional Center was completed. From October 2016 through June 30, 2017, 908 unduplicated clients were served for a total of 1,439 visits resulting in \$55,196 revenue.

Clinic E Foreign Travel Clinic received Stamaril vaccine (for yellow fever) grant for 1 year. During the national yellow fever vaccine shortage, WCHS was one of 4 sites regionally that administered the vaccine.

# Human Services

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## FY19 Discussion

The FY 2019 budget increased by \$1.16 million. This increase is due to the annualization of prior year salary benefit adjustments, as well as the following expansion requests:

The FY 2019 budget reflects the addition of a Health Clinic Program Manager to provide practice management to all three Human Services regional centers and Millbrook. This position will increase productivity and improve clinical flow. This position is partially offset by revenue. (1.000 FTE, \$67,000)

A Pharmacy Technician position has been added to convert a temporary position. This additional FTE will reduce turnover, improve efficiency filling prescriptions, and ensure regulatory compliance. (1.000 FTE)

A Medical Technologist is converted from 0.800 FTE to 1.000 FTE. This increase will support the addition of Family Planning, STD, and prenatal service hours at Southern Regional Center. (0.200 FTE, \$9,000)

A Customer Services Representative position was provided to replace temporary staffing at the front desk of the HIV/AIDS clinic. (1.000 FTE)

## Horizon Issues

The Medicaid and NC Health Choice programs will be transformed from a fee-for-service delivery model to managed care. NC Department of Health and Human Services (DHHS) is targeting July 1, 2019, to

launch managed care; however, that date is contingent on many factors, including receiving approval from the federal Centers for Medicare & Medicaid Services (CMS) and ongoing work with the NC General Assembly.

Medicaid Transformation poses significant concern to the financial sustainability of the Health Clinics. To increase funding for the agency, several areas will be under consideration for change, including the current service provision model, additional certifications, and primary health care for those that are currently not being served.

Increasing trend of language services use will require a proactive approach to addressing interpreter needs and controlling cost. Based on the current rate of use, there will continue to be an increase in funding in this area.

A new FDA regulation has determined that all dental burs must be considered and treated as single-use unless manufacturer provides sterilization instructions. This will have a significant impact on the medical supplies budget for Dental clinic. In FY 2017, there were approximately 4,100 procedures that required the use of dental burs, some requiring 2-3 dental burs per procedure. This new FDA regulation alone is predicted to cause a \$5,000-\$7,000 annual impact on the medical supplies budget of the dental clinic. At this time, there are no other supply options. Therefore, dental fees will be reviewed and adjusted as necessary.

# Human Services

## Summary of Services and Performance Measures

### Service Area: Communicable Disease Clinics- HIV/STD

**Description:** Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis and sexually transmitted diseases, including HIV. Works with clients to promote healthier behaviors and lifestyles. Assures the availability of quality health care services related to reducing the risk and spread of communicable diseases.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
% of total clinic population below poverty level	41	50	50	50
Percent of new racial/ethnic minority clients	82	80	80	80
Percent of newly HIV diagnosed individuals that have progressed to AIDS at the time of diagnosis	30	30	30	
<b>Output</b>				
% of HIV clients who sustain Viral Loads suppression, which monitors the immune system	83	80	80	100
<b>Efficiency</b>				
The number of visits in the HIV clinic	7,436	8,000	8,000	8,000
<b>Effectiveness</b>				
Percent of HIV clients screened for STD's	98	95	95	95
Percent of HIV clients who sustain retention in care (state goal 80%)	85	85	85	100
Total number of visits in the STD Clinic	9,607	10,000	10,000	10,000

### Service Area: Communicable Disease Clinics- Immunizations

**Description:** Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations are administered to prevent childhood disease, adult diseases, and to prepare for international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of clients seen ( Includes child, adult, refugee, immigration, travel)	8,206	8,500	8,775	8,700
Number of foreign travel clients served	873	1,200	1,300	1,300
Number of overall immunizations given	18,706	19,000	19,500	19,500
Number of refugee clients served	700	600	600	600

# Human Services

## Service Area: Child Health Clinic

**Description:** Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Number of children ages 9-18 years receiving Human Papillomavirus (HPV)	1,282	2,000	2,200	2,200
Number of children screened for development and/or health risk assessment	3,656	5,000	5,000	5,000
Percent of teens 12-17 years with assessment and counseling for nutrition and physical activity	82	82	90	95
Percent of teens ages 16-20 screened for Chlamydia	32	50	60	75
Well child visits ages 0-1 year	1,966	2,000	2,000	2,000
Well child visits ages 1 -4 years	1,689	1,800	1,800	1,800
Well child visits ages 12-18 years	858	900	900	900
Well child visits ages 5 - 11 years	2,137	2,300	2,300	2,300

## Service Area: Maternal Health Clinics-Prenatal

**Description:** Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Efficiency</b>				
Newborn deliveries greater than 2800 grams	1,190	1,300	1,300	1,300
Number of patients who deliver full term (37 weeks)	1,296	1,400	1,400	1,400
<b>Effectiveness</b>				
Number of OB visits by Medicaid, Medicare, self-pay, and insurance	21,506	23,436	23,500	23,500
Total number of new OB visits	2,662	2,800	2,800	2,800

# Human Services

## Service Area: Women's Health Clinic

**Description:** Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider for these services.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of unduplicated count of clients	6,813	7,000	7,500	7,500
<b>Efficiency</b>				
Total number of clinical visits	12,236	13,000	13,500	13,500
<b>Effectiveness</b>				
Percent of postpartum patients age 15-17 using Long Acting Reversible Contraception	40	50	50	50
Percent of postpartum patients using Long Acting Reversible Contraceptives	29	30	30	30
Total Long Acting Reversible Contraceptives placements	1,210	1,338	1,350	1,350

## Service Area: Pharmacy Services

**Description:** Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for mass care/bioterrorism event, and community collaboration to provide medication for uninsured citizens.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of Mental Health patients served	5,590	5,700	5,757	6,000
Number of patients served	11,227	11,250	11,340	11,500
Number of phone calls received	19,097	18,750	18,562	17,500
Number of prescriptions filled	59,360	57,635	58,499	60,000
Number of prescriptions placed on hold	48,571	49,682	48,500	46,500
Value of patient assistance medications received	15,469,736	15,750,000	15,907,500	16,500,000

# Human Services

## Service Area: Dental Clinic

**Description:** Provide preventive and treatment dental care to uninsured and underinsured children under the age of 20 and pregnant women. Provide community outreach including screening, referral, follow-up, and education.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of patients completing treatment	4,387	4,435	5,000	4,600
<b>Effectiveness</b>				
Number of Patient Visits	9,012	9,240	10,200	9,600

## Service Area: Lab Services

**Description:** Support all clinical programs and services with laboratory tests, procedures, and results. Support Environmental Services with environmental specimen tests, procedures, and results.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
County costs to provide tests performed by LabCorp	743,013	732,318	733,000	732,318
<b>Output</b>				
Number of in-house laboratory tests performed	130,606	130,500	130,500	130,500
Number of patient blood draws	22,030	22,000	22,000	22,000



# Human Services

## Division Summary - Administration and Operations

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$527,795	\$477,745	\$477,745	—	0.0%
State	\$4,101,165	\$3,785,386	\$3,786,224	\$3,891,327	96.5%
Local	\$50,000	—	—	\$34,000	0.8%
Charges For Services	\$56,496	\$156,370	\$156,370	\$98,370	2.4%
Miscellaneous	\$6,788	\$9,004	\$9,304	\$9,004	0.2%
Other Financing Sources	—	\$316,580	—	—	0.0%
<b>Revenue Totals</b>	<b>\$4,742,244</b>	<b>\$4,745,085</b>	<b>\$4,429,643</b>	<b>\$4,032,701</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$14,391,648	\$15,040,892	\$14,713,215	\$12,210,128	64.5%
Contractual Services	\$3,437,789	\$3,435,645	\$3,773,964	\$2,178,994	11.5%
Supplies, Materials and Other Charges	\$4,154,907	\$4,674,429	\$4,767,468	\$4,440,763	23.5%
Capital Outlay	\$174,419	—	\$21,901	—	0.0%
Transfers Out	\$147,000	—	—	\$87,669	0.5%
<b>Expenditure Totals</b>	<b>\$22,305,763</b>	<b>\$23,150,966</b>	<b>\$23,276,548</b>	<b>\$18,917,554</b>	
<b>Number of FTEs</b>	<b>228.350</b>	<b>237.350</b>	<b>238.350</b>	<b>189.250</b>	

## Division Purpose and Goals

Under the leadership of the Human Services Director, the Administration and Operations Division is responsible for the following: management of core operational functions for programs that provide direct services to consumers; support to the Human Services Board; liaison to General Services for buildings and capital improvement planning; strategic planning, business analytics, and project management expertise for internal business process improvement as well as for special initiatives that include community partners; clinical oversight and activities required to maintain public health accreditation standards through the Office of the Medical Director; and responsibilities as related to juvenile detention services and juvenile programs in community-based settings.

## Major Accomplishments

The Customer Experience Management Team completed the first full fiscal year as the consolidated

Complaint Resolution service for WCHS. Customers served increased in FY 2016 by 93%, and again in FY 2017 by 162%, to 5,419 unduplicated customers. Assignment structures for case resolution were negotiated and refined with every service division. The online database used for record keeping, assignment of cases and data reporting was refined. New capacity for serving customers of transportation went live in September 2017. The team developed a unique intake screen, a customized case assignment structure and unique issue categories for these new customer cases.

The Quality Management team assisted with the successful launch of eWake Talent, Wake County's new Learning Management System. This system has helped employees more easily acquire and retain the knowledge and skills necessary to provide quality services to the public.

The Millbrook Human Services location added prenatal clinic services in November 2016. They provide services to approximately 200 patients per

# Human Services

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month. Customer feedback has been very positive (Survey results: 92% Excellent, 7% good.) Since its inception this clinic has assisted in 107 healthy births.

The Child Welfare Division needed space to house a new Serious Injury Sexual Abuse team. The Wake County Northern Regional Center was able to reconfigure existing office space to accommodate a full team. This provided the Child Welfare Division with the opportunity to modify their geographic approach to this specialized work by embedding a team directly within the communities being served.

Continued coordination of the agency accreditation process to maintain granted status in 2019 as an accredited public health department by the North Carolina Local Public Health Accreditation Board. The accreditation process ensures that our health department has the capacity to fulfill the core functions and essential services of public health.

## FY19 Discussion

The FY 2019 Budget reflects a net decrease of \$4.36 million from the prior year adopted budget from the annualization of performance pay, benefit rate adjustments, computer equipment for the conversion to NC FAST, general reallocations to match anticipated expenses across the Human Services Department, and the reallocation of department units related to housing (\$5.5 million) to the newly created Housing department, including personnel (54.350 FTE).

Funding is also included for an Operations Manager at the Millbrook Human Services Center to support daily activities, provision of services, and facility and security maintenance. (1.000 FTE, \$71,000)

The Administration and Operations Division will convert funding for temporary staff to increase a

Customer Services Representative position from 0.750 FTE to 1.000 FTE. The Customer Services Representative assists clients registering for NC Works. (0.250 FTE)

Four Customer Services Representative positions within the Medicaid Transportation Call Center will reduce the wait time of customers and improve the overall customer experience. (4.000 FTE; \$168,000)

## Horizon Issues

Demographic trends will continue to be monitored by this Division, especially those with potential impact on the provision of customer service and maintaining a competent workforce. As the agency's "baby boomer" staff retires in higher numbers, attention and resources will need to be used to retain a competent workforce.

Medicaid and demand response transportation trips have increased by 37% since FY14. With continued population growth and aging, eligibility and demand for services is projected to increase substantially.

The budget impact relating to Medicaid Transformation continues to be a concern. The technology impacts have yet to be confirmed. GE Centricity system is the Public Health Practice Management and Electronic Health Record solution; system configurations and integrations with other systems may be required. Direct costs may include vendor services, hardware, licenses, and maintenance. Indirect costs relative to IT staff will need to be evaluated including, business process re-engineering, IT configuration, and testing. Resource needs from the Human Services IT team will need to be confirmed and prioritized against other Public Health initiatives currently awaiting implementation or on hold.

# Human Services

## Summary of Services and Performance Measures

### Service Area: Medicaid Transportation

**Description:** Wake County Transportation Call Center is the first point of contact for customers who need to make reservations for medical appointments. Medicaid is required to assure transportation to medical appointments for all eligible individuals who need and request assistance with transportation.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of answered calls	186,842	202,800	215,000	215,000

### Service Area: Housing - South Wilmington Shelter

**Description:** Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Total number of men graduated to permanent housing	265	400	400	500
Total number of men sheltered nightly	234	234	234	234

### Service Area: Cornerstone/Supported Housing & McKinney

**Description:** Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse. Focused on economic benefits, employment services, shelters, and affordable housing. Provide 24/7 community support for people who are unable to live independently in the community.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of clients who received management, housing information, and counseling	998	1,075	1,075	1,075

### Service Area: Housing Supports - Voucher Program

**Description:** Provide rental assistance to homeless persons with disabilities. Provide case management and on-going community based supports to help persons who are formerly homeless and persons with unstable housing.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of homeless disabled individuals/families placed in housing	569	631	631	

# Human Services

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## Service Area: Juvenile Detention Center

**Description:** The Juvenile Detention Center is a state-owned facility, staffed and run by the state. By statute, counties are billed on a monthly basis for 50 percent of the per diem cost for youth who are housed in the detention center from each respective county.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Number of bed days for Wake Cty youth in Juvenile Detention	1,370	2,800	3,000	
Number of youth served in Juvenile Detention	171	300	325	

# Human Services

## Division Summary - Behavioral Health - MCO

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$328,328	—	—	—	0.0%
Local	\$2,000,000	—	—	—	0.0%
Charges For Services	\$167	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$2,328,495</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures:</b>					
Contractual Services	\$17,917,936	—	—	—	0.0%
Supplies, Materials and Other Charges	\$23,573	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$17,941,508</b>	<b>—</b>	<b>—</b>	<b>—</b>	

### Division Purpose and Goals

The division of Behavioral Health Services in the past provided assessment, treatment and referral of children and adults at risk for or diagnosed with mental health, substance abuse or developmental disabilities that may not be eligible for services elsewhere.

Effective July 1, 2013 Alliance Behavioral Healthcare assumed responsibility for the management of mental

health, developmental disability and substance abuse services in Wake County. Mental health funds previously appropriated in the Wake County Human Services' budget to deliver behavioral health services were contracted to the Alliance Behavioral Healthcare for Community Providers.

Effective July 1, 2018 the contract funding was moved into Behavioral Health - Managed Care Organization Department.

# Human Services

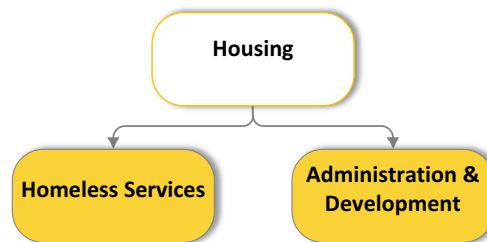
## Division Summary - Human Service Reserves

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	—	—	\$263	—	0.0%
State	—	—	\$4,001	—	0.0%
Charges For Services	—	—	\$161,546	—	0.0%
<b>Revenue Totals</b>	<b>—</b>	<b>—</b>	<b>\$165,810</b>	<b>—</b>	
<b>Expenditures:</b>					
Budget Reserves	—	—	\$1,176,284	—	0.0%
<b>Expenditure Totals</b>	<b>—</b>	<b>—</b>	<b>\$1,176,284</b>	<b>—</b>	

## Division Purpose and Goals

Human Services established a budget reserve which enables the department to isolate funding which (1) is planned for reduction per external funder notification or (2) is determined to be available for re-allocation to other programs within the department.

# Housing



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	—	—	—	\$477,745	9.4%
Charges For Services	—	—	—	\$58,000	1.1%
Other Financing Sources	—	—	—	\$4,531,000	89.4%
<b>Revenue Totals</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$5,066,745</b>	
<b>Expenditures:</b>					
Salary / Benefits	—	—	—	\$4,189,765	16.6%
Contractual Services	—	—	—	\$2,199,330	8.7%
Supplies, Materials and Other Charges	—	—	—	\$1,198,910	4.7%
Transfers Out	—	—	—	\$17,701,000	70.0%
<b>Expenditure Totals</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$25,289,005</b>	
<b>Number of FTEs</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>60.350</b>	

## Department Purpose and Goals

In October 2017, the Board of Commissioners adopted the 20 year, Comprehensive Affordable Housing Plan containing new and refined strategies to address housing affordability in Wake County. In response to the community need elevated by the housing plan, the Housing Department was created in Fiscal Year 2019 to provide an enhanced level of services for low income and vulnerable households throughout Wake County. Resources will be increased to enable the department to preserve and increase housing affordability; prevent and reduce homelessness; and increase access, education and

integration for residents of Wake County through leveraging funds.

The Housing Department includes services provided through the County's General Fund, the Housing and Community Revitalization Fund, and the Housing Affordability Capital Fund.

## Major Accomplishments

On October 16, 2017 the Board of Commissioners approved a 20-year Comprehensive Affordable Housing Plan. The plan was informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended

# Housing

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tools to preserve and increase affordable housing. Housing staff have created a five year implementation strategy based on the plan's recommendations.

The Housing Department and Human Services responded to the Forest Hills Apartment displacement of 126 families and lead an integrated team of staff, community partners, state and federal agencies to assist in successful placement of all families in six months.

The South Wilmington Street Center, the second largest men's homeless shelters in the State, served 2,065 unduplicated men with a total of 85,398 overnight stays between July 1, 2016, and June 30, 2017.

The South Wilmington Street Center also revised the assessment and intake process and received a NACo award for implementing a streamlined Rapid Rehousing model that reduced the length of homeless episodes.

Housing staff provided daily housing information sessions serving more than 740 individuals and conducted Ready 2 Rent education classes for more than 110 individuals with a 94% graduation rate. A new partnership has been created between the Raleigh Housing Authority to provide Ready to Rent to voucher applicants, who upon graduation will receive a preference to move up the waiting list for housing vouchers.

## FY19 Discussion

The newly created Housing Department is composed of units reallocated from the Human Services Department. \$5.8 million and 54.350 FTEs in existing personnel were transferred.

The budget includes an additional \$19.5 million and 6,000 FTEs to pursue the tools the county and its municipal partners can use to increase the development of affordable housing while protecting existing housing affordability. Specific tools and positions are outlined below.

One of the new positions is a Housing Director to lead the new department consisting of current housing and homeless service programs and expanded services recommended in the Wake

County Affordable Housing Plan (1.000 FTE, \$175,591).

Future capital capacity for Acquisition and Preservation funds, identified in the plan to increase the supply of subsidized housing including rental loan production, affordable homeownership program, and an expanded women's shelter facility. (\$13.17 million)

A Lending Manager will revise the existing Rental Loan program through consulting and Request for Proposals to design and setup an Acquisition and Preservation fund in order to get more housing that's affordable in Wake County. (1.000 FTE, \$389,000)

A Permanent Supportive Housing Manager to enhance permanent supportive housing development and services in Wake County, including assistance to create and manage a Request For Proposal process to solicit permanent supportive housing developments. There is also rental assistance through financial assistance, food pantry, training programs, etc. as part of the overall program. (1.000 FTE, \$309,000)

Conduct a housing public education campaign tied to the Housing Plan's release that explains the current Wake County housing affordability need and how the recommended tools address the need. (\$250,000)

A Homeless Veteran's Manager will supervise the existing Veteran's Service Officer and lead the community effort to end veterans homelessness. The expansion also includes Veteran's Permanent Supportive Housing Vouchers (1.000 FTE, \$200,000)

Operating and personnel funding for partner agencies to create an expanded women's shelter beginning in 2019. (\$151,000)

A Housing Planner will participate in County and municipal discussions related to land use policy, housing overlays, and accessory dwelling unit expansions, as well as work with a consultant on a public land disposition study. (1.000 FTE, \$165,000)

A Program Manager to manage the Housing and Community Revitalization (HCR) team which performs the administrative, compliance, community



# Housing

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development and revitalization services for the County's affordable housing. (1.000 FTE, \$123,000)

## Horizon Issues

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years if mitigating steps are not taken to preserve

and increase housing options that are affordable for all residents, especially vulnerable populations.

On any given night more than 850 persons are homeless in Wake County. As housing costs continue to rise while wages remain relatively stagnant, it is anticipated that more individuals and families will face housing insecurity or homelessness.



# Behavioral Health - Managed Care

## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Other Financing Sources	—	—	\$325,000	\$3,517,140	100.0%
<b>Revenue Totals</b>	<b>—</b>	<b>—</b>	<b>\$325,000</b>	<b>\$3,517,140</b>	
<b>Expenditures:</b>					
Contractual Services	—	\$26,295,220	\$26,682,524	\$29,812,360	97.5%
Supplies, Materials and Other Charges	—	\$751,744	\$751,744	\$752,744	2.5%
<b>Expenditure Totals</b>	<b>—</b>	<b>\$27,046,964</b>	<b>\$27,434,268</b>	<b>\$30,565,104</b>	
<b>Expenditures by Division</b>					
Behavioral Health - Managed Care Organization	—	\$27,046,964	\$27,434,268	\$30,565,104	100.0%
<b>Expenditure Totals by Division</b>	<b>—</b>	<b>\$27,046,964</b>	<b>\$27,434,268</b>	<b>\$30,565,104</b>	

## Department Purpose and Goals

Wake County contracts with Alliance Behavioral Healthcare, a regional Local Management Entity/Managed Care Organization for the provision of behavioral health related services in Wake County for uninsured or underinsured Wake County residents. Behavioral health related services include services for individuals with mental illness, substance use disorders and/or intellectual or developmental disabilities. Wake County focuses its behavioral health dollars on crisis services, adult treatment, criminal justice programs, housing and housing support, and community programs that support school-aged youth, families and individuals in recovery.

## Major Accomplishments

Building from the data analytics work conducted in FY 2017 with SAS and North Carolina State University to better understand frequent users of high cost services and the mental health indications of individuals incarcerated in the Wake County Detention Center, Wake County and the Wake Directors held a Behavioral Health Summit in October 2017. The summit was attended by over 200 members of the Wake County community and allowed attendees to engage in understanding behavioral health related challenges in our community, identify ways to address challenges through collaborative efforts and discuss strategies,

initiatives and priorities that could improve the system. Through the work of the summit, several key initiatives were identified to improve conditions around crisis services, criminal justice, housing, access and coordination of services and familiar faces. The outcomes of the summit were used to develop a Behavioral Health Plan for Wake County and priorities for the FY 2019 budget.

Wake County provided funds in FY 2018 for the development of a pilot partial hospitalization program at Holly Hill Hospital. Partial hospitalization is a short-term service for acutely mentally ill children or adults, which provides a range of intensive therapeutic approaches. The service is designed to prevent hospitalization or to serve as an interim step for leaving an inpatient facility. The pilot program began in the fall of 2017 and is proposed for a two-year evaluation.

## FY19 Discussion

The Behavioral Health budget increased by \$3.5 million from the prior year Adopted Budget. The department is piloting several new initiatives with the FY 2019 budget. The funding source for these programs is prior year unspent funds from previous Behavioral Health budgets.

The Independent Living pilot program will continue to provide short term supportive housing (national

# Behavioral Health - Managed Care

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Housing First approach) for "familiar faces" leaving institutions. (\$150,000)

School-based Alternative Counseling Education Program for Wake County Public School System students with substance use infraction will continue after previously being funded through State grant. (\$150,000)

Partial hospitalization pilot program designed to prevent hospitalization or serve as an interim step for those leaving an inpatient facility will continue for the acute mentally ill. (\$468,000)

Professional and technical assistance for Behavioral Health programming provided through consultant contracts. (\$500,000)

Pilot program to add Urgent Care capacity to current Open Access Program would enhance medication management and address emergent behavioral health needs to avoid crisis facilities. (\$750,000)

As a crisis service, the budget includes funding for a pilot project to create a Mobile Crisis for First Responders, which would be composed of medical and mental health professionals to provide more timely response on-site where a psychiatric crisis is occurring. This service would be available and respond to calls 24 hours a day and 7 days a week. The goal of this program is to reduce response time from the current two hour average. (\$850,000)

A pilot program to add a trauma informed care trainer, a family partner for Kindergarten & pre-K

students, and an in-home therapist for assessments & treatment. This would reduce existing caseloads for these programs from 1:70 to 1:35 for additional care coordination for I/DD students. (\$400,000)

Funds to support the administrative functions contracted through Alliance to manage and monitor the Wake County allocation of new initiatives. (\$29,000)

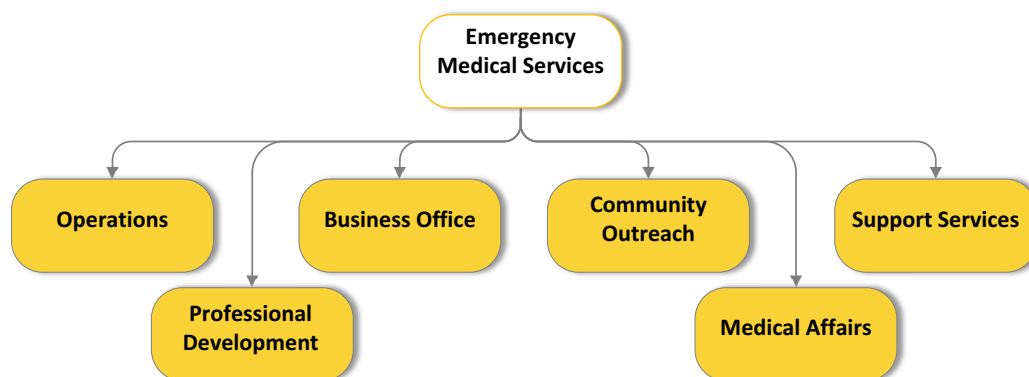
The budget includes treatment flex funds used for services and individuals not covered under other programs. (\$140,000)

One-time funding is included to support Advocates for Health in Action initiative to address adverse childhood experiences (\$80,000).

## Horizon Issues

The demand of the uninsured and underinsured residents of Wake County with behavioral health needs continues to exceed the available resources. Wake County will continue to work with our health care, housing, transportation, criminal justice, advocates and other partners to seek to improve the system of care in Wake County and to advocate for increased support from the state and federal government. Using data for recently completed studies and the Wake County Behavioral Health Plan, the County will seek to improve the housing options and other social determinants that impact the overall health of our population, with a particular focus on familiar faces and seek system improvements to reduce the need for crisis and high cost services.

# Emergency Medical Services



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Local	\$61,769	\$10,000	\$30,000	\$30,000	0.1%
Charges For Services	\$25,552,176	\$26,441,635	\$26,441,635	\$26,461,007	99.9%
<b>Revenue Totals</b>	<b>\$25,613,945</b>	<b>\$26,451,635</b>	<b>\$26,471,635</b>	<b>\$26,491,007</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$19,120,875	\$22,508,422	\$22,520,066	\$23,893,748	53.0%
Contractual Services	\$1,885,894	\$2,047,423	\$1,947,993	\$1,741,837	3.9%
Supplies, Materials and Other Charges	\$16,607,719	\$18,372,292	\$18,546,587	\$18,985,649	42.1%
Capital Outlay	\$191,139	\$36,915	\$36,915	\$470,936	1.0%
Debt	\$5,484	\$5,870	\$5,870	\$8,477	0.0%
<b>Expenditure Totals</b>	<b>\$37,811,112</b>	<b>\$42,970,922</b>	<b>\$43,057,431</b>	<b>\$45,100,647</b>	
<b>Number of FTEs</b>	<b>273.000</b>	<b>292.000</b>	<b>292.000</b>	<b>305.000</b>	

## Department Purpose and Goals

The Wake County Department of Emergency Medical Services provides prompt, compassionate, clinically excellent care to the citizens of and visitors to Wake County. The Department's primary goal is to improve the outcomes of patients who suffer emergent medical conditions or traumatic injuries. Emergency medical care is provided in partnership with Cary and Raleigh-Wake 9-1-1 centers and firefighter first responders. EMS is dedicated to continual improvement in care for the community through ongoing quality measures, research, and the perpetuation of data-driven practice.

The main component of the EMS system is the fleet of paramedic-staffed ambulances in service 24 hours a day, 7 days a week. The number of ambulances providing service increases through the course of each day to accommodate the daytime swell in 9-1-1 call volume. The ambulances are supported by a team of EMS supervisors called District Chiefs and specialty providers called Advanced Practice Paramedics. Wake County contracts with three EMS agencies to provide additional ambulance and supervisor support.

# Emergency Medical Services

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## Major Accomplishments

The EMS System continues to see a very high survival rate from out-of-hospital cardiac arrest. Through continued evidence-based practice, providers were involved in the successful resuscitation and subsequent discharge of 118 residents during 2017. Research of cardiac arrest protocol shows survivors of prolonged attempts to revive are just as likely to have good neurological outcomes as survivors of shorter resuscitation periods. The Wake EMS System has maintained an average scene time for victims of penetrating trauma of less than ten minutes. In addition to cardiac and trauma care, the department monitors its performance on a broad array of other clinical conditions including heart attack, stroke, seizures, asthma, and congestive heart failure.

In 2017, 1,355 patients were evaluated for mental health or substance use, and 411 were referred to a specialty center rather than to a hospital emergency department. This allows the patient to receive the right care at the right place the first time, while preserving emergency department beds for those with acute medical or traumatic issues.

The APP program partnered with Doctors Making House Calls to evaluate patients in assisted living facilities, allowing some patients to safely remain in the facility and be evaluated rapidly by their primary care physician. In late 2017, this multi-year project culminated in a well-received publication in the *Annals of Internal Medicine*, a major academic journal. The study found that approximately 2/3 of these patients could safely remain at home to see their primary care physician rather than be transported to the emergency department, with no adverse outcomes found.

The APP program has also successfully implemented care plans for high-frequency patients. Working with community partners, EMS developed destination care plans for 63 individuals. These destination care plans are created to assist the patient in obtaining consistent quality healthcare at their medical home. Wake EMS has partnered with Community Care of Wake and Johnston County to provide home visits for congestive heart failure and other transitional care patients to help decrease their hospital readmission. This program has demonstrated a decrease in Medicaid billable expenses, as well as high patient

satisfaction. During 2017, the Wake EMS APPs visited 154 patients as part of this initiative.

The EMS system made several contributions to the science of the EMS profession this year. Articles were published in the *Journal Prehospital Emergency Care* regarding naloxone utilization in overdose cases and *Prehospital Emergency Care* regarding our partnership with UNC-WakeBrook for alternate destination for Mental Health and Substance Use patients. Lastly, our Office of Professional Development presented at the National Association of EMS Physicians regarding work on violence towards EMS Providers. Chief Garner gave an oral presentation which won the award for Best Professional Research Presentation at the meeting.

## FY19 Discussion

The Emergency Medical Services budget increased by \$2.10 million from the prior year adopted budget, of which \$750,000 was the result of salary adjustments, annualized expansions, and contract agency adjustments. Additional funding is provided to the EMS contract agencies for performance pay of 3% and operating cost increases.

The FY 2019 budget includes funding to add two 12-hour ambulance units to increase services at peak call demand hours. Additional ambulances will help maintain safe call response levels. EMS call volume has increased by 15% since the last ambulance unit was added in FY 2015 (8,000 FTEs; \$1 million).

Funding is included to continue the paramedic relocation reimbursement program, which aids in the recruitment of hard-to-fill paramedic positions. The program allows EMS to reimburse new paramedics up to \$2,500 for moving expenses (\$42,000).

EMS will expand its EMT to Paramedic Training Program in FY 2019. The program provides education through the community college system and dedicated support for EMTs to transition to Paramedics. The addition will allow two cohorts of 5 EMTs to be trained each year (5,000 FTEs; \$300,000).

The FY 2019 budget will establish a replacement plan for two specialty vehicles originally purchased through grant funding in 2015. A mass casualty and crew rehabilitation truck is expected to be replaced in

# Emergency Medical Services

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FY 2027 and an evacuation bus is expected to be replaced in FY 2024 (\$70,000).

Eastern Wake EMS will transition its three spare ambulance vehicles to the County's vehicle replacement program in FY 2019. Eastern Wake currently has seven ambulances and an administrative vehicle on the County's replacement program. A static annual appropriation has been included in Eastern Wake's annual budget for the spare ambulances. This appropriation will be used to replace one of the spare ambulances in FY 2019. Additional expansion dollars will be included in future years to replace the two remaining ambulances.

## Horizon Issues

Growth and human capital continue to be the two biggest challenges for the EMS System. While Wake County continues to feel the impacts of record growth, there also continues to be a national shortage of qualified EMS personnel. The department has developed a long-term plan to address human capital

needs through community outreach activities, workforce development through public education partnerships, and succession planning. However, this will need to be a continued focus for the foreseeable future.

A detailed EMS station capital improvement plan was developed during FY 2008 and has been regularly reviewed and implemented. System leadership has begun the planning process to project future facility and deployment needs.

Healthcare finance reform continues to be a potential issue for the EMS System. Reimbursement for out of hospital medical care provided by the EMS System has historically and is currently provided on a fee for service basis. Healthcare finance reform seems to lean toward a per member per month capitated structure. Department staff are continuing to remain in touch with finance/reimbursement reform at the national and state level and will need to maintain this focus moving forward.

# Emergency Medical Services

## Summary of Services and Performance Measures

### Service Area: EMS System Support/Management

**Description:** Provide Coordination, Management, Training/Professional Development, Medical Direction, and Quality Improvement to the EMS System.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Effectiveness</b>				
Cardiac arrest survival rate	37	38	37	37
Number of Minutes to Trauma Scene	5	5	5	5
STEMI Compliance Rate	99	100	100	100
Stroke Compliance Rate	85	85	85	85

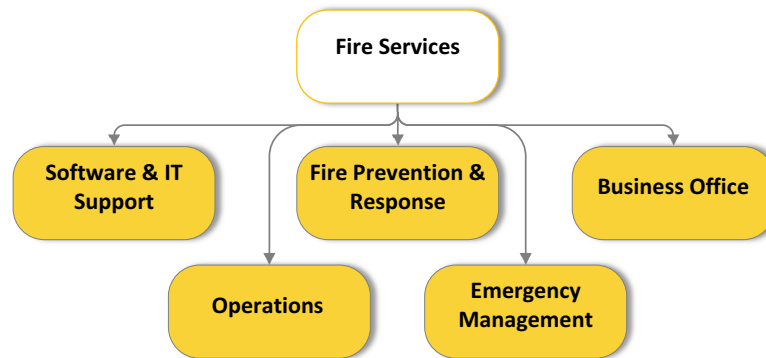
### Service Area: Community Health and Injury Prevention

**Description:** Provide follow-up and interventions to at-risk citizens to improve quality of life and direct their health care needs to the most appropriate healthcare resources.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
# of Call with Successful Alternate Destination	411	400	400	400



# Fire Services



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	—	\$62,500	\$62,500	\$62,500	23.1%
Charges For Services	\$305,938	\$297,698	\$297,698	\$208,489	76.9%
<b>Revenue Totals</b>	<b>\$305,938</b>	<b>\$360,198</b>	<b>\$360,198</b>	<b>\$270,989</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,550,642	\$2,110,439	\$2,115,244	\$2,167,321	78.3%
Contractual Services	\$28,836	\$49,877	\$51,277	\$84,415	3.0%
Supplies, Materials and Other Charges	\$171,901	\$633,481	\$669,851	\$513,531	18.6%
Debt	\$3,416	\$5,462	\$5,462	\$3,052	0.1%
<b>Expenditure Totals</b>	<b>\$1,754,795</b>	<b>\$2,799,259</b>	<b>\$2,841,834</b>	<b>\$2,768,319</b>	
<b>Number of FTEs</b>	<b>17.000</b>	<b>22.000</b>	<b>22.000</b>	<b>22.000</b>	

## Department Purpose and Goals

The goal of Fire Services is to preserve the quality of life and property throughout Wake County through activities that build, sustain and improve capabilities that mitigate, prevent, prepare for, respond to and recover from all hazards.

## Major Accomplishments

The Department continues to organize as a single entity, following the FY 2017 addition of Emergency Management as a third division. This consolidation presented many opportunities to the department to realize efficiencies and take advantage of synergies existing within the individual organizations. The department continues to explore opportunities to

combine the logistical functions of both emergency management and fire services in the newly opened warehouse facility, in an effort to increase efficiencies and potential cost savings. Identification of cross-training possibilities in the emergency response roles within both departments have been identified and a coordinated, phased response system is being implemented. These changes will result in reduced redundancy and increased efficiency in the department's emergency response role.

Emergency Management completed a project studying existing hazardous materials facilities and the growth surrounding those facilities. The study was designed to assist land use and development planners by providing them a tool that assists in the

# Fire Services

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decision-making process for smart land use and growth. Ninety-two of 1,108 facilities were selected for evaluation based on the products used, manufactured or stored at those facilities.

Fire Services staff responded to 150 incidents to conduct fire investigations and provided technical assistance to various public safety agencies. Staff continue to learn from the results of the quality assurance program for incident reporting.

Logistics Section has inventoried, produced specifications, and is currently replacing all hand held and mobile radios within the fire tax district. A complete inventory and replacement of Tone paging devices throughout the tax district is also taking place during this fiscal year. Logistics has assisted the Deputy Director with data collection and development of a plan to implement Mobile Data Terminals in dispatch able fire apparatus. This will parallel with the implementation of the new CAD system and allow full use of several new features such as auto status, turn by turn direction and visible notes from telecommunicators that could be sensitive and not allowed to be transmitted over the radio. Logistics Section continues to collect, update and utilize the replacement plans and schedules for all equipment throughout the Tax District.

Fire Training Division completed Recruit Academy 9 and has successfully placed 12 out of 14 into jobs within 90 days of graduation. Training Center Staff have completed 4 out of 5 (80%) Post Incident Reviews that have met the contractual requirements. Staff utilizes these reviews to identify challenges and training opportunities for tax district departments

## FY19 Discussion

The Fire Services Budget decreased by \$31,000, or 1% from the FY 2018 Adopted Budget. Beginning in FY

2019, Fire Services will no longer serve as the pass through for payments from municipalities to the City of Raleigh for hazardous materials (HAZMAT) response services. This change equated to a reduction of \$82,000. The budget included increases in other areas totaling \$51,000, resulting in the \$31,000 net decrease to the budget. Increases were primarily for employee salary and benefit adjustments and annualization of prior year performance pay increases.

## Horizon Issues

A growing trend within the County and throughout the nation is a reduction in volunteer firefighters. Increased personal daily demands, increased fire service educational requirements and larger numbers of citizens who work outside of the communities they reside in has resulted in a reduction of the volunteers within the County's rural fire departments. Reversing this trend is an issue the department and the Wake County Fire Commission will be addressing. A new Volunteer Recruitment and Retention subcommittee of the Fire Commission has been established to explore ways to increase volunteerism within the fire service in Wake County. Additionally, the County will be exploring the establishment of a Community Emergency Response Team to increase the citizen volunteer role in emergency preparedness activities and support functions during emergency events.

Emergency Management's programs are driven by a combination of consequence assessments based on risk, threat, vulnerability, and governmental rules. As the population of the County continues to grow, existing and emerging risks and threats are assessed. Emergency Management will work diligently to improve its capabilities to address ever evolving situations.

# Fire Services

## Summary of Services and Performance Measures

### Service Area: Fire Prevention & Response

**Description:** Provide proactive services designed to reduce community risk.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Percent of Occupancies Inspected	100	76	90	100
Percent of reports that are submitted	0	85	90	100
Percent of reports with no critical errors	0	99	100	100
<b>Efficiency</b>				
Percentage of Plans Reviewed within Seven business days	94	93	100	100

### Service Area: Fire Services Training

**Description:** Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Percent of boot and helmet inventory tracked in the County database	33	53	65	100
Percent of PPE tracked in the county inventory database	50	75	80	100
<b>Effectiveness</b>				
Percent of departments participating in Medical Exam program	77	90	90	100
Percent of incidents requiring a Post Incident Review by Wake County Fire Operations Division	90	100	100	100
Percent of training center student hours meeting the ISO Fixed Facility Training requirements	16	14	25	50

### Service Area: All Hazards Program

**Description:** Enhance the community's ability to deter, prevent, respond to, and recover from all risks and hazards, whether they be natural or manmade, through development of a single, common preparedness vision and strategy.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				

# Fire Services

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## Service Area: All Hazards Program

**Description:** Enhance the community's ability to deter, prevent, respond to, and recover from all risks and hazards, whether they be natural or manmade, through development of a single, common preparedness vision and strategy.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
Percent of EOC personnel trained in the EOC annually	16	52	60	100
Percent of personnel with Incident Command System (ICS) certification	31	34	40	100
Percent of radiological equipment exchanged or calibrated	100	100	100	100
<b>Efficiency</b>				
Percent of facilities utilizing Site Specific Plan/Hazardous Materials Management Plan Update	33	24	40	100

# Emergency Management

## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$62,500	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$62,500</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$466,207	—	—	—	0.0%
Contractual Services	\$2,635	—	—	—	0.0%
Supplies, Materials and Other Charges	\$342,819	—	—	—	0.0%
Debt	\$2,514	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$814,175</b>	<b>—</b>	<b>—</b>	<b>—</b>	

## Department Purpose and Goals

In September 2016, the Department of Emergency Management was brought under the Department of

Fire Services as a third division. The Emergency Management Division budget is reflected in the Fire Services budget beginning in FY 2018.



# Emergency Communications

## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$1,128,684	\$1,670,685	\$1,670,685	\$1,745,722	100.0%
Interest Income	\$3,783	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$1,132,468</b>	<b>\$1,670,685</b>	<b>\$1,670,685</b>	<b>\$1,745,722</b>	
<b>Expenditures:</b>					
Contractual Services	\$425,921	\$465,415	\$465,415	\$457,866	26.2%
Supplies, Materials and Other Charges	\$517,319	\$1,175,096	\$1,175,096	\$1,265,768	72.4%
Capital Outlay	\$80,808	\$29,000	\$31,000	\$25,000	1.4%
<b>Expenditure Totals</b>	<b>\$1,024,048</b>	<b>\$1,669,511</b>	<b>\$1,671,511</b>	<b>\$1,748,634</b>	

## Department Purpose and Goals

Emergency Communications is responsible for the coordination of public safety technology platforms, including the 800 MHz public safety radio communication system and the Computer Aided Dispatch and mobile data system. The 800 MHz public safety radio system is used by municipal police, fire, County law enforcement and emergency medical services within Wake County with over 7,700 mobile and portable radios deployed. The CAD and mobile data services are also supported by this department and are in use by over 30 response agencies with 2,000 personnel. Emergency Communications also manages an alphanumeric and tone and voice paging system and has deployed over 3,100 pagers to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County.

## Major Accomplishments

During FY 2017, staff completed the evaluation and selection phase of the project and negotiated and executed a contract with TriTech Software Systems for CAD and Mobile data. In FY 2018, new hardware was procured through a competitive RFP process for the new system. Implementation and configuration meetings, with representation for all participating agencies, were conducted throughout the year. The new CAD platform is expected to go live in FY 2019.

## FY19 Discussion

Overall, the FY 2019 Emergency Communications operating budget increased \$79,000 from the FY 2018 adopted budget. For FY 2019, there is an overall increase over FY18 for maintaining the system of 7%. The added costs are associated with the maintenance cost for the County's share of the Cary Master Site total cost.

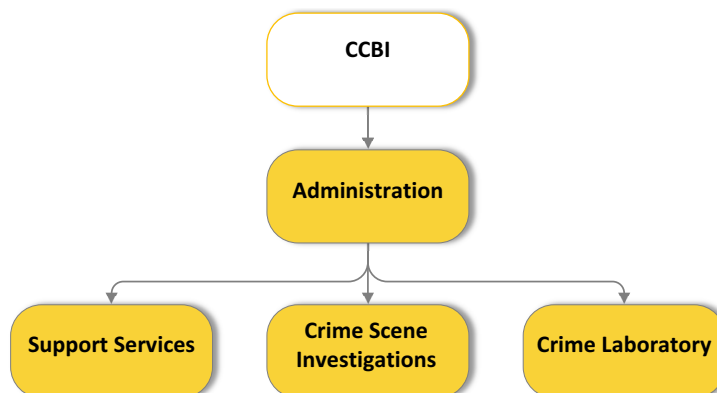
The County's 800 MHz public safety radio system platform was aging and in need of replacement. In FY 2014 Wake County and the Town of Cary agreed to partner to share 800 MHz radio system infrastructure owned by the Town of Cary. In September 2018, the County selected Motorola as the replacement vendor for the County's radio system infrastructure. The new radio system platform includes three additional sites necessary to provide increased radio coverage in areas of the County that require additional coverage due to growth. The new platform is expected to go live in mid-2019.

It should be noted that the Public Safety Communications budget reflects expenditures and revenues from outside agencies, and recovered costs from County departments (reflected as an expenditure offset) for CAD and 800 MHz system expenses. Therefore, fluctuations in overall expenditures and revenues from year to year reflect changes in cost allocation between agencies based on usage, as well as changes in total costs.





# Raleigh/Wake City-County Bureau of Identification



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$1,057,700	\$1,025,000	\$1,025,000	\$1,040,000	100.0%
Transfers	—	—	\$85,000	—	0.0%
<b>Revenue Totals</b>	<b>\$1,057,700</b>	<b>\$1,025,000</b>	<b>\$1,110,000</b>	<b>\$1,040,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$5,105,750	\$5,384,692	\$5,473,927	\$5,749,773	86.7%
Contractual Services	\$12,670	\$148,125	\$148,125	\$148,125	2.2%
Supplies, Materials and Other Charges	\$590,711	\$715,358	\$715,358	\$707,407	10.7%
Capital Outlay	\$28,273	—	—	—	0.0%
Transfers Out	\$69,153	\$114,068	\$114,068	\$24,004	0.4%
<b>Expenditure Totals</b>	<b>\$5,806,558</b>	<b>\$6,362,243</b>	<b>\$6,451,478</b>	<b>\$6,629,309</b>	
<b>Number of FTEs</b>	<b>77.500</b>	<b>78.500</b>	<b>81.000</b>	<b>81.000</b>	

## Department Purpose and Goals

The Raleigh/Wake City-County Bureau of Identification (CCBI) provides forensic services to agencies within the criminal justice system in Wake County. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into seven general areas: crime scene analysis; controlled substance analysis; DWI blood alcohol and blood drug analysis; fingerprint and footwear impression analysis; digital evidence analysis; civil fingerprint services for employment and concealed handgun permits; and fingerprinting, photographing,

and collecting DNA from individuals arrested in Wake County.

## Major Accomplishments

Crime scene personnel investigated 7,822 crime scenes in 2017.

In 2017, CCBI's latent print unit effected 1,728 subject identifications as a result of finger and palm-prints collected from crime scenes. 2017 saw the second highest number of identifications in CCBI's 81-year history.

# Raleigh/Wake City-County Bureau of Identification

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CCBI's forensic chemistry units analyzed 663 DWI blood drug/alcohol cases and 717 controlled substance cases in 2017.

In 2017, the Criminal Identification Unit fingerprinted and photographed 23,530 individuals charged with criminal offenses along with fingerprinting 499 registered sex offenders. Additionally, at the request of the public, the Civil Identification Unit fingerprinted 23,744 individuals.

## FY19 Discussion

CCBI's budget increased from the prior year's adopted budget by approximately \$267,000 from the annualization of merit increases, approval of the CCBI Ballistics Lab, and the end of the North Carolina Governor's Highway Safety Program.

In October 2017, the Board of Commissioners approved the repurposing of CIP funds to create a ballistics lab, which allows CCBI to provide forensic firearm services to Wake County criminal justice agencies. Two forensic examiner positions were

approved and funding was provided for six months of salary and benefits. (2.000 FTE, \$85,000)

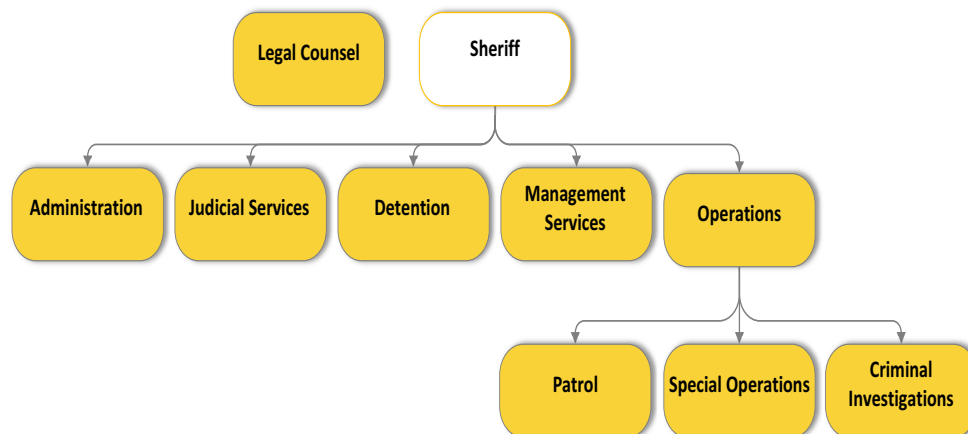
The North Carolina Governor's Highway Safety Program grant ends in October, 2018. The grant provided start up funding for blood alcohol testing, which was used to support two chemist positions and equipment. CCBI will continue with these services and the County will fund in accordance with requirements of the agreement. The two chemist positions will be transferred to the General Fund (2.000 FTEs, \$90,000).

## Horizon Issues

CCBI, partnering with the Raleigh Police Department, continues to seek funding sources for the continuation of its facial recognition program.

Over the last two years, CCBI's Investigations Division has experienced an 11% increase in requests from Wake County law enforcement agencies to conduct crime scene investigations. If this trend continues, it will result in the need for additional Crime Scene Investigators.

# Sheriff



## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$150,098	\$87,838	\$87,838	\$87,838	1.6%
State	\$13,422	—	—	—	0.0%
Charges For Services	\$4,924,038	\$4,140,600	\$4,140,600	\$4,987,012	90.3%
Licenses & Permits	\$521,023	\$408,000	\$408,000	\$445,000	8.1%
Interest Income	\$125	—	—	—	0.0%
Miscellaneous	\$7,029	\$5,000	\$5,000	\$5,000	0.1%
Other Financing Sources	—	\$134,000	\$134,000	—	0.0%
<b>Revenue Totals</b>	<b>\$5,615,735</b>	<b>\$4,775,438</b>	<b>\$4,775,438</b>	<b>\$5,524,850</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$71,085,904	\$75,086,817	\$75,086,817	\$76,270,632	82.4%
Contractual Services	\$5,996,666	\$6,416,816	\$6,366,816	\$6,587,214	7.1%
Supplies, Materials and Other Charges	\$8,414,792	\$9,176,362	\$9,206,369	\$9,632,125	10.4%
Capital Outlay	\$527	\$160,116	\$160,116	\$53,372	0.1%
Transfers Out	\$169,110	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$85,667,000</b>	<b>\$90,840,111</b>	<b>\$90,820,118</b>	<b>\$92,543,343</b>	
<b>Expenditures by Division</b>					
Detention	\$45,768,696	\$45,176,738	\$45,126,844	\$47,396,455	51.2%
Law Enforcement	\$39,898,303	\$45,663,373	\$45,693,274	\$45,146,888	48.8%
<b>Expenditure Totals by Division</b>	<b>\$85,667,000</b>	<b>\$90,840,111</b>	<b>\$90,820,118</b>	<b>\$92,543,343</b>	
<b>Number of FTEs</b>	<b>1,005.000</b>	<b>1,021.000</b>	<b>1,021.000</b>	<b>1,024.000</b>	

## Department Purpose and Goals

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law

enforcement officer for the County, elected by the citizens of Wake County. The Sheriff has jurisdiction throughout the County, including both the

# Sheriff

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incorporated and the unincorporated areas. The office provides primary law enforcement for the unincorporated areas of the County and serves civil process in all jurisdictions within Wake County. As the population of the County grows, demand for Sheriff's Office services increase. The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

The Sheriff's Office is organized into seven divisions: Administration, Judicial Services, Patrol, Investigations, Special Operations, Management Services, and Detention. For budgetary purposes, Detention is separate, while the other six groups are consolidated into one "law enforcement" budgetary division. Assignment of deputies to various groups in law enforcement is dynamic as rotations occur frequently.

## FY19 Discussion

The Wake County Sheriff's Office budget includes adjustments from the prior year's adopted budget for annualization of performance pay, expansion items funded for a partial year, and benefit rate adjustments.

One recommended expansion that has a department-wide impact are the salary adjustments for Sheriff's Office employees. These funds are intended to support employee retention and will be provided in addition to annual performance merit. The salary adjustments will reward tenured employees and address market pay inequities (\$500,000).

Additional expansions that have been recommended for funding are included in detail in the Law Enforcement and Detention division pages that follow.

## Division Summary - Law Enforcement

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$37,838	\$37,838	\$37,838	\$37,838	1.3%
State	\$13,422	—	—	—	0.0%
Charges For Services	\$2,138,424	\$2,022,600	\$2,022,600	\$2,334,012	82.7%
Licenses & Permits	\$521,023	\$408,000	\$408,000	\$445,000	15.8%
Interest Income	\$125	—	—	—	0.0%
Miscellaneous	\$5,891	\$5,000	\$5,000	\$5,000	0.2%
<b>Revenue Totals</b>	<b>\$2,716,723</b>	<b>\$2,473,438</b>	<b>\$2,473,438</b>	<b>\$2,821,850</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$32,646,992	\$37,829,215	\$37,829,215	\$36,998,884	82.0%
Contractual Services	\$748,205	\$936,223	\$936,223	\$989,781	2.2%
Supplies, Materials and Other Charges	\$6,333,468	\$6,737,819	\$6,767,720	\$7,104,851	15.7%
Capital Outlay	\$527	\$160,116	\$160,116	\$53,372	0.1%
Transfers Out	\$169,110	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$39,898,303</b>	<b>\$45,663,373</b>	<b>\$45,693,274</b>	<b>\$45,146,888</b>	
<b>Number of FTEs</b>	<b>436.000</b>	<b>450.000</b>	<b>452.000</b>	<b>455.000</b>	

## Division Purpose and Goals

Law enforcement duties include patrolling, responding to civil disaster events, preventing crime, serving domestic violence protection orders, investigating violations of the law, and apprehending law violators. The Sheriff's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, and transportation of involuntarily committed persons to mental health institutions located outside Wake County.

The Sheriff's Office has the responsibility of providing school resource officers for high schools and middle schools in the unincorporated areas of the county. Additional school resource officers are also provided for middle schools in the city limits of Raleigh, Wake Forest, Fuquay-Varina, and Zebulon, and two 9th grade centers in Wake Forest. These officers are considered a vital resource in the safety and security of students, faculty, and staff of the Wake County Public School System (WCPSS). Through

funding from the state, WCPSS shares in the cost of this service for the high schools.

The Sheriff's Office is responsible for serving civil and criminal processes issued by the courts. The service of these processes includes arresting persons and bringing them before the courts, seizing and selling personal and real property to satisfy court judgments, and evicting tenants to return possession of premises to landlords.

The Sheriff's Office is also responsible for courtroom security in the 31 District and Superior courtrooms in Wake County. Courtroom security includes the physical security of the courtroom, the personal safety of all who attend court proceedings, and the control and supervision of persons in custody when brought for court appearances.

Other duties of the Sheriff's Office include issuing pistol purchase permits and concealed handgun carry permits, registering sexual offenders and predators residing in Wake County (including investigating

# Sheriff

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their current address) and issuing of parade and picketing permits in the unincorporated areas of the County.

## Major Accomplishments

Implemented a Peer Support Team to assist deputies and detention officers who experience traumatic events or critical incidents and provide debriefings within the first 48 hours of the event.

Implemented a special investigations team to address the opioid epidemic.

Trained and equipped 73 officers in mobile field force operations to provide a rapid, organized, and disciplined response to public safety emergencies.

Continued the Project Lifesaver Program with a total of 30 members; and continued the Citizens' Well-Check Program with a total of 94 members.

Provided law enforcement experience to 94 middle school students in the 12th Annual Law Enforcement Adventure Camp.

## FY19 Discussion

The FY 2019 base budget includes adjustments from the prior year's adopted budget for annualization of performance pay, expansion items funded for a partial year, and benefit rate adjustments.

The FY 2019 Law Enforcement budget also includes funding for the following expansions:

A contract funding increase for the management of public programs at the Firearms Education and Training Center (\$54,000).

An additional IT Technician that will expand information technology support within the Wake County Sheriff's Office. The IT Technician will aid existing technology systems and respond to information technology trouble tickets for the department staff. (1.00 FTE, \$68,000)

An additional Sheriff Deputy Investigator will attend community and national events as a recruiter to promote detention and law enforcement careers. The position will also perform background investigations, which requires extensive research and one-on-one interviews. (1.00 FTE, \$151,000)

Recruitment Travel and Training resources have been provided to allow the full-time Recruiting Investigators additional resources to attend recruiting fairs, distribute promotional materials, and market the Sheriff's Office as an employer. These resources are vital in increasing the department's ability to recruit prospective employees to fill department-wide vacancies in both law enforcement and detention (\$52,000).

The budget also includes one Sergeant position to oversee the Wake County Sheriff's Office's off-duty program. The off-duty program currently consists of nearly 33,000 hours of off-duty work requested of Sheriff's Deputies each fiscal year for a wide variety of community and private events. This Off-Duty Coordinator Sergeant position will oversee the scheduling and facilitate feedback from customers. The costs of implementing this position will be offset with a \$4-per-hour administrative fee charged to those requesting off-duty work from Deputies. (1.00 FTE; \$143,000)

# Sheriff

## Division Summary - Detention

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$112,260	\$50,000	\$50,000	\$50,000	1.8%
Charges For Services	\$2,785,614	\$2,118,000	\$2,118,000	\$2,653,000	98.2%
Miscellaneous	\$1,137	—	—	—	0.0%
Other Financing Sources	—	\$134,000	\$134,000	—	0.0%
<b>Revenue Totals</b>	<b>\$2,899,012</b>	<b>\$2,302,000</b>	<b>\$2,302,000</b>	<b>\$2,703,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$38,438,912	\$37,257,602	\$37,257,602	\$39,271,748	82.9%
Contractual Services	\$5,248,461	\$5,480,593	\$5,430,593	\$5,597,433	11.8%
Supplies, Materials and Other Charges	\$2,081,324	\$2,438,543	\$2,438,649	\$2,527,274	5.3%
<b>Expenditure Totals</b>	<b>\$45,768,696</b>	<b>\$45,176,738</b>	<b>\$45,126,844</b>	<b>\$47,396,455</b>	
<b>Number of FTEs</b>	<b>569.000</b>	<b>571.000</b>	<b>569.000</b>	<b>569.000</b>	

## Division Purpose and Goals

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center, the Wake County Detention Center on Hammond Road, and the Wake County Detention Annex on Hammond Road. The Sheriff's Office also transports prisoners to and from court appearances to the various units of the North Carolina Department of Corrections across the state, and to and from other sheriffs' offices. Medical care for the inmates is provided by a full-time physician employed by the Sheriff's Office, two physician assistants, a full-time nursing staff on duty 24 hours each day, and through contracts with external medical providers.

## Major Accomplishments

Added a K-9 to the division to detect narcotics and illegal cellphones.

Dedicated one dorm to house male acute mental health inmates. The dorm is staffed by three Detention officers and one mental health nurse 24/7. This dorm also receives any male protocol inmate who also has acute mental health needs.

Continued implementation of amended Crisis Intervention Team training to all detention officers and incoming cadets.

## FY19 Discussion

The FY 2019 base budget includes adjustments from the prior year's adopted budget for annualization of performance pay, expansion items funded for a partial year, and benefit rate adjustments.

Expansion funding is included for the second year of the inmate education and workforce development program. The program intends to reduce recidivism and improve inmate outcomes. FY 2019 funding increases will provide classroom training and instruction for eight cohorts of inmates. (\$75,000)

# Sheriff

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## Summary of Services and Performance Measures

### Service Area: Detention

**Description:** North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff’s Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention facility (Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex).

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
Input				
Average daily inmate population	1,170	1,203	1,205	



# Non-Departmental

## Public Agencies

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
North Carolina Symphony	\$100,000	\$100,000	\$100,000	\$100,000	3.4%
United Arts Council of Wake County	\$411,364	\$488,864	\$488,864	\$511,000	17.3%
East Wake Education Foundation	\$50,000	\$50,000	\$50,000	\$50,000	1.7%
Communities In Schools	\$65,000	\$100,000	\$100,000	\$100,000	3.4%
Healing Transitions	\$600,000	—	—	—	0.0%
Contribution to Marbles	\$650,000	\$650,000	\$650,000	\$650,000	22.0%
Wake County Smart Start	\$488,592	\$588,592	\$588,592	\$1,188,592	40.2%
Universal School Breakfast Program	\$199,000	\$199,000	\$199,000	\$221,000	7.5%
Interfaith Food Shuttle	\$20,000	\$20,000	\$20,000	\$25,000	0.8%
InterAct	—	\$75,000	\$75,000	\$100,000	3.4%
Food Bank of Central & Eastern NC	—	\$6,000	\$6,000	\$12,000	0.4%
Legal Aid of North Carolina	—	\$50,000	\$50,000	—	0.0%
<b>Expenditure Totals</b>	<b>\$2,583,956</b>	<b>\$2,327,456</b>	<b>\$2,327,456</b>	<b>\$2,957,592</b>	

## Division Purpose and Goals

Wake County contributes to non-profit organizations that provide services to the public. Agencies receiving Wake County funds must meet basic requirements and contractual obligations. County supported programs include early childhood development, music education concerts, school food pantries and universal breakfast and cultural field trips for school students. Funding also provides after-school programming and mentorship, support for domestic violence survivors, and school readiness programs.

## FY19 Discussion

The FY 2019 public agency budget increased by \$630,000 compared to the prior year. SmartStart, InterAct, United Arts Council of Wake County, Universal Breakfast, Interfaith Food Shuttle, and the Food Bank of Central & Eastern NC received additional funding for specific initiatives outlined below.

Increased funding for North Carolina's Pre-K SmartStart program that prepares at-risk children for kindergarten. This funding allows SmartStart to leverage additional state dollars to add 400 pre-school slots. (\$600,000)

Funding for InterAct's Court Navigator Program. The program pairs victims/survivors filing protective orders with trained volunteers to provide information, guidance, and advocacy. (\$25,000)

Increased funding for United Art Council's Artists in Schools and Wheels on the Bus program. (\$22,000)

Additional funding for operation of Universal Breakfast Program at Wake County Public Schools. (\$22,000)

Funding for Interfaith Food Shuttle and Food Bank of Eastern & Central North Carolina to add four school-based pantries. (\$11,000)

# Non-Departmental

## Memberships

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Raleigh-Durham Airport Authority	\$12,500	\$12,500	\$12,500	\$12,500	2.3%
Triangle J Council of Governments	\$203,909	\$203,909	\$203,909	\$205,728	38.2%
CAMPO (Capital Area Metro Planning Organization)	\$82,264	\$106,338	\$106,338	\$106,338	19.7%
School of Government	\$118,237	\$123,435	\$123,435	\$129,678	24.1%
National Association Of Counties	\$12,941	\$12,941	\$12,941	\$12,941	2.4%
NC Association Of County Commissioners	\$66,560	\$69,222	\$69,222	\$71,859	13.3%
<b>Expenditure Totals</b>	<b>\$496,411</b>	<b>\$528,345</b>	<b>\$528,345</b>	<b>\$539,044</b>	

## Division Purpose and Goals

The County takes part in various organizations where membership dues are charged for participation and organizational benefits.

Dues for the North Carolina Association of County Commissioners, National Association of Counties, School of Government and Capital Area Metro Planning Organization are determined on a per capita (population) basis.

Triangle J Council of Governments dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion is based on percentages identified in Community Development Block Grants for aging and ombudsman programs administered by the organization.

The Raleigh Durham International Airport is a flat annual fee.

# Non-Departmental

## Non-departmental

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Historic Preservation	\$125,965	\$134,066	\$134,066	\$134,066	1.5%
Women's Commission	\$6,136	\$5,912	\$6,240	\$6,240	0.1%
Non-departmental	\$3,783,767	\$25,000	\$75,000	\$50,000	0.6%
County-Wide/Major Contracts	\$61,720	\$435,000	\$435,000	\$585,000	6.5%
Salary & Benefit Reserve	\$51,439	\$419,643	\$303,224	\$6,098,638	67.8%
Chamber of Commerce	\$379,027	\$490,000	\$518,838	\$490,000	5.5%
Jail Alternative Programs	\$1,714,359	\$1,006,723	\$1,006,723	\$1,006,723	11.2%
Medical Examiner	—	\$770,000	\$770,000	\$770,000	8.6%
Indirect Reimbursements	\$(99,316)	\$(152,007)	\$(152,007)	\$(152,007)	(1.7)%
October 2016 Hurricane Matthew	\$73,210	—	—	—	0.0%
Transit 2014	\$5,803	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$6,102,111</b>	<b>\$3,134,337</b>	<b>\$3,097,084</b>	<b>\$8,988,660</b>	

## Division Purpose and Goals

Non-departmental includes funding for organization-wide activities, such as consulting services and other professional services. A summary of each significant program area is below:

**Historic Preservation** - To safeguard the heritage of the county, including its municipalities, by preserving districts and landmarks that embody important elements of its culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure and enrichment of the residents of the county and state.

**Women's Commission** - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

**Non-Departmental and County-Wide/Major Contracts** - These units are used for various consulting and legal fees and for county-wide contracts.

**Salary & Benefit Reserve** - Represents funds that may be distributed throughout the County to address pending salary adjustments, performance pay increases, or benefit changes.

**Chamber of Commerce** - The County contracts with the Greater Raleigh Chamber of Commerce for a county-wide economic development program that promotes the creation of new jobs in businesses that contribute to an appropriately vital local economy. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

**Jail Alternative Programs** - Includes funding for Criminal Justice Partnerships that aim to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Partnerships include pretrial release, electronic monitoring, and the "Free the People" program offered through the District Attorney's office.

**Medical Examiner** - Wake County contracts for Medical Examiner costs, which is responsible for investigating deaths in the county that are unattended

## Non-Departmental

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or occur under questionable circumstances. If the death resulted from a criminal act or default on the part of another person, the Medical Examiner continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. Funding is also included for the contracted transport of deceased persons to either the Medical Examiner's office or a contracted funeral home.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

### FY19 Discussion

The FY 2019 budget includes funding for the County's pay for performance plan to provide for compensation adjustments in line with employee performance. Performance pay is budgeted at 3% of salaries and wages, allowing funding for an average

performance pay adjustment across the County of 3%. Performance pay increases for County employees start October 1, and the base budget for the following year includes the total annual cost of the prior year's pay for performance plan. The amount of the pay increase is included in the Salary and Benefits Reserve. (\$6 million)

\$585,000 is included in the budget to support large scale or county-wide consultant-led projects. In FY 2019, this funding will support a study of the County's pay and classification system, facilitation, and county and team development.

Funding is also included to advance the One Water Initiative. This two-year initiative aims to enhance water quantity and quality within Wake County through the implementation of an integrated water management plan.

# Non-Departmental

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## Soil & Water Conservation District

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$25,500	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$25,500</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$449,541	—	—	—	0.0%
Supplies, Materials and Other Charges	\$34,425	—	—	—	0.0%
Capital Outlay	\$28,563	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$512,528</b>	<b>—</b>	<b>—</b>	<b>—</b>	

## Division Purpose and Goals

The Soil and Water Conservation District has been moved to the Quasi-Governmental Department.

# Non-Departmental

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## Cooperative Extension

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$1,000	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$1,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures:</b>					
Contractual Services	\$263,206	—	—	—	0.0%
Supplies, Materials and Other Charges	\$20,701	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$283,907</b>	<b>—</b>	<b>—</b>	<b>—</b>	

## Division Purpose and Goals

Cooperative Extension has been moved to the Quasi-Governmental Department with the FY 2018 budget.

# Non-Departmental

## Health Benefits

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Healthcare - County Share	\$(25,172,762)	\$(26,310,207)	\$(28,310,207)	\$(29,510,207)	(351.5)%
Dental - County Share	\$(1,252,877)	\$(1,250,000)	\$(1,250,000)	\$(1,250,000)	(14.9)%
Health - Employee Share	\$(6,553,006)	\$(6,492,000)	\$(6,492,000)	\$(6,492,000)	(77.3)%
DNTL/Fringe Adj/Employee Share	\$(1,087,808)	\$(833,000)	\$(833,000)	\$(833,000)	(9.9)%
Actuarial Fees	—	—	—	\$20,000	0.2%
Contracted Services	\$1,078,709	\$1,218,000	\$1,818,000	\$1,218,000	14.5%
Health Self Insurance Admin Costs	\$2,135,983	\$1,994,000	\$1,994,000	\$1,994,000	23.7%
Health Self Insurance Claims	\$23,261,314	\$25,220,207	\$25,620,207	\$27,220,207	324.2%
Dental Self Insurance Claims	\$2,176,633	\$1,882,000	\$1,882,000	\$1,882,000	22.4%
Dental Self Insurance Admin Costs	\$124,233	\$95,000	\$95,000	\$95,000	1.1%
Health - Retiree Claims	\$5,026,894	\$4,729,000	\$4,729,000	\$4,729,000	56.3%
IBNR_Insurance Claims	\$793,122	—	—	—	0.0%
RX/Administration	\$63,405	\$118,000	\$118,000	\$118,000	1.4%
RX/Claims	\$7,134,357	\$6,690,000	\$6,990,000	\$6,690,000	79.7%
Stop Loss Premium	\$937,281	\$1,124,000	\$1,324,000	\$1,124,000	13.4%
Rx Reimbursements	\$(2,167,682)	\$(1,704,000)	\$(1,704,000)	\$(1,704,000)	(20.3)%
Medicare D Subsidy	\$(185,721)	\$(174,000)	\$(174,000)	\$(174,000)	(2.1)%
FSA Administration	\$69,977	\$70,000	\$70,000	\$70,000	0.8%
COBRA Administration	\$11,088	\$11,000	\$11,000	\$11,000	0.1%
RX Claims - Retirees	\$3,720,264	\$3,160,000	\$3,660,000	\$3,160,000	37.6%
PPACA Fees	\$190,794	\$20,000	\$20,000	\$20,000	0.2%
EAP Admin Fee	\$54,888	\$6,000	\$6,000	\$6,000	0.1%
Benefits/Wellness Program Purchases	\$(4,331)	—	—	—	0.0%
Airfare	\$666	—	—	—	0.0%
Conference/Training Registration	\$4	—	—	—	0.0%
Meals	\$377	—	—	—	0.0%
Other Travel Expenses	\$310	—	—	—	0.0%
Lodging	\$1,399	—	—	—	0.0%
Office Telephone Service	\$2,301	\$2,000	\$2,000	\$2,000	0.0%
Service Charges/From GSA	\$960	—	—	—	0.0%
Moving Charges (All American)	\$614	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$10,361,387</b>	<b>\$9,576,000</b>	<b>\$9,576,000</b>	<b>\$8,396,000</b>	

## Division Purpose and Goals

The County is self-insured for health and dental benefits. The source of funding for expenditures are

employer contributions and employee withholdings that are recorded as part of the payroll expenditures. Amounts are reflected as a "contra" expenditure so

## Non-Departmental

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that the types of actual payments may be reflected in the budget without "double-counting" the expenditures.



# Non-Departmental

## Risk Management - Cost of Claims

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Legal Fees/Litigation Services	\$154,301	\$90,000	\$90,000	\$350,000	25.7%
Actuarial Fees	\$17,000	\$17,000	\$17,000	\$20,000	1.5%
Brokerage Fees	\$39,500	\$43,500	\$43,500	\$39,500	2.9%
Claims Administration Expense	\$115,632	\$90,000	\$97,100	\$111,341	8.2%
Contracted Services	—	\$100,000	\$100,000	\$25,000	1.8%
Computer Software Fees	\$23,200	—	—	—	0.0%
Risk Management - Property/Theft Claims	\$(55,469)	—	—	—	0.0%
Risk Management - Vehicle Claims	\$(478,979)	\$(418,470)	\$(418,470)	\$(480,280)	(35.3)%
Risk Management - Liability Claims	\$(188,785)	—	—	\$(192,097)	(14.1)%
Risk Management - Workers Comp Claims	\$(1,407,761)	\$(2,061,907)	\$(2,061,907)	\$(1,809,616)	(133.0)%
Purchased Insurance & Bonding	\$888,327	\$850,504	\$850,504	\$937,612	68.9%
Self Insurance Claims	\$(3,894)	—	—	—	0.0%
Self Insurance Claims Year-end Adjustment	\$120,098	—	—	—	0.0%
Self Ins Claims - Property/Theft	\$14,241	\$133,728	\$133,728	\$77,187	5.7%
Self Ins Claims - Vehicles	\$465,844	\$418,470	\$438,081	\$460,394	33.8%
Self Ins Claims - Liability	\$32,013	\$149,471	\$149,471	\$11,481	0.8%
Self Ins Claims - W/C	\$1,500,543	\$2,061,907	\$2,061,907	\$1,809,876	133.0%
<b>Expenditure Totals</b>	<b>\$1,235,810</b>	<b>\$1,474,203</b>	<b>\$1,500,914</b>	<b>\$1,360,398</b>	

## Division Purpose and Goals

Wake County's Risk Management function is managed by three core departments and supported by the Risk Team. The County Attorney's Office manages claims and handles the litigation and settlement of claims. Finance manages the insurance program, risk management reporting, and administration of the driving policy. General Services Administration manages the safety program. The Risk Team also includes representatives from other departments across the County. This team works with staff and management to consider and implement risk reduction activities and to determine best practices for enhancing safety and loss prevention, addressing current operations as well as future countywide initiatives.

Wake County is self-insured for workers compensation, liability and vehicle claims. Wake purchases commercial excess insurance coverage for

worker's compensation and liability claims that exceed the retention levels. Bonds are purchased to cover specific risks and officials. The County will continue posting the claims portion of the cost of risk to departments as payment for claims made in the fiscal year.

## Major Accomplishments

Collaboration between the County Attorney's Office, Human Resources, and The Standard, Wake County's Workplace Possibilities Consultant, has resulted in strengthened Return to Work & Stay at Work and Leave policies. Focus on supportive relationships and communication between departments has conveyed the valuable rehabilitative and financial impacts of assisting employees with resuming job duties after an injury or illness. Success will be measured by analyzing metrics including percentage of employees who are able to return to work with modified or

# Non-Departmental

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alternate work assignments and the average length of time employees are on modified duty.

## FY19 Discussion

The Risk Management budget decreased by \$114,000 from the prior year Adopted Budget from the removal of a one-time cost associated with developing a Cyber Security Assessment Plan and a reduction in anticipated claims.

## Horizon Issues

The Risk Team will continue to monitor environmental factors that will drive the future

management of the County's risks. Some of those factors include the use of and risks associated with technology, changing workforce demographics, and rising medical and vehicle repair costs.

As the County increasingly relies on technology to manage and store data, continued focus on identification and protection of data as well as proactive cyber event response planning is essential.

An FY 2018 selected vendor will continue assisting with sensitive record identification, review of vendor management processes, and development of a strong incident response plan.

# Non-Departmental

## Transfers

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures:</b>					
Transfer To County Capital CIP	\$29,109,000	\$29,919,000	\$29,919,000	\$31,259,000	9.7%
Transfer To WCPSS Capital Fund	\$22,946,000	\$33,778,000	\$33,778,000	\$23,209,000	7.2%
Transfer To Debt Service (Property Tax)	\$212,573,000	\$194,683,000	\$194,683,000	\$222,033,000	68.6%
Intrafund Transfers	\$850,000	\$1,000,000	\$1,000,000	\$1,000,000	0.3%
Transfer To Wake Tech CIP	—	\$10,033,000	\$10,033,000	—	0.0%
Transfer To Debt Service (Sales Tax)	\$40,066,000	\$43,315,000	\$43,315,000	\$46,200,000	14.3%
<b>Expenditure Totals</b>	<b>\$305,544,000</b>	<b>\$312,728,000</b>	<b>\$312,728,000</b>	<b>\$323,701,000</b>	

### Division Purpose and Goals

The budget includes dedication of 18.76 cents of the 64.4 cents of property tax rate for pay-as-you-go capital funding and debt service.

### FY19 Discussion

The Transfers budget increased by nearly \$11 million from the prior year Adopted Budget.

# Non-Departmental

## Non-Departmental Revenue Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Property Taxes	\$846,282,827	\$884,794,500	\$884,794,500	\$950,077,120	81.6%
Sales Tax	\$177,057,150	\$191,866,000	\$191,866,000	\$200,303,874	17.2%
Lease/Rental Vehicle Tax	\$3,274,472	\$2,550,000	\$2,550,000	\$2,550,000	0.2%
Lease/Rental Heavy Equipment Tax	\$103,346	—	—	—	0.0%
Payment in Lieu of Taxes	\$1,804,494	\$1,222,003	\$1,222,003	\$1,222,003	0.1%
FEMA	\$29,859	—	—	—	0.0%
ABC 5 Cent Bottle	—	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$925,146	\$877,200	\$877,200	\$877,200	0.1%
Other - State	\$1,231,037	\$1,500,000	\$1,500,000	\$1,500,000	0.1%
ABC Board	\$5,500,000	\$4,000,000	\$4,000,000	\$4,000,000	0.3%
EMS Fees	\$52	—	—	—	0.0%
Rental/Lease Income	\$1,927	—	—	—	0.0%
Other - Charges for Services	\$1,197,974	\$1,080,000	\$1,080,000	\$1,080,000	0.1%
Licenses	\$72,155	\$72,000	\$72,000	\$72,000	0.0%
Interest	\$40,248	\$200	\$200	\$200	0.0%
Sale of Materials & Fixed Assets	\$1	—	—	—	0.0%
Miscellaneous Revenue	\$189,983	—	—	—	0.0%
Appropriated Fund Balance	—	\$25,000	\$2,037,169	\$1,633,562	0.1%
Transfers From	\$293,680	\$293,680	\$293,680	\$293,680	0.0%
<b>Revenue Totals</b>	<b>\$1,038,004,349</b>	<b>\$1,088,535,583</b>	<b>\$1,090,547,752</b>	<b>\$1,163,864,639</b>	

# Wake County Public School System

## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended
<b>Expenditures:</b>				
Wake County Schools Allocations	\$409,911,000	\$430,911,000	\$430,911,000	\$461,000,000
Direct Appropriation	\$409,911,000	\$430,911,000	\$430,911,000	\$461,000,000
Debt Service	\$406,026,959	\$207,918,083	\$207,918,083	\$226,379,055
<b>Expenditure Totals</b>	<b>\$815,937,959</b>	<b>\$638,829,083</b>	<b>\$638,829,083</b>	<b>\$687,379,055</b>

## Department Purpose and Goals

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina and the 15th largest nationwide, provides regular and special instructional programs for children in kindergarten through high school, as well as pre-kindergarten services for special needs students. WCPSS also provides school bus transportation, child nutrition, counseling, athletic programs, and other operations to support instructional programs. WCPSS operates 114 elementary schools, 39 middle schools, 31 high schools, one K-8 Academy and two leadership academies.

The Wake County Board of Commissioners, through the appropriation process, provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State. The Wake County Board of Commissioners provides funding for the construction and maintenance of school facilities through the operating budget appropriation and in the capital improvement plan appropriations. Other funding by the Wake County Board of Commissioners includes appropriations for instructional and non-instructional personnel, salary supplements, and other operating support.

## FY19 Discussion

The FY 2019 appropriation for Wake County Public Schools totals \$461 million, an increase of \$30.1 million, or 6.9%, over the FY 2018 Adopted Budget.

In early 2018, the County changed its methodology for calculating County per pupil funding. Prior to 2018, per pupil funding was calculated by dividing the total appropriation by the WCPSS student enrollment. The new calculation includes charter school enrollment. It takes the total County appropriation and divides it by the sum of the projected enrollment for WCPSS plus charter schools. The 2018-19 projected enrollment for the school system is 162,327; WCPSS estimates charter school enrollment at 13,787 for a total combined enrollment of 176,114. With the new calculation, this equates to per pupil funding of \$2,618. After adjusting historical per pupil funding levels for inflation, this is the highest County per pupil funding level since at least FY 2000.

The Budget also includes a transfer from the Capital Improvement Plan of \$909,362 to fund the lease of the Crossroads Administrative Building in Cary.

WCPSS will be opening four new schools FY 2019: Bryan Road Elementary, Buckhorn Creek Elementary, Apex Friendship Middle and South Garner High. The budget includes the operating costs of maintaining these facilities.

# Wake Technical Community College

## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended
<b>Expenditures:</b>				
Educational Programs	—	\$2,160,262	—	\$6,274,262
Wake Technical College Allocation	\$19,505,000	\$18,830,738	\$20,991,000	\$18,830,738
Communities In Schools	\$295,000	\$295,000	\$295,000	\$295,000
Direct Appropriation	\$19,800,000	\$21,286,000	\$21,286,000	\$25,400,000
Debt Service	\$28,696,886	\$27,971,891	\$27,971,891	\$29,659,892
<b>Expenditure Totals</b>	<b>\$48,496,886</b>	<b>\$49,257,891</b>	<b>\$49,257,891</b>	<b>\$55,059,892</b>

## Department Purpose and Goals

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. Its mission is to provide education and training for the workforce and to serve as an instrument of job creation and economic growth for the county.

Wake Tech's 220+ curriculum (for-credit) programs offer two-year associate's degrees, one-year diplomas, or two-semester certificates in a variety of specialties focused on career preparation or college transfer. Workforce continuing education programs include training for public safety officers, literacy and high school equivalency classes, entrepreneurship and small business training and support, customized workforce training for new and expanding industries, and a wide variety of courses for professional development and personal enrichment.

Wake Tech Online, the college's "virtual" campus, offers degree, diploma, and certificate programs in online and hybrid formats. Wake Tech has more online students than any other community college in the state and has instituted a comprehensive training and credentialing program to prepare both students and faculty for successful online learning.

Wake Tech also partners with Wake County Public Schools at the Wake Early College of Health and Sciences, Vernon Malone College and Career Academy, and the North Wake College and Career Academy, and offers classes at more than 40 community sites across the county, including public

schools, churches, chambers of commerce, and senior centers.

Priorities for Wake Technical Community College are to (1) promote job creation and economic growth in Wake County through educational partnerships with business and industry; (2) help close the skills gap by making sure that Wake County citizens have the knowledge and skills to compete successfully in today's economy; (3) re-train unemployed and displaced workers; (4) maximize the use of existing facilities and develop additional facilities to serve the county's growing population; (5) locate new facilities more convenient to the population base.

## Major Accomplishments

Facilities: Northern Wake Campus completed construction of the re-designed Pedestrian Bridges. RTP Campus completed Phase I of construction, including the RTP Campus Classroom Building I and 548 surface parking spaces. Perry Health Sciences Campus completed the renovation of the Health Sciences Building. The college continued with design for the next classroom building at the RTP Campus; a new automotive and collision repair facility at Northern Wake Campus; and at the Southern Wake (Main) Campus, a new Facilities/Warehouse building, an addition to Ready Hall, and the Southern Loop Road. The Wake Tech 2017-23 Capital Improvement Plan will encompass approximately \$600 million in construction projects over the next seven years.

Instruction: Wake Tech served more than 73,000 students in Wake County. Curriculum Education

# Wake Technical Community College

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Services added five new Associate in Applied Science degree programs and 20 new 12-18-credit-hour certificate programs. Wake Tech became the largest provider of online education instruction to community college students.

Collegewide: Wake Tech's Applied Benchmarking initiative, launched in 2010, engages all employees in finding innovative ways to improve instruction, operations, and management throughout the college. A total of 3,980 Applied Benchmarking projects have been submitted to the college database and have resulted in improved efficiency and cost savings.

## FY19 Discussion

The FY 2019 Budget for Wake Technical Community College operating appropriation is \$25.40 million of which \$295,000 is appropriated for lifelong learning and community use of school in conjunction with WCPSS. The FY 2019 budget is a \$4.11 million increase from the FY 2018 budget due to two new buildings opening on the Southern Wake (Main) Campus and the RTP Campus. These projects are the latest to be completed from the Wake Tech 2012 Building Program and the ConnectNC State Bond. Part of the FY 2019 budget supports the first year of personnel costs at these buildings, which total \$2.54 million. After FY 2019, state funding should support these costs. The budget also includes operations and maintenance costs associated with the new buildings, which Wake County is mandated by NCGS 115D-32 to cover. Additional operating costs for FY 2019 total \$2.05 million.

## Horizon Issues

**Facilities:** Accelerate completion of projects funded by the 2012 Wake Tech bond referendum, including completion of construction for the new RTP Campus Classroom Building 1 and construction of various building, roof, and elevator upgrade projects at the various campuses. Planned projects include a new Automotive & Collision Repair facility at the Northern Wake Campus; a new Facilities/Warehouse building, an addition to Ready Hall, and the Southern Loop Road at and at the Southern Wake (Main) Campus.

**Information Technology:** Implement recommendations of the Gartner IT study to met the growing demand for online education.

**Instruction:** Curriculum Education will continue to build upon existing partnerships and establish new relationships to expand learning opportunities for students through Career and College Promise, cooperative/innovative high schools, apprenticeships, accelerated credentials, non-credit-to-credit transitions, prior learning assessments, and competency-based education. It will continue to pursue multiple reform efforts and grants that focus on increasing the number of student completers, especially through initiatives such as Reverse Transfer and Finish First. Reverse transfer will allow students who have transferred to four-year colleges without having earned an associate's degree to do so while in a bachelor's degree program. Finish First will identify students who have met the requirements for a credential that has not yet been awarded..





# Debt Service

## Department Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$2,794,721	\$2,783,013	\$2,783,013	\$2,783,013	0.9%
State	\$9,489,547	\$10,000,000	\$10,000,000	\$10,000,000	3.4%
Charges For Services	\$11,500	—	—	—	0.0%
Interest Income	\$4,076,452	\$6,308,000	\$6,308,000	\$9,980,221	3.4%
Other Financing Sources	\$3,011,264	\$15,129,987	\$15,129,987	\$4,612,830	1.6%
Transfers	\$255,869,954	\$239,139,000	\$239,139,000	\$269,143,936	90.8%
<b>Revenue Totals</b>	<b>\$275,253,438</b>	<b>\$273,360,000</b>	<b>\$273,360,000</b>	<b>\$296,520,000</b>	
<b>Expenditures:</b>					
Debt Service Principal	\$188,894,216	\$178,445,103	\$178,445,103	\$190,623,984	65.5%
Debt Service Interest	\$87,453,736	\$92,762,707	\$92,762,707	\$98,168,460	33.7%
Debt Service Fees	\$2,022,667	\$1,659,643	\$1,659,643	\$2,353,065	0.8%
Salary / Benefits	\$250,965	\$343,267	\$343,267	\$354,920	6.6%
Contractual Services	\$128,061	\$139,700	\$139,700	\$133,000	2.5%
Supplies, Materials and Other Charges	\$597,181	\$9,580	\$9,580	\$11,571	0.2%
Transfers Out	\$3,151,000	—	—	\$4,875,000	90.7%
<b>Expenditure Totals</b>	<b>\$282,497,826</b>	<b>\$273,360,000</b>	<b>\$273,360,000</b>	<b>\$296,520,000</b>	
<b>Number of FTEs</b>	<b>2.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	

## Debt Service Expenditures by Purpose

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Expenditures</b>					
WCPSS Debt Service	\$216,026,959	\$207,918,083	\$207,918,083	\$226,379,055	76.3%
WTCC Debt Service	\$28,696,886	\$27,971,891	\$27,971,891	\$29,659,892	10.0%
Criminal Justice Debt Service	\$22,689,935	\$23,576,953	\$23,576,953	\$22,697,525	7.7%
Libraries Debt Service	\$26,776	—	—	—	0.0%
Other Debt Service	\$15,057,270	\$13,893,073	\$13,893,073	\$17,783,528	6.0%
<b>Expenditure Totals</b>	<b>\$282,497,826</b>	<b>\$273,360,000</b>	<b>\$273,360,000</b>	<b>\$296,520,000</b>	

# Debt Service

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## Fund Purpose and Goals

The County effectively manages its existing debt portfolio and planned future debt issuances through use of a Debt Service Fund to conform with established policies, guidelines, and procedures and to assist in maintaining its long-established triple-A bond ratings.

Wake County issues long-term debt to leverage taxpayer dollars to best meet its capital needs for benefit of its citizens. By issuing debt and paying for assets over a long term, the County frees up tax revenues in the near term to direct toward other County priorities as determined by its Board of Commissioners.

The County currently utilizes debt for three broad purposes: County needs; Wake Technical Community College (WTCC) needs; and Wake County Public School System (WCPSS) needs.

1. County needs: County needs for which debt has been issued include Parks and Recreation, Open Space, Libraries, Housing, Criminal Justice, Governmental facilities and Public Safety vehicles.

2. WTCC needs: NC G.S. 115D stipulates the County is responsible to fund the capital needs along with certain operating needs of WTCC. Debt may be issued for the capital needs, but not for operating.

3. WCPSS needs: Under NC G.S. 115C, the County has a responsibility to fund the K-12 public education capital and operating needs of WCPSS. Debt may be issued for the capital needs, but not for operating.

The County currently utilizes three main types of debt instruments: General Obligation Bonds (GO Bonds); Limited Obligation Bonds (LOB); and bank loans.

1. GO Bonds are the lowest cost type of long-term debt the County issues. GO Bonds are typically rated by one or more of the three major rating agencies - Moody's; Fitch; and S&P. A bond rating attempts to gauge a governmental unit's ability to meet its continued financial obligations. The County has achieved each rating agency's highest triple-A rating (Moody's Aaa; Fitch AAA; S&P AAA). Citizens authorize GO Bonds through a Bond Referendum

ballot question which states a specific purpose and a not to exceed issuance amount. GO Bonds are backed by the full taxing authority of the County. When voters authorize a GO Bond Referendum, they authorize the County to raise future taxes, if needed, sufficient to pay the debt service over the life of the bonds. Past Referenda categories include Libraries, Parks & Recreation, Open Space, WCPSS, WTCC and Public Safety.

2. LOBs are another type of long-term debt issued by the County under NC G.S. 160A-20. Whereas GO Bonds are voter authorized, LOBs are authorized by the Wake County Board of Commissioners (upon completion of due process, which includes holding a public hearing). Issuing LOBs typically comes with two stipulations: (a.) the governmental unit pledges certain assets sufficient that the pledged asset valuation meets or exceeds a minimum threshold (typically 50%) as it relates to the amount of debt being issued; and (b.) the debt service of the LOBs must be annually appropriated by the governmental unit.

## Horizon Issues

During FY 2019, the County intends to issue a new non-GO BANs draw program with approximate draw capacity of \$390 million for the FY 2019 capital needs of both WTCC and WCPSS. The County also intends to issue approximately \$125 million in long-term GO Bonds to refund portions of current GO BANs draw programs, as well as approximately \$170 million in long-term LOBs to refund a portion of the current non-GO BANs draw program.

The County also is considering potential November 2018 GO Bond referendum ballot questions for separate capital programs including Parks and Recreation, Open Space, Community College (WTCC) and Schools (WCPSS) based on capital needs identified in FY 2020 - FY 2026 CIP. These anticipated capital needs will require a corresponding tax increase during FY 2020, as together they exceed the County's available capacity for debt and capital without a tax increase.

For capital programs authorized by voters through a Referendum on the November 2018 ballot, the County intends to continue its cost saving strategy to utilize short-term GO BANs starting in FY 2020

## Debt Service

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(which would then later be transferred into long-term GO Bonds).

For certain capital programs which either (a.) do not appear as a Referendum on the November 2018 ballot

or (b.) appear as a Referendum on the November 2018 ballot but are not authorized by voters, the County may choose to utilize short-term non-GO BANs starting in FY 2020 (which would then later be transferred into long-term LOBs debt).



# Capital Area Workforce Development

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$7,125,185	\$5,089,000	\$7,056,076	\$5,745,000	100.0%
Local	\$140,606	—	—	—	0.0%
Charges For Services	\$48,211	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$7,314,003</b>	<b>\$5,089,000</b>	<b>\$7,056,076</b>	<b>\$5,745,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,108,251	\$1,081,003	\$1,123,408	\$1,091,601	19.0%
Contractual Services	\$5,029,180	\$3,111,728	\$5,087,642	\$4,465,754	77.7%
Supplies, Materials and Other Charges	\$964,077	\$646,269	\$868,336	\$187,645	3.3%
Budget Reserves	—	\$250,000	\$(23,310)	—	0.0%
<b>Expenditure Totals</b>	<b>\$7,101,509</b>	<b>\$5,089,000</b>	<b>\$7,056,076</b>	<b>\$5,745,000</b>	
Number of FTEs	18.000	18.000	18.000	18.000	

## Fund Purpose and Goals

Capital Area Workforce Development is charged with implementing workforce innovation and opportunity act activities throughout Wake and Johnston Counties. Generally, these include (1) Promoting business partnering to enhance regional competitiveness, (2) Facilitating employment success for adults and youth, (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives, and (4) Expanding resources through strategic leadership and collaborative engagement. Additionally, responsibilities include certifying and providing oversight for the area's NCWorks Centers, administration of Incumbent Worker Training, and partnering with economic development in aiding new and expanding businesses and industries. Twenty-three boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

The Workforce Board's vision is to be the leader in providing innovative solutions to match workforce skills with employer needs. The mission of Workforce Development is to create a highly skilled workforce system. The system provides employers with productive, skilled workers, and offers residents

training and employment opportunities that promote job satisfaction and economic stability. The accomplishments of this mission will enable all residents to contribute to the prosperity of the community.

## Major Accomplishments

Provided career readiness and workforce services to over 16,000 individuals across Wake and Johnston Counties.

Partnered with City of Raleigh to open "Raleigh Pathway Center." The center houses a portfolio of programs and services that, over time, will connect the public to services, training and other resources meant to provide clear pathways to career success.

Received \$1.2 million Youthbuild grant from the US Department of Labor. The YouthBuild program provides career development support to disconnected youth who have limited or no work experience in East and Southeast Raleigh.

Co-Sponsored a regional skills gap survey to understand how to support and prepare the region's labor market with the City of Raleigh and Wake County Economic Development.

# Capital Area Workforce Development

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Received two re-entry grants to support incarcerated job seekers.

## **FY19 Discussion**

The Capital Area Workforce Development budget increased by \$656,000 from the FY 2018 Adopted budget from an increase in federal funding.

The FY 2018 program year funding was approximately \$880,000 higher than budgeted amounts based on prior years. This increased

program funding is reflected in the FY 2018 Amended Budget. The FY 2019 budget assumes the same level of funding.

The FY 2018 Amended Budget includes \$1,080,000 in grant funding from the US Department of Labor for the YouthBuild Program. The program provides career development support services to disconnected youth, ages sixteen to twenty-four. This one-time grant is not included in the FY 2019 budget.

# Fire Tax District

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Taxes	\$25,830,181	\$25,860,000	\$25,860,000	\$26,280,000	95.4%
Interest Income	\$32,898	\$15,000	\$15,000	\$15,000	0.1%
Other Financing Sources	—	\$621,000	\$621,000	\$1,241,000	4.5%
<b>Revenue Totals</b>	<b>\$25,863,079</b>	<b>\$26,496,000</b>	<b>\$26,496,000</b>	<b>\$27,536,000</b>	
<b>Expenditures:</b>					
Contractual Services	\$20,453,764	\$22,449,912	\$22,449,912	\$23,957,124	87.0%
Supplies, Materials and Other Charges	\$927,454	\$1,029,088	\$1,029,088	\$1,034,940	3.8%
Transfers Out	\$3,930,407	\$3,017,000	\$3,017,000	\$2,543,936	9.2%
<b>Expenditure Totals</b>	<b>\$25,311,625</b>	<b>\$26,496,000</b>	<b>\$26,496,000</b>	<b>\$27,536,000</b>	

## Fund Purpose and Goals

The County contracts with 18 departments to provide fire suppression and emergency services in the Fire Tax District. Twelve departments are nonprofit corporations and six are municipal fire departments. Eight departments are considered "cost-share" departments that receive a portion of their funding from the Fire Tax Fund. The remainder of their funding is provided by the municipalities they serve. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell. Departments use a combination of full-time staff, part-time staff, and partially compensated volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, provide fire prevention services, and assist other emergency and law enforcement agencies in their districts. Each department also strives to maintain high insurance ratings to save property owners on fire insurance premiums.

## Major Accomplishments

Fire Tax District continues to improve service delivery to the citizens of Wake County. Six new Apparatus Deliveries will take place during FY 2018, all coming in below projected model pricing. Due to apparatus re-allocations, the apparatus fleet has been reduced by five large apparatus, enabling the County

to have three reserve engines for use when others are down for repair. This not only ensures departments keep service delivery standards up, it also provides extra points toward individual departments' insurance ratings.

Beginning in July 2017, all departments were funded to provide a minimum of three firefighters on duty 24/7/365 in either a part-time, duty crew or full-time status, which should decrease response times to citizens in their time of need.

Three departments underwent insurance rating inspections during FY 2018 and all improved their grades, resulting in lower insurance premiums for homeowners within their district.

## FY19 Discussion

The Fire Tax District property tax revenues increased \$420,000, or 1.6% over the FY 2018 Adopted Budget from natural growth in the tax base. The total tax rate for FY 2019 remains unchanged at \$0.0960, with \$0.0867 for the operating budget and the remaining \$0.0093 for debt service and capital projects. The budget also includes appropriated fund balance of \$1.24 million.

Budgeted expenditures total \$27.54 million, a net increase of \$1.04 million over the FY 2018 Adopted Budget. Transfers decreased by \$473,000 based on debt amortization schedules and the planned shift of

# Fire Tax District

tax revenues from capital to operating. Spending on contracted services and supplies, materials and other charges increased by \$1.5 million over the FY 2018 Adopted Budget, primarily because of increased appropriations to contracted departments detailed below:

The budget includes \$600,000 to fund the third and final year of the cost share phase-in . In FY 2017, the County implemented a formula to determine its share of funding for the cost-share departments that includes weighted factors driving the cost of fire protection such as population and service demand. Application of the formula resulted in significant cost impacts to be phased-in over a three year period.

The budget also provides staffing expansions for five departments (\$335,000) and a three percent performance pay increase (\$275,000) for full-time fire department staff. Additional retirement plan funding totaling \$142,000 is included for full-time employees at seven departments that are not a part of the Local Government Employees Retirement System

(LGERS). The additional funding equalizes retirement funding levels for all contracted fire departments.

Other minor increases are included for annualization of performance pay increases from prior years, benefit rate increases and utility rate increases.

## Horizon Issues

Fire Services staff will continue to explore service delivery options that enhance the abilities of departments to provide quality fire protection at the most economic funding solutions. County staff will work with the Fire Commission Volunteer and Recruitment Committee in the application and possible implementation of a Volunteer Workforce Solution Grant. This grant opportunity will allow Wake County to engage with other grant participants to apply nationally recognized best practices to obtaining and retaining volunteers with the fire service workforce.

<b>FY 2019 Fire Tax Summary</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Amended</b>	<b>FY 2019 Budget</b>
Fire Tax Revenue				
Operating	21,899,774	22,843,000	22,843,000	23,734,000
Capital	3,930,407	3,017,000	3,017,000	2,546,000
<b>Subtotal, Taxes</b>	<b>25,830,181</b>	<b>25,860,00</b>	<b>25,860,000</b>	<b>26,280,000</b>
Appropriated Fund Balance	-	621,000	621,000	1,241,000
Interest	32,898	15,000	15,000	15,000
<b>Total Revenues</b>	<b>25,863,079</b>	<b>26,496,000</b>	<b>26,496,000</b>	<b>27,536,000</b>
<b>Expenditures</b>				
Department Appropriations				
Personnel and Operating	20,301,144	22,114,791	22,114,791	23,591,249
<b>Subtotal, Department Appropriations</b>	<b>20,301,144</b>	<b>22,114,791</b>	<b>22,114,791</b>	<b>23,591,249</b>

### Systemwide Costs

#### NOTES:

(a) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.



# Fire Tax District

<b>FY 2019 Fire Tax Summary</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Amended</b>	<b>FY 2019 Budget</b>
800 MHz Fire Costs	149,001	177,659	177,659	143,429
CAD Fire Costs	10,121	10,170	10,170	10,308
County-owned Station Utilities	22,701	-	-	-
Fire Service Training	302,500	343,279	343,279	353,538
HAZMAT Program	79,397	79,788	79,788	82,182
NC Forestry - Wildfire Prevention Programs	66,548	66,046	66,046	68,027
Pager & Radio Maintenance	10,996	15,966	-	16,444
Dispatch Services	221,260	275,585	275,585	279,077
Snow Plow Contract - GSA		60,000	60,000	60,000
Contracted Services	19,519	25,121	25,121	25,875
Fire Incident Reporting Software Support	-	-	-	14,000
Telematics	-	9,095	9,095	14,890
Volunteer Program Pilot Funding	-	-	-	30,000
Office Supply Costs	10,741	-	-	-
Employee Medical Exams	133,101	250,000	250,000	250,000
DMV Motor Vehicle Tax Collection Fees	54,188	51,500	51,500	53,045
<b>Subtotal, Systemwide Costs</b>	<b>1,080,074</b>	<b>1,364,209</b>	<b>1,364,209</b>	<b>1,400,815</b>
Capital				
Appropriation to Capital	2,850,453	1,876,000	1,876,000	1,633,000
Transfer to Debt Service Fund	1,079,954	1,141,000	1,141,000	910,936
<b>Subtotal, Capital</b>	<b>3,930,407</b>	<b>3,017,000</b>	<b>3,017,000</b>	<b>2,543,936</b>
<b>Total Expenditures</b>	<b>25,311,625</b>	<b>26,496,000</b>	<b>26,496,000</b>	<b>27,536,000</b>
<b>Change in Fund Balance (a)</b>	<b>551,454</b>	<b>(621,000)</b>	<b>(621,000)</b>	<b>(1,241,000)</b>

## NOTES:

(a) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.

# Fire Tax District

## Summary of Appropriations by Department

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
Apex FD	\$912,793	\$1,099,783	\$1,099,783	\$1,261,546	23.5%
Cary FD	\$57,413	\$58,000	\$58,000	\$60,000	1.1%
Fuquay Varina FD	\$1,586,867	\$1,771,738	\$1,771,738	\$1,956,321	36.5%
Holly Springs FD	\$603,207	\$641,997	\$641,997	\$659,686	12.3%
Morrisville FD	\$846,120	\$846,120	\$846,120	\$846,120	15.8%
Zebulon FD	\$583,446	\$583,445	\$583,445	\$583,445	10.9%
<b>Total - Municipal</b>	<b>\$4,589,846</b>	<b>\$5,001,083</b>	<b>\$5,001,083</b>	<b>\$5,367,118</b>	
Bay Leaf FD	\$1,755,842	—	—	—	0.0%
Durham Highway FD	\$907,873	\$919,397	\$919,397	\$934,320	5.1%
Eastern Wake FD	\$1,794,694	\$1,814,930	\$1,814,930	\$1,868,555	10.3%
Fairview FD	\$1,308,262	\$1,588,575	\$1,588,575	\$1,647,456	9.0%
Garner FD	\$1,883,760	\$2,027,915	\$2,027,915	\$2,236,416	12.3%
Hopkins FD	\$912,251	\$944,926	\$944,926	\$972,848	5.3%
Northern Wake FD	—	\$3,006,936	\$3,006,936	\$3,220,533	17.7%
Rolesville FD	\$808,555	\$808,556	\$808,556	\$808,556	4.4%
Stony Hill FD	\$1,112,183	—	—	—	0.0%
Swift Creek FD	\$605,142	\$910,748	\$910,748	\$922,400	5.1%
Wake Forest FD	\$874,932	\$1,048,206	\$1,048,206	\$1,285,607	7.1%
Wake-New Hope FD	\$1,417,413	\$1,606,961	\$1,606,961	\$1,644,878	9.0%
Wendell FD	\$1,641,879	\$1,743,142	\$1,743,142	\$1,864,638	10.2%
Western Wake FD	\$688,512	\$693,416	\$693,416	\$817,924	4.5%
<b>Total - Rural</b>	<b>\$15,711,298</b>	<b>\$17,113,708</b>	<b>\$17,113,708</b>	<b>\$18,224,131</b>	
<b>Totals</b>	<b>\$20,301,144</b>	<b>\$22,114,791</b>	<b>\$22,114,791</b>	<b>\$23,591,249</b>	

# Grants and Donations

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$1,416,234	\$1,165,935	\$2,499,326	\$1,058,939	26.2%
State	\$1,451,047	\$912,878	\$918,106	\$1,279,280	31.7%
Local	\$909,956	\$609,573	\$976,976	\$957,882	23.7%
Charges For Services	\$118,008	—	\$(738,585)	—	0.0%
Fines & Forfeitures	\$6	—	—	—	0.0%
Interest Income	\$1,965	—	\$37,403	—	0.0%
Miscellaneous	\$6,322	—	\$(324,575)	—	0.0%
Transfers	\$542,263	\$114,068	\$114,068	\$745,235	18.4%
<b>Revenue Totals</b>	<b>\$4,445,802</b>	<b>\$2,802,454</b>	<b>\$3,482,719</b>	<b>\$4,041,336</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,663,101	\$1,409,140	\$1,404,480	\$1,716,003	42.5%
Contractual Services	\$1,421,208	\$1,086,878	\$1,545,227	\$1,885,360	46.7%
Supplies, Materials and Other Charges	\$646,215	\$303,693	\$1,013,856	\$439,973	10.9%
Capital Outlay	\$817,371	—	\$(155,352)	—	0.0%
Debt	\$2,514	\$2,743	\$2,743	—	0.0%
Budget Reserves	—	—	\$(328,237)	—	0.0%
<b>Expenditure Totals</b>	<b>\$4,550,408</b>	<b>\$2,802,454</b>	<b>\$3,482,717</b>	<b>\$4,041,336</b>	
Number of FTEs	17.000	17.000	17.000	17.000	
<b>Summary by Source and Department</b>					
Department	Grants		Forfeitures		Totals
Communications	\$77,796				\$77,796
CCBI	\$48,007				\$48,007
Human Services	\$3,703,441				\$3,703,441
Fire Services	\$212,092				\$212,092
<b>Totals</b>	<b>\$4,041,336</b>				<b>\$4,041,336</b>

# Grants and Donations

## Planned Use of Funds in FY 2019

Revenue Source	Description	FY 2019 Budget
Grants		
Communications		
Public, Educational and Governmental Access Channels (PEG)	NC State law (Session Law 2008-148, "Supplemental PEG Support") provides that cities and counties can receive supplemental PEG channel support for up to three (3) channels: a public channel (P), and education channel (E) and a Government channel (G). Since FY 2010, Wake County has certified three channels each year for reimbursement: Raleigh Television Network Channel 18, operated by Cooperating Raleigh Colleges (CRC) Channel (Education); Raleigh Television Network Channel 11 (Government); and Raleigh Television Network Channel 10 (Public).	77,796
Fire Services		
Duke Energy	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.	212,092
Human Services		
Casey Family Services a Direct Service Agency of the Anne E. Casey Foundation	The grant enables Child Welfare staff to expand their efforts to support reunification and reintegration services to families prior to return of child to birth parents; and promote promising practices preventing child placements.	150,000
ABC Funds	Drug Treatment Court. One-time allocation of designated funds. The purpose of the drug treatment court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	187,669
Smart Start	This grant supports the Health, Safety and Nutrition Technical Assistance program, funded by Smart Start. Funds allow child care health consultants to provide health, safety, and nutrition consultations to 170 one-star to three-star rated child care centers and homes.	449,084
United States Department of Health and Human Services - Health Resources and Services Administration	Ryan White Title III Early Intervention Services grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing, primary care, mental health and substance abuse assessment and treatment, medication adherence education and counseling, nutrition education and counseling, emotional support and linkage for clients of HIV test sites and private providers to the HIV Clinic.	544,684

# Grants and Donations

## Planned Use of Funds in FY 2019

Revenue Source	Description	FY 2019 Budget
North Carolina Department of Public Safety - Division of Juvenile Justice	The grant supports the Community Alternative Program (CAP) for Wake County Juveniles at risk for placement in detention. CAP provides opportunities for youth to practice effective problem-solving skills, improve interpersonal and communication skills and work towards goals of enhanced self-esteem while improving behaviors through participation in pro-social activities.	172,000
NC Department of Health and Human Services, Division of Social Services	Family Support Services utilizes this grant to enhance its kinship care services and family case management services by providing respite opportunities for relative caregivers and at-risk families. The respite opportunities will promote protective factors that strengthen and support families resulting in a reduction of child victimization risk factors.	40,000
University of North Carolina	Expanded HIV testing program for collaboration and linkage to care for men and women in the Wake County jail system.	125,395
Delta Dental of NC	The Delta Dental grant funds are used to offset the cost to low income families for dental sealants not covered by insurance.	2,500
Gilead Sciences, INC	Integrate HVC screening to reduce the numbers of undiagnosed individuals with hepatitis C and decrease the numbers of those who are diagnosed late.	311,290
ABC Funds	To prevent and reduce substance use disorders in at risk populations, support harm reduction strategies, and improve outcomes for individuals already addicted	633,562
Private Donations	Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association does all the marketing, and collects funds at banks in Wake County. Wake County Human Services provides the system to identify low-income elderly and households with young children to provide emergency heating assistance. The program also accepts donated wood, and uses volunteers to get the wood chopped and to households in need.	70,000
Private Donations	The 4-H Overnight Camp is an escrow account supported by parent donations and external contributions. Every year, Wake County 4-H reserves the 3rd or 4th week in June to take up to 168 children and youth to camp at the Betsy-Jeff Penn 4-H Center in Reidsville, NC.	75,000

# Grants and Donations

## Planned Use of Funds in FY 2019

Revenue Source	Description	FY 2019 Budget
Private Donations	The Foster Care Book Bag Drive Fund is supported by donations and external contributions to support activities related to youth in foster care	5,000
Private Donations	The HIV Clinic Donations Fund is supported by donations and external contributions to support clinic activities.	5,000
Private Donations	The Child Welfare Donations Fund is supported by donations and external contributions to support activities related to youth in Foster Care.	10,000
Private Donations	The Foster Care Evening of Elegance Fund supports an annual fundraising event to support youth in Foster Care. The event is sponsored by Wake County Human Services in collaboration with faith based and non-profit organizations in Wake County.	5,000
Private Donations	The Williams/Agent Account is an escrow account supported by donations and contributions received to support 4-H Youth activities.	5,000
Private Donations	The Child Health Clinic Donations Fund is supported by donations and external contributions to support clinic activities.	2,000
Private Donations	The Holiday Cheer program brightens the holidays of children and seniors in need by matching them with community sponsors who provide Thanksgiving and Christmas meals or gifts. The program provides an opportunity for a personal relationship between the sponsor and their Holiday Cheer family. Donations are used to provide practical gifts to needy families.	5,000
Recovery Court	The Substance Abuse and Mental Health Services Administration (SAMHSA) awarded a three year grant to assist chemically dependent adults become and remain drug free, reduce recidivism, provide effective treatment outcomes using evidence based treatment and reduce drug and alcohol usage and dependence.	324,857
NC Department of Health and Human Services, North Carolina Adoption Promotion Fund	North Carolina provides Adoption Promotion funds based on the number of children in foster care that are adopted. Funds provide temporary social workers to assist Child Welfare.	580,400

# Grants and Donations

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## Planned Use of Funds in FY 2019

Revenue Source	Description	FY 2019 Budget
CCBI		
Governor's Highway Safety Program	The Wake County Sheriff's Office and other local municipalities were awarded grants to establish DWI task forces. Grant funds were awarded to CCBI in order to process the laboratory cases that serve to provide evidence in courts.	48,007
FUND TOTAL		<b>\$4,041,336</b>

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# Housing and Community Revitalization

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$4,876,345	\$5,801,739	\$5,931,362	\$6,510,447	94.6%
Charges For Services	\$520,208	\$511,861	\$1,076,767	\$370,553	5.4%
Interest Income	\$268	\$14,400	\$14,400	—	0.0%
Transfers	\$1,000,000	\$1,525,000	\$1,525,000	—	0.0%
<b>Revenue Totals</b>	<b>\$6,396,821</b>	<b>\$7,853,000</b>	<b>\$8,547,529</b>	<b>\$6,881,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$499,668	\$725,598	\$702,562	\$749,980	10.9%
Contractual Services	\$3,963,393	\$7,052,703	\$7,755,842	\$6,065,591	88.1%
Supplies, Materials and Other Charges	\$(433,605)	\$74,699	\$73,516	\$65,429	1.0%
Capital Outlay	\$(6,869)	—	\$15,702	—	0.0%
Transfers Out	\$1,863,000	—	\$(90)	—	0.0%
<b>Expenditure Totals</b>	<b>\$5,885,587</b>	<b>\$7,853,000</b>	<b>\$8,547,532</b>	<b>\$6,881,000</b>	
Number of FTEs	8.000	11.000	11.000	10.000	

## Fund Purpose and Goals

The Housing and Community Revitalization program administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and county funds. It is part of the Housing Department which also includes services in the County's General Fund and the Housing Affordability Capital Fund. The HCR Fund has four primary revenue sources from the Federal Department of Housing and Urban Development: Community Development Block Grant, Home Investment Partnership Program, Housing Opportunities for People with AIDS, Emergency Solutions Grant and Wake County. They also earn program income on some of these programs through repayment of portfolio loans.

Specific programs include the Elderly & Disabled and Emergency Rehabilitation Grant Program to assist low income individuals with repairs to substandard conditions, as well as Public Facility projects that improve infrastructure conditions in low income neighborhoods. These programs are available throughout Wake County in the unincorporated

areas and all municipalities outside Raleigh, Holly Springs, and Cary. HOME funds and County Capital funds are used to mitigate the affordable housing needs through preservation and development of additional affordable units across the County. Funds are also used to provide employment training, multifamily rehabilitation, community outreach, rapid rehousing, and supportive services to vulnerable populations targeted in the five-year consolidated plan.

## Major Accomplishments

During FY 2018, Housing and Community Revitalization exceeded the goals for producing affordable housing units and are on track to meet the five-year goals for housing rehabilitation and rental assistance. All goals benefit low income individuals and families or vulnerable populations of Wake County.

Housing and Community Revitalization and Human Services responded to the Forest Hills Apartment displacement of 126 families and lead an integrated team of staff, community partners, state and federal



# Housing and Community Revitalization

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agencies to assist in successful placement of all families in six months.

Issued the County's first Multi-Family Rehabilitation RFP and completed repairs on five affordable apartment communities.

The County, in partnership with the Corporation for Supportive Housing, held a Permanent Supportive Housing training with more than 60 providers and developers. Partnered with Alliance Behavioral Health, CASA and Resources for Human Development (RHD) to pilot a bridge supportive housing program with 12 units at Harrington Place.

## FY19 Discussion

The FY 2019 budget totals \$6.9 million, a decrease of \$1 million from the FY 2018 Adopted Budget. A \$1 million transfer to this Fund is now part of a \$15

million annual contribution to the newly-created Housing Department in the General Fund.

## Horizon Issues

The demand for affordable housing in Wake County and its respective municipalities exceeds the production capability of the HCR program budget and community resources. As the County continues to grow, land becomes scarcer and resources limited, the production and preservation of affordable housing will be integral to the health and wellbeing of the County.

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years if mitigating steps are not taken to preserve and increase housing options that are affordable for all residents.

# Major Facilities

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
City of Raleigh	—	—	\$500,000	—	0.0%
Other Revenue	(\$86,772)	—	—	—	0.0%
Occupancy Tax	\$24,676,440	\$26,431,000	\$26,431,000	\$26,810,000	46.8%
Prepared Food Tax	\$27,640,907	\$29,391,000	\$29,391,000	\$30,505,000	53.2%
Raleigh/Municipal Reim	\$500,000	\$500,000	—	—	0.0%
<b>Revenue Totals</b>	<b>\$52,730,575</b>	<b>\$56,322,000</b>	<b>\$56,322,000</b>	<b>\$57,315,000</b>	
<b>Expenditures:</b>					
Cary Hold Harmless - Occupancy	\$1,198,421	\$1,289,000	\$1,289,000	\$1,308,000	2.3%
Centennial Authority Facility Improvements	\$1,500,000	—	—	\$2,000,000	3.5%
Centennial Authority Operation 7%	\$3,035,164	\$3,251,000	\$3,251,000	\$3,347,000	5.8%
Centennial - Debt Service	\$5,209,538	\$5,211,000	\$5,211,000	\$5,208,000	9.1%
Greater Raleigh Convention And Visitors Bureau	\$6,239,357	\$6,692,000	\$6,692,000	\$6,787,000	11.8%
Convention Center	\$26,719,568	\$28,304,000	\$28,304,000	\$29,396,000	51.3%
Cary Sports Venues	\$1,700,000	\$2,600,000	\$2,600,000	\$2,000,000	3.5%
Raleigh Annual Distribution - \$1M	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1.7%
Raleigh Hold Harmless - Occupancy	\$680,000	\$680,000	\$680,000	\$680,000	1.2%
NC Museum of Art	\$1,000,000	—	—	—	0.0%
Centennial Authority Facility Improvements	—	\$2,500,000	\$2,500,000	—	0.0%
Unallocated and Other	—	\$395,000	\$395,000	\$1,189,000	2.1%
Transfer to GF-Food Admin	\$750,000	\$750,000	\$750,000	\$750,000	1.3%
Transfer to GF-Occ Admin	\$650,000	\$650,000	\$650,000	\$650,000	1.1%
Wake Annual Transfer To CIP	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1.7%
Wake Competitive Projects Transfer to CIP	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	3.5%
<b>Expenditure Totals</b>	<b>\$52,682,048</b>	<b>\$56,322,000</b>	<b>\$56,322,000</b>	<b>\$57,315,000</b>	

## Fund Purpose and Goals

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

Revenues are distributed based on criteria established in the enabling legislation. Agencies receiving direct

contributions include the City of Raleigh, Centennial Authority, Greater Raleigh Convention and Visitors Bureau, Town of Cary, and Wake County. Remaining proceeds are distributed through Interlocal Agreements and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, 20 amendments have been approved to determine the use of uncommitted funds. Projects that have received or scheduled to receive funds include the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art,

# Major Facilities

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North Carolina Museum of Natural Science, the Performing Arts Center, the new Raleigh Convention Center, PNC Arena (formally known as the RBC Center), the Saint Augustine College Track, WakeMed Soccer Park, Cary Sports Facility, and Yates Mill Pond Park.

## Major Accomplishments

Raleigh City Council and County Board of Commissioners direct the distribution of revenues for projects; some of which affect the current fiscal year. For example, the second amendment authorizes debt service for the PNC Arena (formerly RBC Center) through Fiscal Year 2020 and the third amendment authorized debt service for Five County Stadium through Fiscal Year 2016.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a new Raleigh Convention Center. The tenth amendment distributes the remaining 15 percent to other projects. The table titled "Major Facilities Fund Projects to be Funded from 15 percent Uncommitted Funds (May 2018)" summarizes approved projects and payment schedule.

Based on language in the eighth and thirteenth amendments, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds. The public review was held between February 2011 and March 2012 and included representatives from the following agencies: Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina State University, Raleigh Chamber of Commerce, Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

Information gathered during the process and reviewed by representatives includes a capital maintenance plan for the Raleigh Convention Center, an update to the PNC Arena capital maintenance plan, and benchmarking data comparing the Raleigh Convention Center's funding sources and operational expenses to other similar convention center facilities.

The review included several recommendations that required approval of the Raleigh City Council and the Wake County Board of Commissioners. The approved recommendations, among others, include:

1) setting aside funds from Raleigh's 85 percent to fund the capital maintenance program, 2) reaffirming the funding schedule for the 15 percent Uncommitted Funds, and 3) updated revenue projections for Occupancy and Prepared Food and Beverage tax revenues.

The nineteenth amendment called for a major review of the Convention Center Financing Plan, the Convention Center Capital Facilities Plan and the PNC Arena Capital Facilities Plan, and a collaborative review was conducted in April and May of 2016.

The twentieth amendment eliminated the 2-for-1 reimbursement provision and replaced it with a provision whereby the County will receive \$2 million annually for distribution via a competitive process to support capital projects. The administration and collection fee for Wake County was also capped at \$1.4 million, which sufficiently recovers costs. The budget includes all of these aforementioned recommendations and amendments.

## FY19 Discussion

Occupancy tax revenues are projected to increase in FY 2018 by 4.47 percent compared to prior year actuals and are expected to continue to show increases into FY 2019. Occupancy revenues are budgeted with an increase by 4.0 percent in FY 2019 over the FY 2018 projections. Prepared food and beverages revenues are expected to increase 5.11 percent in FY 2018 and increase by an additional 5.0 percent in FY 2019. All revenue estimates were generated with significant input from stakeholders.

In FY 2019, the fund equals \$57.32 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. Required distributions total about \$15.5 million with the following agencies receiving a significant portion: \$6.8 million to the Greater Raleigh Convention and Visitors Bureau, \$3.35 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$1.31 million to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2019, significant amounts will be

## Major Facilities

directed to the following agencies: \$29.4 million to the Raleigh Convention Center, debt service for the PNC Arena (formerly known as the RBC Center) at \$5.2 million, \$2.0 million to the PNC Arena for capital maintenance, \$2.0 million to the Town of Cary for its sports facilities. In FY 2019, \$2.0 million will be

transferred to Major Facilities Capital Fund and available to be awarded through a competitive process.

### Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (May 2018)

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Ballet	NC Museum of Natural Sciences	PNC Center	St. Augustine's College Track	Competitive Projects
2008	-	6,000,000	150,000	-	1,000,000	-	-
2009	-	1,000,000	100,000	1,900,000	1,500,000	300,000	-
2010	-	1,000,000	-	700,000	1,000,000	100,000	-
2011	-	1,000,000	-	900,000	1,000,000	100,000	-
2012	-	1,000,000	-	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	-	800,000	1,679,355	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,500,000	100,000	-
2015	1,000,000	1,000,000	-	200,000	2,820,645	100,000	-
2016	1,300,000	1,000,000	-	400,000	1,000,000	100,000	-
2017	1,700,000	1,000,000	-	-	-	-	-
2018	2,600,000	-	-	-	-	-	2,000,000
2019	2,000,000	-	-	-	-	-	2,000,000
2020	-	-	-	-	-	-	2,000,000
2021	-	-	-	-	-	-	2,000,000
2022	-	-	-	-	-	-	2,000,000
2023	-	-	-	-	-	-	2,000,000
2024	-	-	-	-	-	-	2,000,000
Total	10,000,000	15,000,000	250,000	6,000,000	12,500,000	1,000,000	14,000,000

\* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

\*\* PNC funding moved to initial section of the Major Facilities model and is funded prior to the 85/15% split.

# Transportation

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Federal	\$288,958	\$1,000,000	\$1,000,000	\$1,000,000	11.5%
State	\$1,689,209	\$1,368,290	\$1,526,595	\$1,368,290	15.7%
Local	\$303,268	\$258,305	\$275,000	\$258,305	3.0%
Charges For Services	\$4,545,151	\$5,840,405	\$5,665,405	\$5,840,405	66.9%
Interest Income	\$(1,588)	—	—	—	0.0%
Miscellaneous	\$62,126	\$138,000	\$138,000	\$138,000	1.6%
Other Financing Sources	—	\$125,000	\$125,000	\$125,000	1.4%
<b>Revenue Totals</b>	<b>\$6,887,125</b>	<b>\$8,730,000</b>	<b>\$8,730,000</b>	<b>\$8,730,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$120,806	\$223,073	\$223,073	\$211,406	2.4%
Contractual Services	\$4,847,915	\$7,188,590	\$6,248,736	\$6,262,080	71.7%
Supplies, Materials and Other Charges	\$580,146	\$586,337	\$823,308	\$460,514	5.3%
Capital Outlay	\$975,797	\$614,000	\$1,316,883	\$1,678,000	19.2%
Budget Reserves	—	\$118,000	\$118,000	\$118,000	1.4%
<b>Expenditure Totals</b>	<b>\$6,524,665</b>	<b>\$8,730,000</b>	<b>\$8,730,000</b>	<b>\$8,730,000</b>	
Number of FTEs	3.000	3.000	3.000	3.000	

## Fund Purpose and Goals

Transportation provides access options and supports safety-net transportation infrastructure for Human Services divisions and other human service organizations which enter into sponsoring agreements for services. The transportation provided primarily includes services for mandated Medicaid transportation, as well as for Work First, Public Health, Health Clinics, elderly, disabled, employment, and limited rural public transportation options. These services are performed on a shared ride/shared cost basis as a method for efficient use of limited resources and cost controls.

The division is designed to cover all costs either through grants received or through fees for services provided. Transportation is provided by a service contract with a private vendor with County staff ensuring compliance, fiscal stewardship, efficiency, quality, and safety of service. The Transportation

Advisory Board is appointed by the County Manager and provides staff with feedback on services.

## Major Accomplishments

On March 1, 2018, Wake Coordinated Transportation Services officially changed its name to GoWake Access to unify Wake County with the Town of Cary, the City of Raleigh and GoTriangle under the widely recognized "Go" brand. While the name and look will be different, the focus will remain the same providing transportation services to the County's most underserved citizens.

The rebranding effort is part of a broader business model shift to a simplified operational approach to ensure accountability, a superior level of service, and fiscal efficiencies. In 2017, GoWake Access and GoRaleigh Access released a joint request for proposals. On September 1, 2017, a multi-year contract with MV Transportation, Inc. went into

# Transportation

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effect to singularly provide transportation services and mobility management.

In FY 2018, GoWake Access implemented a new Customer Service Quality Assurance Program, increased the number of Call Center Representatives through temporary staffing, and improved the complaints process with the Human Services Consumer Experience Team to reduce call wait times from more than 60 minutes at peak times to less than 10 minutes, improving client experience.

Through a trip optimizer technology, GoWake Access increased on-time performance by 56% within four months of implementation and increased trips per revenue hour by 4%, providing more trips at a lower cost.

In FY 2018, GoWake Access received funding from the Federal Transit Administration which will significantly increase trips provided through a 20% decrease in the cost of service. GoWake Access was also awarded grant funding from the City of Raleigh to purchase ten new vehicles to increase the county-owned fleet to 52 vehicles. Increased funding was also received through the Wake Transit Plan to provide service for residents living in rural areas that are not serviced by transit.

## FY19 Discussion

The Human Services Transportation Fund's total FY 2019 budget is \$8.73 million. The budget has no net change when compared to the prior year adopted budget.

Within the Human Services Transportation Fund, the capital transportation program increased by \$1.06 million between FY 2018 and FY 2019 for the purchase of 10 additional vehicles. This increase was offset by reductions in contracted services.

## Horizon Issues

The demand for safety-net transportation in Wake County exceeds the capability of the GoWake Access program resources. As the County continues to grow and age, the provision of reliable demand response transportation will be integral to the health and wellbeing of the County.

During FY 2018, North Carolina Department of Health and Human Services (DHHS) announced Medicaid and NC Health Choice programs will be transformed from a fee-for-service delivery model to managed care. DHHS is targeting July 1, 2019, contingent on factors, including receiving federal approval and ongoing work with the NC General Assembly. This transformation will include the provision of Medicaid funded transportation. This will have significant impacts to GoWake Access.

# Corporate Fleet Fund

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$7,819,683	\$8,407,767	\$8,407,767	\$8,670,043	87.3%
Interest Income	\$12,399	\$20,000	\$20,000	\$20,000	0.2%
Miscellaneous	\$541,127	\$514,899	\$514,899	\$635,615	6.4%
Other Financing Sources	—	\$705,334	\$1,228,426	\$604,342	6.1%
Transfers	\$2,190,248	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$10,563,458</b>	<b>\$9,648,000</b>	<b>\$10,171,092</b>	<b>\$9,930,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,154,387	\$1,309,910	\$1,309,910	\$1,397,264	14.1%
Contractual Services	\$395,084	\$78,727	\$184,499	\$121,777	1.2%
Supplies, Materials and Other Charges	\$3,193,753	\$3,733,878	\$3,865,748	\$3,906,597	39.3%
Capital Outlay	\$3,579,670	\$4,525,485	\$4,810,935	\$4,504,362	45.4%
Transfers Out	\$1,901,248	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$10,224,143</b>	<b>\$9,648,000</b>	<b>\$10,171,092</b>	<b>\$9,930,000</b>	
Number of FTEs	18.000	18.000	18.000	18.000	

## Fund Purpose and Goals

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible fleet to Wake County. Fleet Operations is a division of the General Services Administration department.

Fleet Management consists of three strategic business areas: Asset, Service, and Fuel Management. The Corporate Fleet Plan has been in place since 1995; providing safe, reliable vehicles to County departments using best practices and technology to deliver excellent customer service. Fleet Operations also manages parking in the Downtown Central Business District, using a contractor to operate the 991 space parking deck.

To ensure maintenance service levels can meet the demands of the County fleet, a Vehicle Equivalency Unit ratio is utilized. This methodology calculates a weighted score by vehicle type to accurately represent the cost and project service demands.

## Major Accomplishments

Achieved Automotive Service Excellence Blue Seal Certification and achieved Emergency Vehicle Technician Certification. Emergency Vehicle Technician training enhances skills required to service and repair ambulance chassis and modules, while Automotive Service Excellence offers recognition opportunity for highly qualified repair facilities to showcase technicians and the commitment to excellence.

Awarded one of the Top 100 Best Fleets in North America. This was the eighth consecutive year receiving this recognition. The program recognizes and rewards peak performing fleet operations in North America. 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

Implemented bulk fuel management and site maintenance program including data reporting and commercial fuel cards management.

# Corporate Fleet Fund

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Completed installation of telematics, excluding law enforcement vehicles, and established corporate key performance indicators for department evaluation.

## FY19 Discussion

The Fleet budget increases from the prior year adopted budget for the purchase of additional vehicles for Human Services Adult Services and Child Welfare staff. Funds for these vehicles were transferred from the General Fund in FY 2018 and are appropriated in FY 2019 to expand the pool of vehicles available for use by Human Services staff (\$289,000).

GSA and Fleet Management staff have examined historic fuel rates and projected steady rates both unleaded and diesel fuel. The fuel rates projected remain at \$1.80 for unleaded and \$2.25 for diesel.

## Horizon Issues

Reduce fuel use through conservation, idle reduction, and right sizing vehicles. Continue evaluating market analysis recommendations for future enhancements.

Implement fleet management system to increase efficiency, and create and monitor key performance indicators.

Leverage telematic data on vehicles will provide departments key metrics on employee safety and vehicle performance. An example is an overall reduction of idle time by 15%.

Implement corporate car pool system to provide cost savings opportunities, increase service and safety, and provide operational data to departments.



# Corporate Fleet Fund

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## Summary of Services and Performance Measures

### Service Area: Fleet: Asset Management/ Service/ Fuel

**Description:** To provide a well managed, low cost, environmentally friendly Fleet to Wake County and its customers.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Input</b>				
Number of gallons of fuel consumed	1,023,925	1,016,868	1,078,361	
Number of Vehicle Equivalent Units (VEU) per Mechanic	173	170	170	
Number of vehicles owned by County	952	972	972	



# Solid Waste Management

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
State	\$2,097,103	\$2,214,132	\$2,242,342	\$2,460,246	15.9%
Charges For Services	\$9,130,375	\$9,318,487	\$9,290,277	\$9,494,542	61.3%
Licenses & Permits	\$8,700	\$4,445	\$4,445	\$8,700	0.1%
Interest Income	\$112,155	\$108,681	\$108,681	\$251,099	1.6%
Miscellaneous	\$1,906,700	\$1,861,682	\$1,861,682	\$2,154,110	13.9%
Other Financing Sources	—	—	\$508,084	—	0.0%
Transfers	\$1,032,390	\$992,573	\$992,573	\$1,118,303	7.2%
<b>Revenue Totals</b>	<b>\$14,287,424</b>	<b>\$14,500,000</b>	<b>\$15,008,084</b>	<b>\$15,487,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$1,326,295	\$1,397,598	\$1,397,598	\$1,528,301	9.9%
Contractual Services	\$9,365,472	\$11,144,551	\$11,116,341	\$12,220,162	78.9%
Supplies, Materials and Other Charges	\$(2,196,020)	\$1,104,736	\$1,132,946	\$1,089,646	7.0%
Capital Outlay	\$(4,597)	—	\$4,624	—	0.0%
Debt	\$1,681	\$2,819	\$2,819	\$2,900	0.0%
Budget Reserves	—	\$400,296	\$400,296	\$195,991	1.3%
Transfers Out	\$1,445,035	\$450,000	\$953,460	\$450,000	2.9%
<b>Expenditure Totals</b>	<b>\$9,937,866</b>	<b>\$14,500,000</b>	<b>\$15,008,084</b>	<b>\$15,487,000</b>	
Number of FTEs	15.000	15.000	15.000	15.000	

## Fund Purpose and Goals

The mission of the Solid Waste Management Division is to protect the public health and safety of Wake County residents by providing quality solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible.

The Solid Waste Management Division accomplishes the above by: (1) Providing the maximum opportunity practicable for waste reduction, reuse, and recycling; (2) Offering convenient and appropriately sized waste and recycling facilities for residents; (3) Monitoring and enforcing illegal dumping and littering ordinances; (4) Informing and educating the public about the importance of recycling, landfill operations and other environmental issues; (5) Using an equitable funding

system to cover the cost of the current and future solid waste management programs.

## Major Accomplishments

Worked with staff and contractors in the construction of the South Wake Improvements project that includes a new convenience center, a new household hazardous waste facility, an expanded multi-material recycling center and a field office building. The project will help with traffic backups on Highway 55 and facilitate improved recycling by residents of the southern portion of Wake County.

Completed construction and opened a renovated convenience center #11 along with household hazardous waste and multi-material recycling center facilities near Wendell, called the East Wake Solid Waste Management Facility. The center helps with traffic backups on Wendell Boulevard and provides

# Solid Waste Management

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more convenient access to the residents of eastern Wake County for difficult to recycle items such as paint, electronics and tires.

Began implementing changes to the convenience center program including adding holidays and reducing commercial construction and demolition material by limiting the size of vehicles that can use sites. The additional holidays will allow the County to better serve residents by not having to close facilities due to lack of destinations for waste. The reduction in commercial construction and demolition waste is expected to save the county several hundred thousand dollars per year.

Completed an expansion of the landfill gas and collection system by adding blowers and wells. This work helps better manage odors onsite and offsite.

Started a pilot commingled recycling program at six Wake County Public Schools with plans to expand the pilot to over 20 schools in FY 2019. This will better align student recycling experiences at home and school, which should lead to more and better recycling.

## FY19 Discussion

The FY 2019 Budget for the Solid Waste Management Fund totals \$15.49 million. Of the total, \$5.6 million supports the operations of eleven convenience centers throughout the County, \$5.28 million covers household hazardous waste, multi-material and white goods recycling programs, \$2.46 funds administration of the County's solid waste programs and services, and \$2.1 million funds education initiatives and closure/post-closure programs.

The Budget increased \$987,000, or 6.8%, over the FY 2018 Adopted Budget. The most substantial increases

are driven by anticipated cost increases in the multi-material and household hazardous material recycling programs. Contracted services for these programs are expected to increase by \$662,000. A \$200,000 increase is included to pay tipping fees for the anticipated increase in tonnage collected at the County's convenience centers. Other increases include annualization of prior year performance pay increases, benefit rate changes and funding for a 3% performance based pay increase in FY 2019.

## Horizon Issues

The annual Solid Waste Action Plan, which outlines future activities, includes the establishment of a West Wake Solid Waste Management Facility in concert with the Town of Morrisville and starting a mattress recycling program.

There are some factors such as changing state legislation regarding electronics, tires and some general funding of solid waste programs that will need to be monitored. Efforts will continue to be made to minimize issues at the landfill such as expansion of the landfill gas collection & control system, further partial closure efforts and outreach to the surrounding community. Further, assisting WCPSS in implementing commingled recycling in the school system will continue to be a priority and will take time to fully implement.

Ultimately all of the above items factor into the available funding through existing sources including household fees, state funding and resale of collected recyclables. It is anticipated that to keep pace with growth and continuing to expand needed and desired programs, there will need to be changes to the household fee within the next 3-5 years.

# Solid Waste Management

## Summary of Services and Performance Measures

### Service Area: Solid Waste - County Operations

**Description:** The Solid Waste Management Division operates 15 sites conveniently located throughout the county offering easy access for solid waste disposal and the recycling of numerous materials.

Eleven convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction debris from homeowners' remodeling projects;

Two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses (expanded to 3 during FY 2018 operating on weekends only);

Two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes (expanded to 3 during FY 2018 operating on weekends only).

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Tons Received at All Drop Off Sites Including MSW	101,126	108,000	118,000	120,000
<b>Efficiency</b>				
All Sites Operations Cost per Ton	111	122	123	
Dollars Collected through the Sale of Recyclable Materials	2,342,907	1,800,000	2,000,000	
<b>Effectiveness</b>				
Average Number of Days/Year Open-All Drop Sites	363	361	359	355
Tons of Recyclables Diverted from Landfill	54,169	56,400	62,200	65,000

# South Wake Landfill

## Fund Summary

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recommended	% of Total
<b>Revenues:</b>					
Charges For Services	\$16,271,093	\$17,447,169	\$17,447,169	\$17,435,000	99.6%
Interest Income	\$40,805	\$52,831	\$52,831	\$65,000	0.4%
Miscellaneous	\$(1)	—	—	—	0.0%
Transfers	\$6,743,911	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$23,055,808</b>	<b>\$17,500,000</b>	<b>\$17,500,000</b>	<b>\$17,500,000</b>	
<b>Expenditures:</b>					
Salary / Benefits	\$256,405	\$271,023	\$271,023	\$286,099	1.6%
Contractual Services	\$9,446,204	\$10,501,048	\$10,501,048	\$10,541,595	60.2%
Supplies, Materials and Other Charges	\$5,587,396	\$5,735,356	\$5,735,356	\$5,554,003	31.7%
Transfers Out	\$7,776,301	\$992,573	\$992,573	\$1,118,303	6.4%
<b>Expenditure Totals</b>	<b>\$23,066,306</b>	<b>\$17,500,000</b>	<b>\$17,500,000</b>	<b>\$17,500,000</b>	
Number of FTEs	5.000	5.000	5.000	5.000	

## Fund Purpose and Goals

The South Wake Landfill Partnership was created in 2006 to provide the most efficient, effective and sustainable long-term waste disposal services to residents of Wake County. This system ensures the availability of economical long-term municipal solid waste disposal capacity and involves the operating and maintenance of the South Wake Landfill and the East Wake Transfer Station.

The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Quality. The facilities accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement with 11 other Wake County local governments.

## Major Accomplishments

Construction completed on South Wake Landfill Phase 1A & 1B Partial Closure project, effectively encapsulating 20 acres of the 74 acres at the landfill. This project will allow for better landfill gas capture and provide a more aesthetic appearance.

A new odor management system was installed at the South Wake Landfill in early FY 2018 and is being upgraded before the end of the fiscal year.

Relocation of the landfill operator's office and parking to provide better access and observation of the landfill.

## FY19 Discussion

The FY 2019 budget for the South Wake Landfill Fund totals \$17.5 million. Of the total budget, \$9.71 million is designated to the operation of the South Wake Landfill, \$4.66 million is for the East Wake Transfer Station in Raleigh, and \$3.13 million is anticipated to be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2019 tonnage actuals. FY 2019 tonnages are

## South Wake Landfill

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projected to increase slightly based on current trends from 472,000 to 477,000 tons. The amount of tonnage has a major impact on the revenues generated within this fund.

### Horizon Issues

Soil for future phases of the landfill will continue to be of primary importance. If development continues

in the Apex/Holly Springs area, soil should be a minimal issue, but it continues to be an important concern. Staff is better able to deal with this issue now that there is an established soil borrow site for County use. Pursuit of odor minimizing issues will continue to be of importance.

# South Wake Landfill

## Summary of Services and Performance Measures

### Service Area: Solid Waste - Partnership Operations

**Description:** The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Quality (DEQ). The facilities accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste (MSW) landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement with 11 other Wake County local governments.

Key Measures	FY2017 Actual	FY2018 Estimated	FY2019 Target	Desired Level
<b>Output</b>				
Tons Received at East Wake Transfer Station	260,124	277,500	280,000	
Tons Received at South Wake Landfill	442,659	472,000	477,000	
<b>Efficiency</b>				
Disposal Cost/Ton at the East Wake Transfer Station(EWTS)	35	35	37	39
Disposal Cost/Ton at the South Wake Landfill(SWLF)	20	20	20	21
<b>Effectiveness</b>				
Average Number of Days/Year Open for SWLF and EWTS	307	307	307	307



# Introduction and Highlights

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## Introduction

Capital facilities and adequate infrastructure are critical for the County's continuing growth. Wake County has a proud legacy of long-term planning to serve current and future generations of citizens. Continuing this tradition, the FY 2019 - 2025 Capital Improvement Program (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost \$100,000 or more and require longer than one year to complete. The acquisition of land is also considered a capital expenditure, even if the land is acquired to preserve Open Space, and not designated as part of a capital improvement project.

The CIP shown in these pages is a seven-year program of capital expenditures totaling \$2.997 billion. The FY 2019 - 2025 CIP represents a continuum of projects. The FY 2019 capital budget, represents funded commitments. The remaining projects shown in FY 2020 - 2025 represent planned projects. For planned projects, revenues are assigned, but projects are continually vetted, may change, or ultimately may not be funded. Horizon projects are not included in the CIP; these projects are those in which project timing, priority, or funding are still being determined.

Wake County's capital program is funded through a variety of sources including transfers from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding for the Fire Tax, Major Facilities Fund, the Solid Waste Fund, and new Housing Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are the result of state statutes. Other sources are in accordance with the Board of Commissioners' financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Wake County does not appropriate funds for debt funded projects until financing has been secured. Appropriations for bond funded projects, while reflected in the CIP, will be appropriated by the Board

of Commissioners once financing has been approved for the project. This approach ensures that the County has sufficient financing commitments prior to award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Debt funded projects for County, WCPSS and Wake Technical Community College are anticipated to be financed through bond anticipation notes. The County will then repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt.

## Highlights of the FY 2019 - 2025 CIP

The \$2.997 billion FY 2019 - 2025 CIP is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of a Regional Library. Most non-routine capital projects in the CIP are driven by the County's rapid growth.

Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

### Wake County Public School System

The FY 2019- 2025 CIP totals \$1.937 billion. The first year of the plan (FY 2019) will be funded through a combination of cash and funds provided by draw down installment financing agreements in anticipation of future Limited Obligation Bonds. A combination of cash and debt funding is planned for the projects included in FY 2020-2025.

The plan includes funding for land acquisition, design and construction of new schools. It also includes funding for major renovations at existing schools, life cycle replacement, education equipment replacement, technology and security, land acquisition, start-up design for new schools, facilities assessments and program management and contingency.

# Introduction and Highlights

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The FY 2019 - 2025 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office. The financial model incorporates the FY 2019 - 2025 WCPSS Capital Improvement Program, and accordingly will be updated as the WCPSS CIP is annually updated during each year's capital budget development.

## **Wake Technical Community College**

The FY 2019 - 2025 CIP totals \$660.45 million. The first year of the presented multi-year CIP (FY 2019) will be funded by draw down installment financing agreements in anticipation of future Limited Obligation Bonds. Projects in the subsequent years of the presented multi-year CIP (FY 2020 - 2025) will be funded through a combination of annual cash allocations from the General Fund and proposed future debt funds. Projects included in the FY 2019 - 2025 CIP include the continued building out of the new RTP Campus, two new buildings on the Northern Wake Campus, two new buildings on Main Campus, expansions at the Public Safety Education campus, repairs, renovations and infrastructure upgrades on all campuses, and new and improved technology infrastructure on all campuses.

## **Automation**

The FY 2019 - 2025 CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure; of desktop and laptop computers and associated peripherals; and technical solutions for the County's business units. The CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects.

## **Community Capital**

The FY 2019 - 2025 CIP totals \$3.8 million over the seven year period. These funds are meant to go towards partnering with community organizations who have identified capital projects that address county-wide problems. During the fall of FY 2018, a process was undertaken to evaluate and recommend projects to be funded from 2019 - 2022. There were a total of five projects selected for funding during the FY 2018 process. A total of \$2.1 million was allocated to those five projects with \$815,000 planned for FY 2019 and the remaining \$1.3 million planned for disbursement FY 2020-2022. During FY 2022, the

County will conduct another Request for Proposals process for Community Capital Funding to fund a plan, starting in FY 2023.

## **County Buildings**

The FY 2019 - 2025 CIP maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The CIP includes funds for life-cycle upgrades at County facilities which includes re-roofing and building systems projects, repaving projects at county facilities, minor renovations, for repairs to dams in the Crabtree Creek Watershed and for improvements identified in facility condition assessments.

## **Criminal Justice**

The FY 2019 - 2025 CIP includes \$20.4 million to fund capital projects related to Criminal Justice facilities and needs in the County. The County's rapidly growing population will likely place increasing demands on the County detention and court facilities. There is funding in FY 2022-2024 to reopen the Wake County Jail Annex to house inmates as a result of the growth in the general population as well as the increase in special inmate populations that require special housing and programming.

## **Libraries**

The FY 2019 - 2025 CIP includes \$3.7 million in bond funds in support of new library projects and upgrades to existing libraries. The entire \$3.7 million is appropriated in FY 2019 for the final year of construction of a new community library in Morrisville and upgrades to existing library facilities at the Eva Perry and North Regional Libraries.

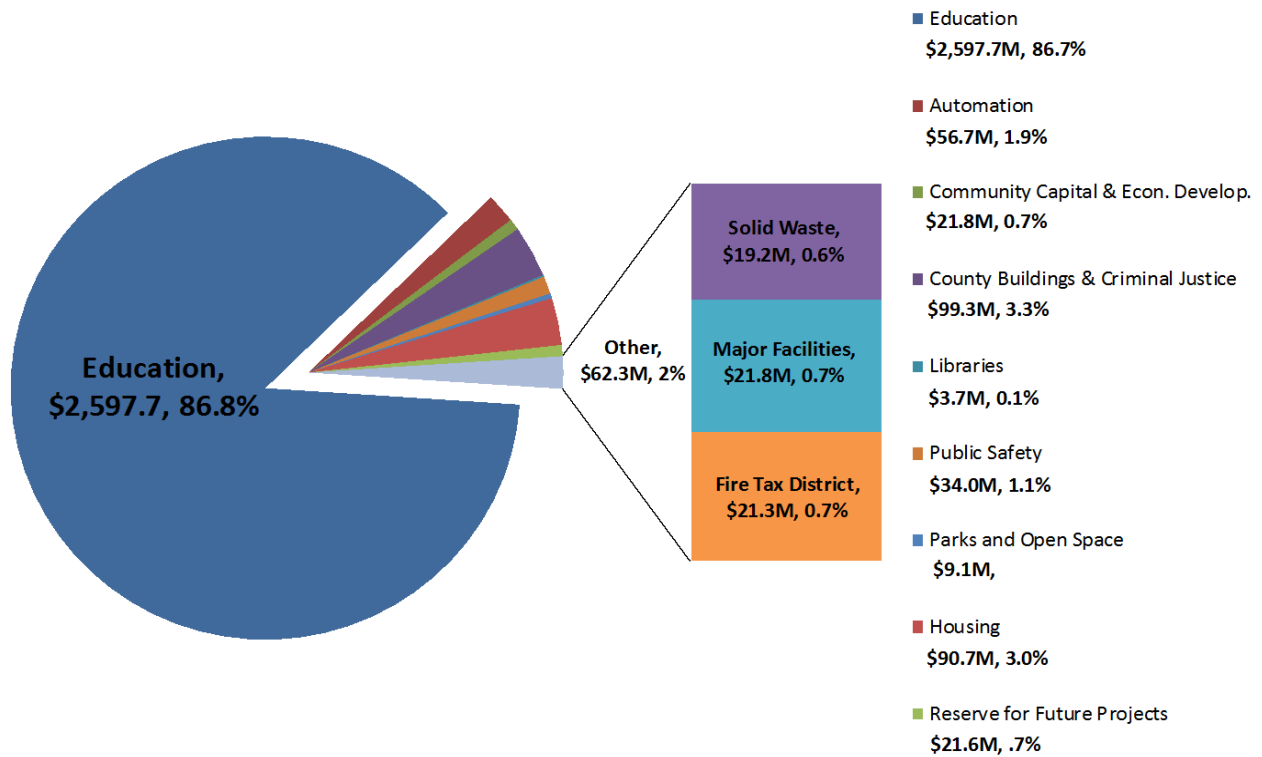
## **Open Space**

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water for years to come.

In FY 2019, Wake County will continue to work towards using funding to acquire additional open space and proceed with partnerships to construct green ways with municipalities. The FY 2019 - 2025

# Introduction and Highlights

## FY 2019 - 2025 Capital Improvement Program: \$2.997 billion



CIP includes annual reimbursements from the City of Raleigh (\$500,000).

### Parks

The FY 2019 - 2025 CIP includes \$5.6 million for the Parks system. This includes \$2.1 million representing the County's contribution towards the Community Use of School Parks Program and \$3.5 million for existing facility improvements at various County parks and school/park facilities.

### Public Safety & Public Safety Communications

The FY 2019 - 2025 CIP includes \$34 million in planned EMS facilities, equipment and emergency communication systems. Major planned facilities include: Wendell Falls Fire/EMS co-location, Fuquay-North EMS, Knightdale South EMS, Garner Fire/EMS co-location, Zebulon EMS, Hopkins EMS, New Hill EMS, Willow Springs EMS, and the purchase of Southwest Holly Springs Fire Station for use as an EMS station. Also, continued funding to maintain the 800 MHz radio & CAD infrastructure are included in this program

### Economic Development

The FY 2019 - 2025 CIP includes \$18 million towards economic development strategies within Wake County. These include water and sewer system upgrades and economic development business development grants. Wake County provides business development grant payments to companies that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The FY 2019 - 2025 CIP includes funding to provide business development grants to MetLife, NetApp, Red Hat, Xellia, A Wireless, Conduent, InfoSys, and Trilliant. The plan also includes a reserve in anticipation of future business development grants that could appear outside of the budget adoption.

In addition to providing grants to new businesses creating jobs and increasing the tax base in Wake County, the County provides incentives in the form of water and sewer infrastructure improvements in the southern portion of Research Triangle Park (RTP) to attract new businesses to RTP. Phase 1 of the Jordan Lake Water Reclamation project was completed in FY 2013, phase 2 of this project was completed in partnership with the Town of Cary in FY

# Introduction and Highlights

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2015 and Phase 3 of this project is budgeted in the CIP in FY 2020. Also, increased On-Site Water and Sewer funding for companies moving to the Wake County portion of RTP are budgeted for FY 2020 - 2025. The plan anticipates an increase in these projects in the future and has allocated resources in preparation of these future requests.

## Housing Capital Fund

On October 16, 2017, the Board of Commissioners approved the 20-year, Comprehensive Affordable Housing Plan informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended tools to preserve and increase affordable housing.

New this fiscal year, the FY 2019-2025 plan includes \$90.7 million to the Housing CIP Fund. The focus on increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent supportive housing opportunities for formerly homeless men, women, and families. Finally, housing affordability will also be addressed through partnership-driven affordable mortgage programs.

## Fire Tax District Capital Fund

The FY 2019-2025 CIP totals \$21.3 million and includes funding for fire apparatus and vehicles, equipment, facility repairs and renovations and a new fire station.

Funding included in FY 2019 totals \$6.54 million. This includes the Fire Tax District's share of construction funding for a joint Fire/EMS station in the Town of Wendell (\$3.9 million), replacement apparatus and vehicles for several departments (\$1.27 million), firefighting equipment and pager infrastructure and device replacement (\$1.07 million) and funding for repairs and renovations at existing fire stations (\$300,000).

In addition to routine replacements, FY 2020-2025 CIP includes funding to address facility repairs identified in a recent facility condition assessment, mobile data terminals for fire apparatus, and a multi-year plan to expand the number of defibrillator in the district to one per vehicle throughout the Fire District.

## Solid Waste Capital Fund

The FY 2019-2025 CIP for the Solid Waste Capital Fund totals \$19.2 million for capital replacements and expansions at the County's convenience centers, expansion of the landfill gas collection and control system, park improvements at the shuttered North Wake Landfill, improvements at the East Wake Transfer Station, soil for construction at the South Wake Landfill and costs associated with the closure of a phase at the landfill.

In FY 2019, \$615,000 will go towards the County's convenience centers. The majority is additional funding to support the expansion of Site 3 at the South Wake Landfill. The project, currently underway, includes construction of a new convenience center, a new household hazardous waste facility and an expanded multi-material recycling facility.

## Major Facilities Capital Fund

The FY 2019-2025 CIP for the Major Facilities Capital Fund totals \$21.8 million. The fund includes Wake County's allocation of occupancy and prepared food/beverage tax revenue that is used to support tourism generating capital projects.

Projects receiving funding in FY 2019 include Marbles/IMAX and the North Carolina Museum of Natural Science's Nature Center. Five County Stadium is scheduled to receive funding in FY 2020.

In addition to these scheduled projects, the CIP includes an annual appropriation of \$2.0 million for Wake County to award to small capital projects through a competitive process.

# Capital Budget Process

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The County develops and manages its long-term Capital Improvement Program through needs assessment, project prioritization and in-depth cost estimation. The Wake County Public School System and Wake Technical Community College initially conduct these components internally within their organizations. Subsequently, funding requests are discussed with County staff who understand program elements and identify funding and financing alternatives. Final requests are presented to the Board of Commissioners for final approval for inclusion in the Capital Improvement Plan.

## Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

### Comprehensive Master Planning

Comprehensive needs assessments for non-routine capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY 2019 - 2025 CIP are driven by master plans. The “History/Background” section within each capital element of this document discusses relevant master plans that have driven that element’s capital expenditures. One example of a project driven by a master planning process is the County’s planned investment in detention facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life

cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement program.

### Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, General Services Administration, Community Services, Human Services, Emergency Management and Finance meet annually with other County departments who are requesting new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

## Project Prioritization

Within limited funding available for capital projects, the County must annually prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans’ assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County’s Senior Management Team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

Ensure life, safety, and basic environmental concerns. Investments in public safety communications, building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.

Provide operating expense savings. Investments such as energy-saving projects in buildings, technology

# Capital Budget Process

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infrastructure or constructing libraries instead of leasing space provide long-term operating costs savings.

Maintain the integrity of current capital assets. Projects such as roof replacements, building system replacements, enterprise infrastructure replacement and space renovations that improve service delivery illustrate these types of projects.

Improve existing facilities, technology systems and infrastructure to meet emerging needs and higher service levels.

Without expanding the County's existing role, add new facilities and systems based on approved plans. These types of investments include new, libraries, detention facilities, technology systems, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation and school and community college construction.

Expand the County's service delivery role with investments in facilities, infrastructure, and new technology based on Board Goals and/or State and/or Federal Mandates.

Match contributions by partners to support community and systems infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

## In-Depth Cost Estimation

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction, General Services Administration and Finance conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. The CIP also includes an annual update of inflation estimates based on market conditions.

## Funding Capacity Analysis

Budget and Management Services and Finance uses the County's long-term financial model to assess the funding capacity available in the seven-year capital

horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams. The County incorporates its capital program, as well as the seven-year capital programs from WCPSS and Wake Tech, into the model for an overall funding strategy within debt and capital policies.

## Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from the General Fund to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments annually. Specifically, funds are set aside each year the Debt Service Fund to make current year debt service payments and have funds available as new debt is incurred in the future years of the CIP planning period.

## Debt Funding

The County also funds the capital plan with long-term debt. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

## Financial Planning Model

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating

# Capital Budget Process

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budget. The financial model evaluates the impact of decisions on three primary goals:

Maintain the debt service fund balance at a minimum level of 19 percent of the next year's debt service expenditures;

Maintain a combined general fund and debt service fund total fund balance of at least 30 percent of general fund and debt service fund combined revenues;

Maintain a debt-to-cash funding ratio that does not exceed 80 percent in a given year; and

Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A further discussion of the financial planning model is behind the "Financial Planning Model" tab within this book.

# How to Read the Capital Improvement Program

This section groups capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two elements: Wake

County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with <i>Ad Valorem</i> tax revenues, general obligation bonds, or limited obligation bonds. Other revenue sources may include grants, water/sewer loan repayments, and payments from municipal partners.	Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
Housing	Housing Capital Projects are primarily funded with an annual transfer from the General Fund.	Housing
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	Projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

The following information is presented for each element:

**Financial Summary:** Presents the FY 2019 appropriation (a financial commitment by the Board of Commissioners), FY 2020-2025 planned projects, and the operating impact of the planned projects. Cost estimates for FY 2020-2025 will be refined as design, engineering and cost studies are completed during FY 2019 and beyond. **Seven-Year CIP Summary:** A synopsis of each element’s physical and financial scope, and the time-frame for completing major projects and phases.

**History/Background:** This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.

**Project Accomplishments in FY 2018.**

**Horizon Issues:** Potential future projects not funded in the current CIP.

**Operating Impact:** Future costs that will need to be paid from the County’s operating budget to operate the facility.

**Project Pages:** Where useful, detailed pages about individual projects within an element are included to



## How to Read the Capital Improvement Program

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provide more information about each planned project and how the capital dollars will be spent.

# Operating Budget Impact

## New General Fund Operating Impact

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
<b>County Capital Elements</b>								
Automation	\$305,277	\$184,300	\$32,000	\$4,800	\$5,200	\$6,700	\$2,900	\$541,177
Libraries	\$118,241	\$696,552	--	--	--	--	--	\$814,793
Public Safety	--	\$746,761	\$15,612	\$1,133,837	\$1,603,814	\$905,925	\$945,044	\$5,350,993
<b>Total Operating Budget Impact</b>	<b>\$423,518</b>	<b>\$1,627,613</b>	<b>\$47,612</b>	<b>\$1,138,637</b>	<b>\$1,609,014</b>	<b>\$912,625</b>	<b>\$947,944</b>	<b>\$6,706,963</b>

When developing the seven-year Capital Improvement Program, the County must carefully evaluate the financial impacts of each project; this includes not only the initial capital cost but also the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated.

The table above depicts both ongoing and one-time operating impacts on the General Fund as a result of new projects in the FY 2019 - 2025 CIP (FY 2019 impacts are included in the FY 2019 operating budget).

One-time operating impacts (ex. purchase of large equipment and furnishings) are shown only in the years they are expected to impact the General Fund budget.

New ongoing operating impacts as a result of a capital project (ex. personnel and supply costs) are displayed cumulatively with their full amounts shown in the first fiscal year they are anticipated to impact the operating budget. In subsequent fiscal years, only the changes in ongoing operating impacts above or below the first fiscal year's amount are shown (ie. - fiscal

year one will show ongoing appropriations for two FTEs with a cost of \$100,000; however fiscal year two would only show the increase in cost over fiscal year one - \$5,000 for increases in merit and benefits).

When possible, these estimates have been based on current operating costs for comparable facilities. Operating costs associated with certain elements, such as Fire Tax District and Solid Waste are not borne by the General Fund and are, therefore, not shown in the above chart.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvement project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of libraries and EMS stations requires new operating budget dollars for both staff and facility maintenance which have been included in the FY 2019 Budget. In some cases, operating impacts are provided for vehicle and equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

## Horizon Issues

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The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as Horizon Issues for future Capital Improvement Programs. Typically, these are projects for which business cases, timing and project cost estimates need to be better defined. More discussion of horizon issues may be found on some of the respective element pages.

Element	Project
Automation	Future Business Needs
County Building Improvements	Human Services Facilities Master Plan Future Space New Animal Control Center
Public Safety	Future EMS Stations
Criminal Justice	Hammond Road Detention Center Phase 3 Wake County Justice Center 6th Floor Build-out Public Safety Center Modifications and Upfit Wake County Sheriff's Office Body Cameras and Support Infrastructure
Libraries	Future Library Projects
Open Space	Open Space Land Acquisitions
Parks	Future Parks/Greenway Projects

# Capital Improvement Program Projects

The following is a list of existing project balances as of April 25, 2018 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under actual balance indicates that grant funded revenues have not yet been realized. Some negative actual balances represent a project unit code that is for salary and benefit costs, and there will always be another related project with the same unit code for non-salary and benefit costs.

## Department 62 Automation CIP

### Division 6210 Major Automation Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
210A	Major Systems - Property Tax	\$1,475,000	\$1,475,000	\$0	\$1,475,000	\$847,784	\$627,216
237A	DSS Document Management	\$1,660,000	\$1,660,000	\$0	\$1,660,000	\$1,302,271	\$341,389
238A	Public Health System Replacement	\$2,952,500	\$2,952,500	\$0	\$2,952,500	\$2,372,849	\$314,591
240A	eWake Upgrade	\$9,280,355	\$9,280,355	\$0	\$9,280,355	\$9,163,738	\$63,729
241A	CCBI Lab Information Management System	\$300,000	\$300,000	\$0	\$300,000	\$270,502	\$29,498
244A	Jail & Records Management System Upgrade	\$377,282	\$377,282	\$0	\$377,282	\$313,407	\$30,985
246A	ROD Books	\$1,799,000	\$1,799,000	\$0	\$1,799,000	\$1,756,382	\$42,618
247A	Reval Projects	\$1,389,000	\$1,389,000	\$0	\$1,389,000	\$569,797	\$819,203
278A	Planning & Permitting System	\$2,969,992	\$2,969,992	\$0	\$2,969,992	\$1,095,521	\$1,315,485
279A	DSS Document Management - Child Welfare	\$1,475,000	\$1,475,000	\$0	\$1,475,000	\$1,078,920	\$268,102
295A	eWake Pilot Document Management	\$987,000	\$987,000	\$0	\$987,000	\$476,346	\$449,942
296A	Telecommunications Infrastructure	\$3,982,000	\$3,982,000	\$0	\$3,982,000	\$1,627,335	\$2,277,096
311A	AT&T Dark Fiber Replacement	\$2,200,000	\$2,200,000	\$0	\$2,200,000	\$2,027,371	\$159,396
312A	VoIP System Acquisition and Implementation	\$2,650,000	\$2,650,000	\$0	\$2,650,000	\$1,153,955	\$1,316,590
313A	Enterprise Infrastructue - WCSO Infrastructure	\$1,109,155	\$1,109,155	\$0	\$1,109,155	\$1,079,655	\$29,500
314A	BoC Agenda & Video Project	\$78,894	\$78,894	\$0	\$78,894	\$51,229	\$5,000
315A	Document Management - Adult Services	\$316,000	\$316,000	\$0	\$316,000	\$88,676	\$167,224
316A	Document Management - Program Integrity	\$291,000	\$291,000	\$0	\$291,000	\$36,626	\$128,033
317A	GIS MAR Implementation	\$340,000	\$340,000	\$0	\$340,000	\$245,198	\$93,813
344A	Enterprise Wide Document Management	\$366,000	\$360,000	\$6,000	\$366,000	\$63,419	\$300,312
345A	Child Support Document Management	\$996,000	\$399,000	\$597,000	\$996,000	\$0	\$996,000
346A	Child Support Case Management	\$539,000	\$301,000	\$238,000	\$539,000	\$0	\$539,000
347A	Innovation	\$200,000	\$200,000	\$0	\$200,000	\$84,717	\$110,316
348A	E-mail Upgrade	\$250,000	\$250,000	\$0	\$250,000	\$161,954	\$7,536
349A	WCSO Electronic Medical Records System	\$325,845	\$325,845	\$0	\$325,845	\$29,600	\$295,845
350A	Recruitment System Replacement	\$654,711	\$654,711	\$0	\$654,711	\$501,424	\$1,982
352A	BOE Voting Equipment Replacement	\$1,709,000	\$1,709,000	\$0	\$1,709,000	\$0	\$1,709,000
362A	DSS Queuing System	\$100,000	\$100,000	\$0	\$100,000	\$0	\$100,000
Total Division 6210 Major Automation Projects		\$40,772,734	\$39,931,734	\$841,000	\$40,772,734	\$26,398,676	\$12,539,400

### Division 6230 Computer Equipment

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
059A	General Computer Equipments Replacement	\$546	\$546	\$0	\$546	\$546	\$0
332A	New Equipment 2017	\$2,093,633	\$2,093,632	\$1	\$2,093,633	\$1,989,260	\$99,613
336A	Telephone Equipment 2017	\$50,000	\$50,000	\$0	\$50,000	\$14,180	\$35,820
353A	New Equipment 2018	\$2,143,000	\$2,143,000	\$0	\$2,143,000	\$1,740,279	\$72,534
354A	Maintenance Libraries 2018	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$0
355A	Telephone Equipment 2018	\$50,000	\$50,000	\$0	\$50,000	\$9,544	\$40,456
Total Division 6230 Computer Equipment		\$4,362,179	\$4,362,178	\$1	\$4,362,179	\$3,778,810	\$248,423

# Capital Improvement Program Projects

The following is a list of existing project balances as of April 25, 2018 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under actual balance indicates that grant funded revenues have not yet been realized. Some negative actual balances represent a project unit code that is for salary and benefit costs, and there will always be another related project with the same unit code for non-salary and benefit costs.

## Department 62 Automation CIP

### Division 6210 Major Automation Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
210A	Major Systems - Property Tax	\$1,475,000	\$1,475,000	\$0	\$1,475,000	\$847,784	\$627,216
237A	DSS Document Management	\$1,660,000	\$1,660,000	\$0	\$1,660,000	\$1,302,271	\$341,389
238A	Public Health System Replacement	\$2,952,500	\$2,952,500	\$0	\$2,952,500	\$2,372,849	\$314,591
240A	eWake Upgrade	\$9,280,355	\$9,280,355	\$0	\$9,280,355	\$9,163,738	\$63,729
241A	CCBI Lab Information Management System	\$300,000	\$300,000	\$0	\$300,000	\$270,502	\$29,498
244A	Jail & Records Management System Upgrade	\$377,282	\$377,282	\$0	\$377,282	\$313,407	\$30,985
246A	ROD Books	\$1,799,000	\$1,799,000	\$0	\$1,799,000	\$1,756,382	\$42,618
247A	Reval Projects	\$1,389,000	\$1,389,000	\$0	\$1,389,000	\$569,797	\$819,203
278A	Planning & Permitting System	\$2,969,992	\$2,969,992	\$0	\$2,969,992	\$1,095,521	\$1,315,485
279A	DSS Document Management - Child Welfare	\$1,475,000	\$1,475,000	\$0	\$1,475,000	\$1,078,920	\$268,102
295A	eWake Pilot Document Management	\$987,000	\$987,000	\$0	\$987,000	\$476,346	\$449,942
296A	Telecommunications Infrastructure	\$3,982,000	\$3,982,000	\$0	\$3,982,000	\$1,627,335	\$2,277,096
311A	AT&T Dark Fiber Replacement	\$2,200,000	\$2,200,000	\$0	\$2,200,000	\$2,027,371	\$159,396
312A	VoIP System Acquisition and Implementation	\$2,650,000	\$2,650,000	\$0	\$2,650,000	\$1,153,955	\$1,316,590
313A	Enterprise Infrastructue - WCSO Infrastructure	\$1,109,155	\$1,109,155	\$0	\$1,109,155	\$1,079,655	\$29,500
314A	BoC Agenda & Video Project	\$78,894	\$78,894	\$0	\$78,894	\$51,229	\$5,000
315A	Document Management - Adult Services	\$316,000	\$316,000	\$0	\$316,000	\$88,676	\$167,224
316A	Document Management - Program Integrity	\$291,000	\$291,000	\$0	\$291,000	\$36,626	\$128,033
317A	GIS MAR Implementation	\$340,000	\$340,000	\$0	\$340,000	\$245,198	\$93,813
344A	Enterprise Wide Document Management	\$366,000	\$360,000	\$6,000	\$366,000	\$63,419	\$300,312
345A	Child Support Document Management	\$996,000	\$399,000	\$597,000	\$996,000	\$0	\$996,000
346A	Child Support Case Management	\$539,000	\$301,000	\$238,000	\$539,000	\$0	\$539,000
347A	Innovation	\$200,000	\$200,000	\$0	\$200,000	\$84,717	\$110,316
348A	E-mail Upgrade	\$250,000	\$250,000	\$0	\$250,000	\$161,954	\$7,536
349A	WCSO Electronic Medical Records System	\$325,845	\$325,845	\$0	\$325,845	\$29,600	\$295,845
350A	Recruitment System Replacement	\$654,711	\$654,711	\$0	\$654,711	\$501,424	\$1,982
352A	BOE Voting Equipment Replacement	\$1,709,000	\$1,709,000	\$0	\$1,709,000	\$0	\$1,709,000
362A	DSS Queuing System	\$100,000	\$100,000	\$0	\$100,000	\$0	\$100,000
Total Division 6210 Major Automation Projects		\$40,772,734	\$39,931,734	\$841,000	\$40,772,734	\$26,398,676	\$12,539,400

### Division 6230 Computer Equipment

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
059A	General Computer Equipments Replacement	\$546	\$546	\$0	\$546	\$546	\$0
332A	New Equipment 2017	\$2,093,633	\$2,093,632	\$1	\$2,093,633	\$1,989,260	\$99,613
336A	Telephone Equipment 2017	\$50,000	\$50,000	\$0	\$50,000	\$14,180	\$35,820
353A	New Equipment 2018	\$2,143,000	\$2,143,000	\$0	\$2,143,000	\$1,740,279	\$72,534
354A	Maintenance Libraries 2018	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$0
355A	Telephone Equipment 2018	\$50,000	\$50,000	\$0	\$50,000	\$9,544	\$40,456
Total Division 6230 Computer Equipment		\$4,362,179	\$4,362,178	\$1	\$4,362,179	\$3,778,810	\$248,423

# Capital Improvement Program Projects

## Division 6240 Enterprise Network

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
085A	Enterprise Network General	\$21,942	\$21,942	\$0	\$21,942	\$17,806	\$4,136
292A	Network Services 2014	\$297,000	\$297,000	\$0	\$297,000	\$294,675	\$2,325
304A	CCBI and Sheriff Infrastructure 2015	\$68,000	\$68,000	\$0	\$68,000	\$23,190	\$44,810
324A	CCBI and Sheriff Infrastructure 2016	\$60,004	\$60,004	\$0	\$60,004	\$60,004	\$0
326A	GIS Infrastructure 2016	\$33,000	\$33,000	\$0	\$33,000	\$0	\$33,000
327A	Libraries Infrastructure 2016	\$15,000	\$15,000	\$0	\$15,000	\$0	\$15,000
328A	Network Services 2016	\$239,000	\$239,000	\$0	\$239,000	\$230,477	\$8,523
338A	CCBI and Sheriff Infrastructure 2017	\$8,000	\$8,000	\$0	\$8,000	\$0	\$8,000
340A	Libraries Infrastructure 2017	\$65,000	\$65,000	\$0	\$65,000	\$4,933	\$60,067
341A	Network Services 2017	\$338,000	\$338,000	\$0	\$338,000	\$167,585	\$170,415
343A	Server Services 2017	\$762,000	\$762,000	\$0	\$762,000	\$286,982	\$475,018
351A	Security Services 2018	\$395,000	\$395,000	\$0	\$395,000	\$291,997	\$80,143
356A	Application Hardware/Software 2018	\$117,500	\$117,500	\$0	\$117,500	\$117,500	\$0
357A	CCBI and Sheriff Infrastructure 2018	\$170,000	\$170,000	\$0	\$170,000	\$0	\$170,000
358A	Telecom/Desktop/Helpdesk Tools 2018	\$59,000	\$59,000	\$0	\$59,000	\$49,101	\$9,899
359A	Database Operations 2018	\$63,000	\$63,000	\$0	\$63,000	\$63,000	\$0
360A	Network Services 2018	\$317,000	\$317,000	\$0	\$317,000	\$15,233	\$301,767
361A	Server Services 2018	\$141,500	\$141,500	\$0	\$141,500	\$187	\$87,353
Total Division 6240 Enterprise Network		\$3,169,946	\$3,169,946	\$0	\$3,169,946	\$1,622,670	\$1,470,455

<b>Total Department 62 Automation CIP</b>	<b>\$48,304,859</b>	<b>\$47,463,858</b>	<b>\$841,001</b>	<b>\$48,304,859</b>	<b>\$31,800,155</b>	<b>\$14,258,278</b>
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## Department 64 Community Capital Projects

### Division 6400 Community Capital Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
001C	General Community Planned Projects	\$315,000	\$315,000	\$0	\$315,000	\$0	\$315,000
014C	Wake Health Services - Medical Office Building	\$450,000	\$450,000	\$0	\$450,000	\$450,000	\$0
016C	Hospice of Wake County - 10 bed expansion	\$450,000	\$450,000	\$0	\$450,000	\$250,000	\$0
019C	NC Freedom Park	\$25,000	\$25,000	\$0	\$25,000	\$0	\$25,000
Total Division 6400 Community Capital Projects		\$1,240,000	\$1,240,000	\$0	\$1,240,000	\$700,000	\$340,000

<b>Total Department 64 Community Capital Projects</b>	<b>\$1,240,000</b>	<b>\$1,240,000</b>	<b>\$0</b>	<b>\$1,240,000</b>	<b>\$700,000</b>	<b>\$340,000</b>
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## Department 66 County Building Improvements

### Division 6610 Major County Building Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
019B	Facilities Condition Assessment	\$1,044,148	\$1,044,148	\$0	\$1,044,148	\$944,382	\$67,114
200B	Mental Health Continuum	\$28,450,000	\$27,997,346	\$452,654	\$28,450,000	\$27,768,810	\$653,539
249B	Community Services Center Renovation	\$2,265,687	\$2,265,687	\$0	\$2,265,687	\$468,375	\$1,738,941
250B	Restack Renovations and Upgrades	\$102,646	\$102,646	\$0	\$102,646	\$102,646	\$0
281B	Board of Elections	\$68,000	\$68,000	\$0	\$68,000	\$32,849	\$35,151
282B	WCOB Life Safety/Egress Renovations	\$599,644	\$599,644	\$0	\$599,644	\$341,081	(\$4)
329B	WCOB Renovations	\$5,763,254	\$5,763,254	\$0	\$5,763,254	\$4,380,544	\$762,957
353B	Human Service Master Planning	\$250,000	\$250,000	\$0	\$250,000	\$233,474	\$14,241
358B	Sunnybrook Elevator Modernization	\$9,000	\$9,000	\$0	\$9,000	\$7,454	\$1,546
368B	Swinburne FCA Upgrades	\$680,000	\$680,000	\$0	\$680,000	\$0	\$680,000
378B	HS Western Facilities	\$140,000	\$140,000	\$0	\$140,000	\$72,296	\$67,704
385B	Oak City Multi-Services Ctr	\$10,624,000	\$10,444,000	\$180,000	\$10,624,000	\$1,747,178	\$8,155,147
390B	GSA Site Improvements	\$275,000	\$275,000	\$0	\$275,000	\$65,778	\$59,757
Total Division 6610 Major County Building Projects		\$50,271,380	\$49,638,726	\$632,654	\$50,271,380	\$36,164,869	\$12,236,095

# Capital Improvement Program Projects

## Division 6630 County Building Security Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
255B	Security Improvements-Phase 8	\$318,815	\$318,815	\$0	\$318,815	\$271,769	\$1,462
280B	Security Improvements - Ph 9	\$1,451,153	\$1,451,153	\$0	\$1,451,153	\$969,456	\$203,388
382B	Hardware Upgrade	\$0	\$363,009	(\$363,009)	\$0	\$1,797	(\$1,797)
Total Division 6630 County Building Security Projects		\$1,769,967	\$2,132,976	(\$363,009)	\$1,769,967	\$1,243,023	\$203,053

## Division 6640 Minor CIP Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
037B	General Bld Renov - Minor-General	\$857,989	\$972,989	(\$115,000)	\$857,989	\$0	\$857,989
148B	Willow Springs FD Well, Pump & Tank	\$28,525	\$28,525	\$0	\$28,525	\$27,625	\$900
240B	PSC Data Center UPS Life Cycle Replacement	\$149,000	\$149,000	\$0	\$149,000	\$111,410	\$18,729
269B	RR - WCOP Exterior Waterproofing	\$23,500	\$23,500	\$0	\$23,500	\$0	\$23,500
295B	RR - WCOB Life Safety/Fire/ADA/Elevator Improvements	\$6,000	\$6,000	\$0	\$6,000	\$0	\$6,000
296B	RR - Sunnybrook Mechanical Test and Balance	\$23,200	\$23,200	\$0	\$23,200	\$18,040	\$650
317B	RR - CSC Exterior Building Envelope Upgrades	\$164,050	\$164,050	\$0	\$164,050	\$162,550	\$1,500
320B	RR - Fellowship Home Partnership Reimbursement Account	\$55,000	\$54,972	\$28	\$55,000	\$54,069	\$931
345B	AR - ERC Renovation & Finish Upgrade	\$449,727	\$449,727	\$0	\$449,727	\$448,131	\$1,596
347B	RR - Lake Crabtree Boat Rental/Bathroom Mod (ADA)	\$299,845	\$250,820	\$49,025	\$299,845	\$118,128	\$17,142
362B	RR - SE Regional Lighting Replacement	\$89,253	\$89,253	\$0	\$89,253	\$31,725	\$2,564
363B	RR - Wake Detention Reclaim Boiler Replacement	\$185,165	\$185,165	\$0	\$185,165	\$175,356	\$9,809
364B	AR - PS Warehouse_EMS Training Security Upfit	\$60,000	\$60,000	\$0	\$60,000	\$59,579	\$421
365B	PSC Radio Tower Structural Upgrades	\$80,000	\$80,000	\$0	\$80,000	\$71,822	\$6,240
366B	RR - General Partnership Accounts	\$200,000	\$0	\$200,000	\$200,000	\$0	\$200,000
367B	RR - Parking & Revenue Control System LCR	\$187,072	\$187,072	\$0	\$187,072	\$186,572	\$500
383B	RR - HS Sunnybrook Walkway	\$283,245	\$283,245	\$0	\$283,245	\$270,144	\$10,822
384B	RR - WDCD Magistrate and Intake Renovation	\$244,450	\$244,450	\$0	\$244,450	\$202,635	\$31,048
386B	RR - SE Regional Rooftop HVAC Replacement	\$106,691	\$106,691	\$0	\$106,691	\$92,931	\$13,760
387B	RR - Library Administration Boiler _ ER	\$20,000	\$20,000	\$0	\$20,000	\$16,275	\$3,725
388B	RR - WDCD Domestic Water Boiler Replacement	\$194,970	\$194,970	\$0	\$194,970	\$105,545	\$6,261
389B	RR - WCCH Radio Tower Replacement	\$253,368	\$253,368	\$0	\$253,368	\$15,968	\$223,368
397B	RR - Painting Oak View Main House	\$125,625	\$125,625	\$0	\$125,625	\$0	\$3,200
399B	RR - FY18 Multi Site Paving Repairs	\$100,000	\$100,000	\$0	\$100,000	\$59,215	\$9,735
400B	RR - SWSC Emergency Repairs to AHU#1	\$248,710	\$248,710	\$0	\$248,710	\$16,240	\$28,670
Total Division 6640 Minor CIP Projects		\$4,435,387	\$4,301,334	\$134,053	\$4,435,387	\$2,243,961	\$1,479,061

## Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
080B	Mechanical, Electrical & Plumbing - Gen	\$385,385	\$270,385	\$115,000	\$385,385	\$140,520	\$244,865
322B	Sunnybrook HVAC	\$1,075,862	\$1,075,862	\$0	\$1,075,862	\$39,201	\$1,001,631
351B	MEP - Willow Springs Fire Station Waterline	\$400,000	\$400,000	\$0	\$400,000	\$351,011	\$42,528
354B	MEP - Fire Training Center - HVAC/Fire Loop Pump	\$200,000	\$200,000	\$0	\$200,000	\$136,869	\$63,131
357B	MEP - Direct Digital System Migration	\$230,000	\$230,000	\$0	\$230,000	\$2,549	\$182,325
369B	Hammond 1B Cooling Tower	\$239,551	\$239,551	\$0	\$239,551	\$239,551	\$0
372B	PSC Boiler Replacement	\$722,389	\$722,389	\$0	\$722,389	\$496,072	\$24,901
381B	MEP - Eastern Regional Center	\$37,250	\$37,250	\$0	\$37,250	\$33,237	\$4,013
391B	S Regional Ctr VAV Replacement	\$56,750	\$56,750	\$0	\$56,750	\$4,040	(\$22,855)
392B	LETC Boiler Replacement	\$150,000	\$150,000	\$0	\$150,000	\$10,653	\$37,797
393B	Rural Center HVAC Replacement	\$115,000	\$0	\$115,000	\$115,000	\$3,693	\$94,497
394B	Agriculture Services Center	\$230,000	\$230,000	\$0	\$230,000	\$4,772	\$203,498
395B	CSC Elevator Modernization	\$400,000	\$400,000	\$0	\$400,000	\$22,125	\$339,668
Total Division 6650 Mechanical, Electrical And Plumbing		\$4,242,187	\$4,012,187	\$230,000	\$4,242,187	\$1,484,292	\$2,216,001

# Capital Improvement Program Projects

## Division 6660 Roofing Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
098B	Roof Replacements - General	\$52,128	\$52,128	\$0	\$52,128	\$443	\$51,685
350B	Roofing - East Regional	\$340,000	\$340,000	\$0	\$340,000	\$329,139	\$10,861
374B	Animal Control Center Roof Replacement	\$62,000	\$62,000	\$0	\$62,000	\$3,435	\$6,865
375B	Eva Perry Library Roof Replacement	\$370,000	\$0	\$370,000	\$370,000	\$14,411	\$341,189
379B	Roofing - SER Library	\$35,977	\$35,977	\$0	\$35,977	\$3,420	\$30,277
380B	Roofing - Agricultural Services Building	\$83,575	\$83,575	\$0	\$83,575	\$59,453	\$8,454
396B	Hammond Rd Annex Roof Replacement	\$1,155,000	\$1,155,000	\$0	\$1,155,000	\$50,404	\$1,075,959
Total Division 6660 Roofing Projects		\$2,098,680	\$1,728,680	\$370,000	\$2,098,680	\$460,704	\$1,525,290

## Division 6680 Stormwater Control Device Upgrades

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
259B	Site 20A - Brier Creek	\$362,000	\$362,000	\$0	\$362,000	\$27,392	\$314,478
335B	CCWP - General	\$117,496	\$118,621	(\$1,125)	\$117,496	\$0	\$117,495
376B	Site 11a - Richland Creek Lake	\$205,291	\$205,291	\$0	\$205,291	\$158,591	\$46,701
Total Division 6680 Stormwater Control Device Upgrades		\$684,787	\$685,912	(\$1,125)	\$684,787	\$185,983	\$478,675

## Division 6685 Infrastructure Paving

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
328B	Southeast Regional Library	\$154,646	\$154,646	\$0	\$154,646	\$154,646	\$0
336B	Infrastructure Paving - General	\$108,491	\$108,491	\$0	\$108,491	\$0	\$108,491
377B	PSC Reseal Parking Deck	\$881,000	\$881,000	\$0	\$881,000	\$30,252	\$795,093
398B	CSC Paving	\$80,000	\$80,000	\$0	\$80,000	\$0	\$80,000
Total Division 6685 Infrastructure Paving		\$1,224,137	\$1,224,137	\$0	\$1,224,137	\$184,899	\$983,584

<b>Total Department 66 County Building Improvements</b>	<b>\$64,726,526</b>	<b>\$63,723,953</b>	<b>\$1,002,573</b>	<b>\$64,726,526</b>	<b>\$41,967,729</b>	<b>\$19,121,758</b>
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## Department 68 Criminal Justice CIP

### Division 6810 Detention Facilities

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
007J	Detention Phase 2 Hammond Site	\$144,933,098	\$144,933,098	\$0	\$144,933,098	\$144,905,698	\$25,000
071J	Hammond Population/Inmate Projection Study	\$200,000	\$200,000	\$0	\$200,000	\$114,252	\$44,098
073J	WCDC Safety Cells	\$793,000	\$793,000	\$0	\$793,000	\$0	\$715,750
Total Division 6810 Detention Facilities		\$145,926,098	\$145,926,098	\$0	\$145,926,098	\$145,019,949	\$784,848

### Division 6820 Criminal Justice Security

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
013J	Programmable Controller	\$936,901	\$936,901	\$0	\$936,901	\$765,745	\$13,774
054J	Detention and Security Assessment Improvements	\$2,751,249	\$2,751,249	\$0	\$2,751,249	\$1,838,213	\$458,051
Total Division 6820 Criminal Justice Security		\$3,688,150	\$3,688,150	\$0	\$3,688,150	\$2,603,958	\$471,825



# Capital Improvement Program Projects

## Division 6830 Judicial Facilities

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
018J	General Judicial Facilities Planned Proj	\$737,083	\$737,083	\$0	\$737,083	\$721,641	\$12,941
034J	CTHS Elevator Upgrade/Reburbishment	\$2,678,094	\$2,678,094	\$0	\$2,678,094	\$2,095,006	\$7,923
042J	Justice Center	\$176,517,270	\$176,633,973	(\$116,703)	\$176,517,270	\$176,410,554	\$32,805
043J	CTHS Partial Renov - Fl. 7,8,9&12	\$4,761,425	\$4,761,425	\$0	\$4,761,425	\$4,744,344	\$16,891
063J	Stairwell/Elevator Security	\$191,600	\$191,600	\$0	\$191,600	\$113,362	\$61,799
064J	CTHS Renovations - Floors 1 - 5	\$363,000	\$363,000	\$0	\$363,000	\$212,102	\$142,615
065J	CTHS - Skywalk Repair	\$91,364	\$91,364	\$0	\$91,364	\$20,378	\$66,064
067J	NC Business Court Upfit	\$100,000	\$100,000	\$0	\$100,000	\$73,802	\$26,198
Total Division 6830 Judicial Facilities		\$185,439,835	\$185,556,538	(\$116,703)	\$185,439,835	\$184,391,188	\$367,236

## Division 6850 Criminal Justice Equipment

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
072J	DWI Lab Equipment Upgrade	\$210,800	\$210,800	\$0	\$210,800	\$50,875	\$158,908
074J	Firearms/Ballistics Lab	\$619,200	\$619,200	\$0	\$619,200	\$92,751	\$451,532
Total Division 6850 Criminal Justice Equipment		\$830,000	\$830,000	\$0	\$830,000	\$143,627	\$610,440

<b>Total Department 68 Criminal Justice CIP</b>		<b>\$335,884,083</b>	<b>\$336,000,786</b>	<b>(\$116,703)</b>	<b>\$335,884,083</b>	<b>\$332,158,722</b>	<b>\$2,234,349</b>
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## Department 70 Public Libraries CIP

### Division 7000 Library Projects

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
003L	Master Libraries	\$173,744	\$173,744	\$0	\$173,744	\$137,353	\$35,033
023L	Wake Forest Library	\$3,608,156	\$3,608,156	\$0	\$3,608,156	\$1,409,953	\$222,402
024L	Wake Forest Library - Books	\$675,000	\$675,000	\$0	\$675,000	\$0	\$0
025L	Middle Creek Library (Construction)	\$3,601,882	\$3,601,882	\$0	\$3,601,882	\$3,601,882	\$0
026L	Fuquay Varina Library (Construction)	\$6,354,933	\$6,354,933	\$0	\$6,354,933	\$1,306,595	\$413,035
029L	Olivia Raney Library FCA	\$615,000	\$615,000	\$0	\$615,000	\$0	\$615,000
031L	Fuquay Varina Library - Books	\$700,000	\$700,000	\$0	\$700,000	\$0	\$700,000
033L	Cary Regional Library - Books	\$1,750,000	\$1,750,000	\$0	\$1,750,000	\$0	\$1,750,000
035L	Morrisville Library - Books	\$916,000	\$916,000	\$0	\$916,000	\$0	\$916,000
051L	Cary Regional Library (Land & Construction)	\$13,315,000	\$13,315,000	\$0	\$13,315,000	\$611,534	\$1,373,786
053L	East Regional Library Upgrade	\$689,070	\$689,070	\$0	\$689,070	\$413,607	\$119,366
054L	Cary Regional Library - Parking Deck	\$1,593,736	\$1,583,736	\$10,000	\$1,593,736	\$600,486	\$337,205
055L	Morrisville Library	\$4,712,000	\$4,712,000	\$0	\$4,712,000	\$165,107	\$4,296,950
999L	Library Bond/BAN Revenue	\$0	\$3,731,000	(\$3,731,000)	\$0	\$0	\$0
Total Division 7000 Library Projects		\$38,704,522	\$42,425,522	(\$3,721,000)	\$38,704,522	\$8,246,517	\$10,778,778

### Division 7010 Library Materials & Collections

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
050L	Library Materials & Collection Development	\$4,200,000	\$4,200,000	\$0	\$4,200,000	\$4,199,062	\$442
Total Division 7010 Library Materials & Collections		\$4,200,000	\$4,200,000	\$0	\$4,200,000	\$4,199,062	\$442

<b>Total Department 70 Public Libraries CIP</b>		<b>\$42,904,522</b>	<b>\$46,625,522</b>	<b>(\$3,721,000)</b>	<b>\$42,904,522</b>	<b>\$12,445,579</b>	<b>\$10,779,220</b>
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# Capital Improvement Program Projects

Department 72 Open Space							
Division 7200 Open Space							
Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
036G	Unallocated Open Space	\$0	\$2,991,622	(\$2,991,622)	\$0	\$0	\$0
046G	Little River Reimbursement - Raleigh	\$2,066,593	\$2,066,593	\$0	\$2,066,593	\$0	\$2,066,593
047G	TOW - Open Space Loan Agreement	\$120,000	\$231,887	(\$111,887)	\$120,000	\$0	\$120,000
054G	Morrisville/Crabtree/Hatcher Creek Greenway	\$570,000	\$570,000	\$0	\$570,000	\$450,465	\$93,630
063G	Procter Farm Preserve	\$11,500	\$11,500	\$0	\$11,500	\$7,500	\$4,000
064G	Robertson's Mill Pond Preserve	\$426,503	\$426,503	\$0	\$426,503	\$421,280	\$5,223
065G	Turnipseed Preserve	\$1,442,345	\$1,442,345	\$0	\$1,442,345	\$1,402,293	\$5,332
068G	Sonya Tongue Property	\$81,475	\$81,475	\$0	\$81,475	\$53,211	\$352
069G	County-wide Greenway Master Planning	\$120,000	\$120,000	\$0	\$120,000	\$118,227	\$1,773
072G	Shugart Property	\$1,694,811	\$1,694,811	\$0	\$1,694,811	\$1,644,067	\$1
073G	Crabtree Creek Greenway - Cary Portion	\$500,000	\$500,000	\$0	\$500,000	\$0	\$0
075G	Beaver Creek Greenway	\$160,000	\$160,000	\$0	\$160,000	\$76,877	\$0
076G	Middle Creek Greenway	\$140,000	\$140,000	\$0	\$140,000	\$21,494	\$0
077G	Smith Creek Greenway	\$941,000	\$941,000	\$0	\$941,000	\$0	\$0
078G	Cary White Oak Greenway	\$565,200	\$565,200	\$0	\$565,200	\$0	\$0
081G	Gehrke Property Acquisition	\$1,615,500	\$1,615,500	\$0	\$1,615,500	\$1,570,750	\$23,143
082G	Robertson's Mill Pond Preserve Ph 2/Part F	\$536,032	\$284,935	\$251,097	\$536,032	\$33,230	\$455,553
083G	Turnipseed Preserve Ph 2/LWCF	\$724,080	\$474,080	\$250,000	\$724,080	\$207,365	\$90,633
086G	Moore Open Space	\$150,000	\$150,000	\$0	\$150,000	\$140,002	\$9,999
087G	Beaverdam Greenway	\$228,625	\$228,625	\$0	\$228,625	\$0	\$0
088G	Ray Farm - Falls Lake	\$222,842	\$222,842	\$0	\$222,842	\$0	\$222,842
089G	Smith Creek (Granville Co)	\$1,300,000	\$1,300,000	\$0	\$1,300,000	\$0	\$1,300,000
090G	Kellam-Wyatt Farm	\$40,000	\$40,000	\$0	\$40,000	\$25,259	\$14,741
100G	Open Space Administration	\$232,032	\$232,032	\$0	\$232,032	\$141,605	\$45,204
999G	Open Space Bond/BAN revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Division 7200 Open Space		\$13,888,538	\$16,490,949	(\$2,602,411)	\$13,888,538	\$6,313,623	\$4,459,020
Total Department 72 Open Space		\$13,888,538	\$16,490,949	(\$2,602,411)	\$13,888,538	\$6,313,623	\$4,459,020
Department 74 Parks And Recreation CIP							
Division 7410 County Parks							
Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
035R	Southeast Regional Wake Co Park	\$2,694,366	\$2,694,366	\$0	\$2,694,366	\$2,690,414	\$3,951
074R	Randleigh Farm	\$25,000	\$25,563	(\$563)	\$25,000	\$0	\$25,000
077R	Parks Facility Master Planning	\$512,896	\$510,000	\$2,896	\$512,896	\$319,754	\$31,921
081R	Crooked Creek Park	\$60,000	\$60,000	\$0	\$60,000	\$51,848	\$1,643
Total Division 7410 County Parks		\$3,292,261	\$3,289,928	\$2,333	\$3,292,261	\$3,062,017	\$62,516
Division 7420 Community Use Of School/Parks							
Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
004R	General Community Use Of Schools	\$210,413	\$210,413	(\$0)	\$210,413	\$8,996	\$201,417
079R	Bryan Road ES Community Use	\$226,000	\$226,000	\$0	\$226,000	\$0	\$0
082R	South Lake ES Community Use	\$250,000	\$250,000	\$0	\$250,000	\$0	\$250,000
Total Division 7420 Community Use Of School/Parks		\$686,413	\$686,413	\$0	\$686,413	\$8,996	\$451,417
Division 7430 Other Park Projects							
Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
033R	Recreation Fees	\$0	\$1,438,039	(\$1,438,039)	\$0	\$0	\$0
Total Division 7430 Other Park Projects		\$0	\$1,438,039	(\$1,438,039)	\$0	\$0	\$0

# Capital Improvement Program Projects

## Division 7490 Existing Park Facility Improvements

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
052R	PARK FACILITY IMPROVEMENTS	\$3,897,086	\$3,897,086	\$0	\$3,897,086	\$3,286,069	\$277,765
078R	ADA Compliance - Lake Crabtree	\$529,991	\$529,991	\$0	\$529,991	\$528,800	\$0
Total Division 7490 Existing Park Facility Improvements		\$4,427,077	\$4,427,077	\$0	\$4,427,077	\$3,814,869	\$277,766

<b>Total Department 74 Parks And Recreation CIP</b>	<b>\$8,405,751</b>	<b>\$9,841,457</b>	<b>(\$1,435,706)</b>	<b>\$8,405,751</b>	<b>\$6,885,882</b>	<b>\$791,699</b>
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## Department 76 Public Safety CIP

### Division 7620 Computer Aided Dispatch

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
070P	CAD System Replacement	\$8,178,220	\$4,625,000	\$3,553,220	\$8,178,220	\$3,984,414	\$1,617,892
Total Division 7620 Computer Aided Dispatch		\$8,178,220	\$4,625,000	\$3,553,220	\$8,178,220	\$3,984,414	\$1,617,892

### Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
044P	Sprint/Nextel - Rebanding Project	\$775,898	\$775,898	\$0	\$775,898	\$208,610	\$352,215
068P	800 MHz Radio System Infrastructure Replacement	\$28,460,845	\$28,460,845	\$0	\$28,460,845	\$13,405,223	\$2,983,241
079P	Tone & Voice Pager Infrastructure Replacement	\$130,000	\$130,000	\$0	\$130,000	\$0	\$29,595
080P	Tone & Voice Pager Replacement	\$156,000	\$156,000	\$0	\$156,000	\$0	\$61,641
Total Division 7630 800 MHZ Radio Communications		\$29,522,743	\$29,522,743	\$0	\$29,522,743	\$13,613,833	\$3,426,693

### Division 7640 EMS

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
012P	EMS Defibrillators	\$6,176,535	\$6,176,535	\$0	\$6,176,535	\$5,718,707	\$455,685
055P	Knightdale South Co-location	\$186,500	\$186,500	\$0	\$186,500	\$16,500	\$170,000
067P	New Hope (EMS)	\$2,575,000	\$2,575,000	\$0	\$2,575,000	\$117,704	\$2,325,623
072P	Emergency Operations Center	\$90,000	\$90,000	\$0	\$90,000	\$76,826	\$13,174
073P	Fuquay North EMS Station Co-Location	\$300,000	\$300,000	\$0	\$300,000	\$0	\$300,000
074P	Wendell Main EMS Station Replacement	\$2,115,000	\$2,115,000	\$0	\$2,115,000	\$1,470,914	\$70,330
075P	Public Safety Warehouse	\$1,058,425	\$1,058,425	\$0	\$1,058,425	\$999,897	\$58,351
077P	Wendell Falls EMS Co-Location	\$565,000	\$565,000	\$0	\$565,000	\$9,717	\$388,003
078P	800 MHz Subscriber Unit	\$5,784,000	\$5,784,000	\$0	\$5,784,000	\$3,855,993	\$7
999P	EMS Holding Account	\$26,035	\$26,035	\$0	\$26,035	\$13,871	\$12,164
Total Division 7640 EMS		\$18,876,495	\$18,876,495	\$0	\$18,876,495	\$12,280,129	\$3,793,338

### Division 7650 Public Safety

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
026P	Former 911 Emergency Fund	\$315,601	\$315,315	\$286	\$315,601	\$314,866	\$735
076P	PS Mass Notification	\$360,000	\$360,000	\$0	\$360,000	\$234,813	\$125,187
Total Division 7650 Public Safety		\$675,601	\$675,315	\$286	\$675,601	\$549,678	\$125,923

<b>Total Department 76 Public Safety CIP</b>	<b>\$57,253,059</b>	<b>\$53,699,553</b>	<b>\$3,553,505</b>	<b>\$57,253,059</b>	<b>\$30,428,054</b>	<b>\$8,963,844</b>
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## Department 79 Economic Development

### Division 7910 On-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
001D	On-Site Water and Sewer Unallocated in RTP	\$724,822	\$724,822	\$0	\$724,822	\$704,386	\$20,436
003D	Credit Suisse Water and Sewer Infra (On-Site)	\$385,000	\$385,000	\$0	\$385,000	\$0	\$0
Total Division 7910 On-Site Water and Sewer		\$1,109,822	\$1,109,822	\$0	\$1,109,822	\$704,386	\$20,436

# Capital Improvement Program Projects

## Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
010D	RTP Off-Site Water and Sewer Unallocated	\$593,953	\$598,953	(\$5,000)	\$593,953	\$110,662	\$483,290
011D	Jordan Lake Water Allocation	\$40,767	\$40,767	\$0	\$40,767	\$28,997	\$1,046
Total Division 7920 Off-Site Water and Sewer		\$634,720	\$639,720	(\$5,000)	\$634,720	\$139,659	\$484,336

## Division 7930 Economic Incentives

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
020D	Economic Incentives Unallocated	\$158,490	\$158,490	\$0	\$158,490	\$1,424	\$157,066
021D	Credit Suisse	\$3,941,716	\$3,941,716	\$0	\$3,941,716	\$3,925,091	\$16,625
022D	Novartis/Seqirus	\$6,869,696	\$6,869,696	\$0	\$6,869,696	\$6,352,546	\$517,150
023D	NetApp	\$3,383,984	\$3,383,984	\$0	\$3,383,984	\$3,027,984	\$356,001
024D	MetLife	\$3,002,746	\$3,002,746	\$0	\$3,002,746	\$3,002,746	\$0
025D	Red Hat	\$187,000	\$187,000	\$0	\$187,000	\$185,848	\$1,152
026D	Xellia	\$202,000	\$202,000	\$0	\$202,000	\$0	\$202,000
027D	NetApp 2	\$1,200,000	\$1,200,000	\$0	\$1,200,000	\$399,387	\$800,613
028D	Novozymes	\$400,000	\$200,000	\$200,000	\$400,000	\$200,000	\$200,000
029D	RDU Delta Revenue Guaranty Agreement	\$137,500	\$137,500	\$0	\$137,500	\$137,500	\$0
030D	INC Research	\$100,000	\$100,000	\$0	\$100,000	\$0	\$100,000
032D	Trilliant	\$3,875	\$3,875	\$0	\$3,875	\$0	\$3,875
033D	InfoSys	\$18,727	\$18,727	\$0	\$18,727	\$0	\$18,727
034D	A Wireless	\$10,763	\$10,763	\$0	\$10,763	\$0	\$10,763
036D	Raleigh Bike Share Agreement	\$170,000	\$170,000	\$0	\$170,000	\$0	\$170,000
Total Division 7930 Economic Incentives		\$19,786,497	\$19,586,497	\$200,000	\$19,786,497	\$17,232,525	\$2,553,972

## Division 7940 Watershed Nutrient Management

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
040D	Nutrient Reduction Study	\$100,000	\$100,000	\$0	\$100,000	\$0	\$100,000
Total Division 7940 Watershed Nutrient Management		\$100,000	\$100,000	\$0	\$100,000	\$0	\$100,000

## Division 7950 Water, Sewer & Road Improvements

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
050D	Banks Pointe Road Improvements	\$957,308	\$957,308	\$0	\$957,308	\$812,943	\$112,339
051D	Forrest Ridge Subdivision Road Improvements	\$13,000	\$13,000	\$0	\$13,000	\$5,601	\$7,399
052D	Rose Hall Subdivision Road Improvements	\$5,000	\$4,800	\$200	\$5,000	\$4,801	\$199
053D	Preserve at Longbranch (Paving)	\$5,600	\$5,600	\$0	\$5,600	\$0	\$0
Total Division 7950 Water, Sewer & Road Improvements		\$980,908	\$980,708	\$200	\$980,908	\$823,345	\$119,937

<b>Total Department 79 Economic Development</b>	<b>\$22,611,947</b>	<b>\$22,416,747</b>	<b>\$195,200</b>	<b>\$22,611,947</b>	<b>\$18,899,916</b>	<b>\$3,278,681</b>
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## Department 88 Program Wide Projects

### Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Budgeted Revenues	Actual Revenues to Date	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Remaining Expenditure Budget
001W	Revenue Subfund For CIP	\$0	\$3,167,424	(\$3,167,424)	\$0	\$0	\$0
004W	Transfer to Affordable Housing	\$11,450,000	\$11,450,000	\$0	\$11,450,000	\$11,450,000	\$0
005W	RESERVED FOR FUTURE PROJECTS	\$358,000	\$358,000	\$0	\$358,000	\$0	\$358,000
006W	Transfer to Wake Tech Capital Fund	\$13,500,000	\$13,500,000	\$0	\$13,500,000	\$13,500,000	\$0
007W	Transfer to General Fund	\$1,257,182	\$1,257,182	\$0	\$1,257,182	\$1,257,182	\$0
008W	Transfer to Debt Service Fund	\$7,666,902	\$7,666,902	\$0	\$7,666,902	\$7,666,902	\$0
009W	Transfer to Fire CIP	\$940,000	\$940,000	\$0	\$940,000	\$940,000	\$0
010W	Transfer to Major Facilities CIP	\$1,295,000	\$1,295,000	\$0	\$1,295,000	\$1,295,000	\$0
Total Division 8810 440 Co Construction - General - Revenue		\$36,467,084	\$39,634,508	(\$3,167,424)	\$36,467,084	\$36,109,084	\$358,000
<b>Total Department 88 Program Wide Projects</b>		<b>\$36,467,084</b>	<b>\$39,634,508</b>	<b>(\$3,167,424)</b>	<b>\$36,467,084</b>	<b>\$36,109,084</b>	<b>\$358,000</b>
<b>Total Fund: 4100 County Capital Improvement Fund</b>		<b>\$631,686,368</b>	<b>\$637,137,332</b>	<b>(\$5,450,965)</b>	<b>\$631,686,368</b>	<b>\$517,708,745</b>	<b>\$64,584,849</b>

# Seven-Year Summary of Sources and Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
<b>FY19-FY25 Uses</b>								
County Capital	36,898,962	32,189,000	33,280,000	34,048,000	34,705,000	38,819,179	36,340,000	246,280,141
Education	415,980,362	398,554,604	420,238,728	388,594,050	446,432,944	427,352,215	100,529,294	2,597,682,197
Fire Rescue	6,539,000	2,728,000	2,493,000	1,441,000	2,415,000	3,002,000	2,680,000	21,298,000
Housing	17,701,000	12,266,000	12,158,000	12,155,000	12,155,000	12,155,000	12,155,000	90,745,000
Major Facilities	3,238,045	3,155,529	3,000,000	3,191,120	3,242,120	3,000,000	3,000,000	21,826,814
Solid Waste	615,000	5,399,000	1,503,000	1,062,000	796,000	697,000	9,103,000	19,175,000
<b>Total Uses</b>	<b>480,972,369</b>	<b>454,292,133</b>	<b>472,672,728</b>	<b>440,491,170</b>	<b>499,746,064</b>	<b>485,025,394</b>	<b>163,807,294</b>	<b>2,997,007,152</b>
<b>FY19-FY25 Sources</b>								
Transfers From Special Districts Fund	1,633,000	1,259,000	1,140,000	1,114,000	1,088,000	1,022,000	1,056,000	8,312,000
Transfers From Solid Waste Enterprise	—	1,249,035	—	—	—	—	—	1,249,035
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Transfers From General Fund	72,169,000	43,833,000	44,516,000	45,323,000	46,154,000	47,006,000	47,879,000	346,880,000
Transfers From Debt Service	4,875,000	1,011,000	1,051,000	—	894,000	1,183,000	1,099,000	10,113,000
Public Health	110,000	—	—	—	—	—	—	110,000
Proposed Future Funding	—	397,635,000	419,309,000	387,706,000	445,497,000	426,407,000	99,575,000	2,176,129,000
Pooled Investments	909,362	919,604	929,728	888,050	935,944	945,215	954,294	6,482,197
Outside Agencies	122,000	122,000	122,000	140,000	206,000	116,000	116,000	944,000
Municipalities	985,000	500,000	800,000	740,000	500,000	500,000	500,000	4,525,000
Miscellaneous	—	684,000	546,000	—	580,000	179,000	8,609,000	10,598,000
GO Bonds Authorized & Issued	3,663,000	—	—	—	—	—	—	3,663,000
Fire Protection	31,000	31,000	31,000	—	—	—	—	93,000
Short-term Financing Agreements	391,862,000	—	—	—	—	—	—	391,862,000
Appropriated Fund Balance	1,613,007	4,048,494	1,228,000	1,580,120	891,120	4,667,179	1,019,000	15,046,920
<b>Total Sources</b>	<b>480,972,369</b>	<b>454,292,133</b>	<b>472,672,728</b>	<b>440,491,170</b>	<b>499,746,064</b>	<b>485,025,394</b>	<b>163,807,294</b>	<b>2,997,007,152</b>



# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
<b>Automation</b>								
Computer Equipment	2,430,000	2,430,000	2,709,000	2,386,000	2,430,000	2,445,000	2,696,000	17,526,000
Enterprise Infrastructure	1,771,000	2,479,000	1,336,000	1,152,000	2,719,000	1,372,000	1,406,000	12,235,000
Major Projects	7,429,555	4,527,000	3,086,000	3,050,000	3,069,000	2,844,000	2,981,000	26,986,555
<b>Total Automation Uses:</b>	<b>11,630,555</b>	<b>9,436,000</b>	<b>7,131,000</b>	<b>6,588,000</b>	<b>8,218,000</b>	<b>6,661,000</b>	<b>7,083,000</b>	<b>56,747,555</b>
<b>Community Capital Grants</b>								
Dorcas Ministries	189,000	250,000	61,000	—	—	—	—	500,000
Green Chair Project	498,000	—	—	—	—	—	—	498,000
Healing Transitions	—	100,000	200,000	200,000	—	—	—	500,000
Poe Center	128,000	—	—	—	—	—	—	128,000
Reserved for Future Community Capital Projects	—	—	39,000	150,000	500,000	500,000	500,000	1,689,000
YMCA of the Triangle	—	150,000	200,000	150,000	—	—	—	500,000
<b>Total Community Capital Grants Uses:</b>	<b>815,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,815,000</b>
<b>County Building Improvements</b>								
Building Systems Replacements	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	3,000,000	3,000,000	16,800,000
Corporate Security	310,000	335,000	340,000	365,000	298,000	481,000	230,000	2,359,000
Infrastructure Paving	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	6,400,000
Major Building Renovations	6,575,074	3,766,505	4,036,505	3,856,505	3,826,505	3,400,000	3,700,000	29,161,094
Minor Building Projects	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	12,200,000

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Roofing Projects	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,400,000
Stormwater Control Device Upgrades	263,000	707,000	766,000	150,000	300,000	200,000	275,000	2,661,000
<b>Total County Building Improvements Uses:</b>	<b>12,548,074</b>	<b>10,808,505</b>	<b>11,142,505</b>	<b>10,571,505</b>	<b>10,924,505</b>	<b>11,381,000</b>	<b>11,605,000</b>	<b>78,981,094</b>
<b>Criminal Justice</b>								
Criminal Justice Equipment	100,905	400,905	27,519	—	100,905	100,905	392,519	1,123,658
Criminal Justice Security	946,252	451,000	644,000	729,000	705,868	453,274	700,862	4,630,256
Detention Facilities	200,000	200,000	200,000	400,000	1,200,000	11,000,000	—	13,200,000
Existing Courthouse Renovations	550,000	—	850,000	—	—	—	—	1,400,000
<b>Total Criminal Justice Uses:</b>	<b>1,797,157</b>	<b>1,051,905</b>	<b>1,721,519</b>	<b>1,129,000</b>	<b>2,006,773</b>	<b>11,554,179</b>	<b>1,093,381</b>	<b>20,353,914</b>
<b>Economic Development</b>								
Business Development Grants	641,176	875,176	1,016,176	1,024,176	980,811	1,255,000	1,000,000	6,792,515
Jordan Lake Reclaimed Water Project	200,000	2,849,000	200,000	200,000	200,000	200,000	200,000	4,049,000
On-site Water and Sewer	300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,300,000
Water, Sewer & Roads Policy	166,000	116,000	116,000	116,000	116,000	116,000	116,000	862,000
<b>Economic Development Total</b>	<b>1,307,176</b>	<b>4,840,176</b>	<b>2,332,176</b>	<b>2,340,176</b>	<b>2,296,811</b>	<b>2,571,000</b>	<b>2,316,000</b>	<b>18,003,515</b>
<b>Libraries</b>								
Morrisville Library	550,000	—	—	—	—	—	—	550,000
Reserved for Future Library Projects	113,000	—	—	—	—	—	—	113,000
Upgrades to Existing Library Facilities	3,000,000	—	—	—	—	—	—	3,000,000



# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
<b>Total Libraries Uses:</b>	3,663,000	—	—	—	—	—	—	3,663,000
<b>Open Space</b>								
Open Space	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Open Space Uses:</b>	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Parks</b>								
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Parks Uses:</b>	800,000	800,000	800,000	800,000	800,000	800,000	800,000	5,600,000
<b>Program-wide Projects</b>								
Reserve for Future Projects	—	635,717	2,503,800	2,748,319	6,088,911	—	9,592,619	21,569,366
<b>Total Program- wide Projects Uses:</b>	—	635,717	2,503,800	2,748,319	6,088,911	—	9,592,619	21,569,366
<b>Public Safety</b>								
800 Megahertz System	128,000	—	—	—	2,000,000	—	—	2,128,000
CAD Improvements	—	100,000	—	100,000	500,000	100,000	—	800,000
Emergency Operations Center	—	—	645,000	5,400,000	—	—	—	6,045,000
EMS Projects	3,710,000	3,516,697	6,004,000	3,371,000	870,000	4,752,000	2,850,000	25,073,697
<b>Total Public Safety Uses:</b>	3,838,000	3,616,697	6,649,000	8,871,000	3,370,000	4,852,000	2,850,000	34,046,697
<b>Total County Capital Uses:</b>	36,898,962	32,189,000	33,280,000	34,048,000	34,705,000	38,819,179	36,340,000	246,280,141

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Sources

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Appropriated Fund Balance	759,962	—	—	—	—	3,352,179	—	4,112,141
GO Bonds Authorized and Issued	3,663,000	—	—	—	—	—	—	3,663,000
Municipalities	985,000	500,000	800,000	740,000	500,000	500,000	500,000	4,525,000
Outside Agencies	122,000	122,000	122,000	140,000	206,000	116,000	116,000	944,000
Public Health	110,000	—	—	—	—	—	—	110,000
Transfers From General Fund	31,259,000	31,567,000	32,358,000	33,168,000	33,999,000	34,851,000	35,724,000	232,926,000
<b>Total County Capital Sources:</b>	<b>36,898,962</b>	<b>32,189,000</b>	<b>33,280,000</b>	<b>34,048,000</b>	<b>34,705,000</b>	<b>38,819,179</b>	<b>36,340,000</b>	<b>246,280,141</b>

## Education: Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
<b>Wake Technical Community College</b>								
Future Wake Tech Capital Program	—	91,419,000	100,696,000	86,913,000	98,978,000	103,417,000	99,575,000	580,998,000
Wake Tech Capital Program	79,456,000	—	—	—	—	—	—	79,456,000
<b>Total Wake Technical Community College Uses:</b>	<b>79,456,000</b>	<b>91,419,000</b>	<b>100,696,000</b>	<b>86,913,000</b>	<b>98,978,000</b>	<b>103,417,000</b>	<b>99,575,000</b>	<b>660,454,000</b>
<b>Wake County Public School System</b>								
Future WCPSS Capital Program	—	306,216,000	318,613,000	300,793,000	346,519,000	322,990,000	—	1,595,131,000
WCPSS Administrative Lease Reserve	909,362	919,604	929,728	888,050	935,944	945,215	954,294	6,482,197
WCPSS Capital Program	335,615,000	—	—	—	—	—	—	335,615,000
<b>Total Wake County Public School System Uses:</b>	<b>336,524,362</b>	<b>307,135,604</b>	<b>319,542,728</b>	<b>301,681,050</b>	<b>347,454,944</b>	<b>323,935,215</b>	<b>954,294</b>	<b>1,937,228,197</b>
<b>Total Education Uses:</b>	<b>415,980,362</b>	<b>398,554,604</b>	<b>420,238,728</b>	<b>388,594,050</b>	<b>446,432,944</b>	<b>427,352,215</b>	<b>100,529,294</b>	<b>2,597,682,197</b>

# Detailed Seven-Year Summary of Sources and Uses

## Education: Sources

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Short-term Financing Agreements	391,862,000	—	—	—	—	—	—	391,862,000
Pooled Investments	909,362	919,604	929,728	888,050	935,944	945,215	954,294	6,482,197
Proposed Future Funding	—	397,635,000	419,309,000	387,706,000	445,497,000	426,407,000	99,575,000	2,176,129,000
Transfers From General Fund	23,209,000	—	—	—	—	—	—	23,209,000
<b>Total Education Sources:</b>	<b>415,980,362</b>	<b>398,554,604</b>	<b>420,238,728</b>	<b>388,594,050</b>	<b>446,432,944</b>	<b>427,352,215</b>	<b>100,529,294</b>	<b>2,597,682,197</b>

## Fire Rescue: Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
<b>Fire/Rescue</b>								
Fire Apparatus and Vehicles	1,268,000	1,550,000	1,453,000	405,000	1,339,000	1,673,000	1,626,000	9,314,000
Fire Equipment	1,071,000	878,000	740,000	736,000	776,000	1,029,000	754,000	5,984,000
Fire Facilities	4,200,000	300,000	300,000	300,000	300,000	300,000	300,000	6,000,000
<b>Total Fire Rescue Uses:</b>	<b>6,539,000</b>	<b>2,728,000</b>	<b>2,493,000</b>	<b>1,441,000</b>	<b>2,415,000</b>	<b>3,002,000</b>	<b>2,680,000</b>	<b>21,298,000</b>

## Fire Rescue: Sources

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Appropriated Fund Balance	—	427,000	271,000	327,000	433,000	797,000	525,000	2,780,000
Fire Protection	31,000	31,000	31,000	—	—	—	—	93,000
Transfers From Debt Service	4,875,000	1,011,000	1,051,000	—	894,000	1,183,000	1,099,000	10,113,000
Transfers From Special Districts Fund	1,633,000	1,259,000	1,140,000	1,114,000	1,088,000	1,022,000	1,056,000	8,312,000
<b>Total Fire Rescue Sources:</b>	<b>6,539,000</b>	<b>2,728,000</b>	<b>2,493,000</b>	<b>1,441,000</b>	<b>2,415,000</b>	<b>3,002,000</b>	<b>2,680,000</b>	<b>21,298,000</b>

# Detailed Seven-Year Summary of Sources and Uses

## Major Facilities: Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
<b>Major Facilities Capital Trust Fund</b>								
Five County Stadium	—	348,000	—	—	—	—	—	348,000
Green Square	138,045	170,529	170,120	170,120	170,120	170,120	170,120	1,159,174
Marbles/IMAX	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	755,000	5,039,000
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	—	586,880	—	—	618,880	74,880	1,280,640
<b>Total Major Facilities Capital Trust Fund Uses:</b>	<b>3,238,045</b>	<b>3,155,529</b>	<b>3,000,000</b>	<b>3,191,120</b>	<b>3,242,120</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,826,814</b>

## Major Facilities: Sources

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Appropriated Fund Balance	238,045	155,529	—	191,120	242,120	—	—	826,814
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
<b>Total Major Facilities Capital Trust Fund Sources:</b>	<b>3,238,045</b>	<b>3,155,529</b>	<b>3,000,000</b>	<b>3,191,120</b>	<b>3,242,120</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,826,814</b>

# Detailed Seven-Year Summary of Sources and Uses

## Solid Waste: Uses

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
<b>Solid Waste</b>								
Landfill Gas Development	—	371,000	109,000	450,000	116,000	418,000	123,000	1,587,000
Multi-material and Convenience Centers	615,000	4,344,000	668,000	612,000	100,000	100,000	371,000	6,810,000
North Wake	—	—	180,000	—	—	—	—	180,000
South Wake Landfill	—	684,000	546,000	—	580,000	179,000	8,609,000	10,598,000
<b>Total Solid Waste Uses:</b>	<b>615,000</b>	<b>5,399,000</b>	<b>1,503,000</b>	<b>1,062,000</b>	<b>796,000</b>	<b>697,000</b>	<b>9,103,000</b>	<b>19,175,000</b>

## Solid Waste: Sources

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Appropriated Fund Balance	615,000	3,465,965	957,000	1,062,000	216,000	518,000	494,000	7,327,965
Miscellaneous	—	684,000	546,000	—	580,000	179,000	8,609,000	10,598,000
Transfers From Solid Waste Enterprise	—	1,249,035	—	—	—	—	—	1,249,035
<b>Total Solid Waste Sources:</b>	<b>615,000</b>	<b>5,399,000</b>	<b>1,503,000</b>	<b>1,062,000</b>	<b>796,000</b>	<b>697,000</b>	<b>9,103,000</b>	<b>19,175,000</b>



# Automation

## Element Summary: Automation

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	11,514,555	9,430,000	7,125,000	6,564,000	8,128,000	6,661,000	7,083,000	56,505,555
Public Health	110,000	—	—	—	—	—	—	110,000
Outside Agencies	6,000	6,000	6,000	24,000	90,000	—	—	132,000
<b>Total Sources</b>	<b>11,630,555</b>	<b>9,436,000</b>	<b>7,131,000</b>	<b>6,588,000</b>	<b>8,218,000</b>	<b>6,661,000</b>	<b>7,083,000</b>	<b>56,747,555</b>
Computer Equipment	2,430,000	2,430,000	2,709,000	2,386,000	2,430,000	2,445,000	2,696,000	17,526,000
Enterprise Infrastructure	1,771,000	2,479,000	1,336,000	1,152,000	2,719,000	1,372,000	1,406,000	12,235,000
Major Projects	7,429,555	4,527,000	3,086,000	3,050,000	3,069,000	2,844,000	2,981,000	26,986,555
<b>Total Uses</b>	<b>11,630,555</b>	<b>9,436,000</b>	<b>7,131,000</b>	<b>6,588,000</b>	<b>8,218,000</b>	<b>6,661,000</b>	<b>7,083,000</b>	<b>56,747,555</b>
CIP Operating Impacts	305,277	184,300	32,000	4,800	5,200	6,700	2,900	541,177

## Seven Year Summary

The Automation CIP funds the improvement of core information technologies and of business processes and operations that use those information technologies. These goals are accomplished through acquiring, upgrading and modernizing the County's technical infrastructure and technical solutions for the County's business units. The FY 2019-2025 Automation CIP supports investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to manage services and information that meet the organization's and public's needs.

## History/Background

The Board of Commissioners' goals and initiatives and the plans of county departments provide the business drivers that shape the approach to the Automation CIP. The business drivers are balanced with the strategic direction for the County's technical environment, which is part of the Information Services Department's business plan. Among the guiding principles for the selection and prioritization of technology projects are: business and service needs

drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired. The County's automation program investments have been made in the following categories:

**Computer equipment:** Funding to replace, upgrade or repair PCs and laptops and associated network devices (e.g., network printers and plotters), to purchase materials (e.g., memory, hard drives), and to refurbish computer equipment.

**Enterprise infrastructure:** Funding to maintain and improve the County's technical infrastructure, including network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, security hardware and software, the county's database platform and specialty equipment for other county departments.

**Major projects and major systems replacement:** Funding to upgrade or replace major computer systems in county departments and across the enterprise. These projects deliver technology improvements intended to improve business operations and business outcomes. The scope of the

# Automation

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systems either benefit the entire organization (e.g., the County's ERP system) or support large departmental operations that require significant investments in resources and time, (e.g., the replacement of the public health care management system). As large systems are upgraded by vendors or are no longer supported and require replacement, they will be scheduled with typical lead times of 18 to 24 months.

## Accomplishments

In FY 2018, Information Services carried out several initiatives to improve business processes and productivity and improve core technologies through the CIP program. These initiatives included:

**Telecom Infrastructure Improvements:** In FY 2014 IS Customer Services staff began the work to update the telecom infrastructure in county buildings to support an eventual migration to a Voice over IP (VoIP) system. Work continued in FY 2018 and includes upgrading communications cabling, adding air conditioning to network closets, and constructing new telecom closets where needed.

**Unified Communications:** In March 2017, IS entered into a 10-year contract for a hosted collaboration solution to replace the County's aging telecom platform. To date, configuration of the platform has been completed and initial cut-overs of IS staff lines completed. Department cut-overs will be scheduled via a phased approach and began in April 2018. IS staff will continue transitioning phone numbers from the old platform to the new one with a goal to complete the migration by December 2019. After the project is complete, only special analog lines utilized for security alarms, elevators, blue light phones and faxes will remain on the old platform.

**Network Upgrades:** In FY 2018 Network Services completed the implementation of a 10Gb fiber ring which connects seven critical Wake County campus locations. The fiber ring, built in partnership with MCNC, provides a new level of redundancy for Wake County's enterprise network, and provides the building blocks for future network expansion and bandwidth. To prepare for the move to a hosted UC platform as well as hosted email with Office 365, in October 2017, Network Services upgraded the County's primary internet connection from 500MB

to 1G. The implementation of the fiber ring allowed the county to take advantage of MCNC to provide the backup internet connection, and in February 2018 that connection was also upgraded from 500MB to 1G.

The FY 2018 CIP budget included funding for a Security Information and Event Management platform to support identifying, monitoring, recording, and analyzing security events and incidents in real time. The goal of this platform is to decrease the potential impact of cyber-attacks by proactively monitoring the network for irregular activities and alerting immediately as events are detected. During the initial phase of implementation, staff is addressing a number of security platforms.

**Case Management:** Information Services, in partnership with the Finance department, is implementing a case management tool which automates the County contract development and workflow process. The solution is based on the County's enterprise document management platform. The tool is expected to go live in mid 2018. Information Services will add the grants approval and management business process to the county's case management tool beginning in FY 2019. Other County business processes slated to be automated in the future utilizing the case management platform include invoices processing, P-card statements and receipts, bid files and W-9's.

In the County's data center environment, Server Services staff began utilizing vendor-hosted cloud storage (outside the Wake County geographical area) to maintain a backup copy of the County's most critical data. Although it is unlikely that a catastrophic event would impact data at the current county data center backup locations, it is not inconceivable. Vendor-hosted cloud storage is a practical and economical option because it eliminates the cost of purchasing and maintaining equipment and facilities, and secures critical data at a location far outside the County's borders.

**Office 365 Implementation:** In May 2017, Wake County entered into an enterprise license agreement with Microsoft for Office 365, a suite of integrated applications focused on improving productivity and collaboration. Information Services is currently



# Automation

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implementing Office 365 in phases. Phase one, which upgraded all County staff to the latest Office products, was completed in December 2017. Phase two replaced the County's legacy instant messaging platform with Skype for Business and was completed in February 2018. Phase three, which migrates users from the legacy email platform to Outlook, is the most time consuming and complex of the project phases. Email migrations are currently underway and scheduled to be completed in early FY 2019. Information Services will then begin evaluating other Office 365 applications for potential uses, as

Microsoft is continually improving and adding to the Office 365 suite.

## Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts that begin in FY 2019 and carry through FY 2025 include: the redesign of the County's citizen facing website WakeGOV; the security and incident event monitoring system; the purchase of new voting equipment; and contract management initiative implement in the Finance department.

## Automation

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### Computer Equipment

The FY 2019-2025 CIP provides, maintains and upgrades desktop and portable computers and associated peripherals throughout the County's operations. The County will focus on ensuring that the business units have equipment that is appropriate

to the technical needs of their business processes. The FY 2019 CIP Equipment Budget will continue to replace County PCs that are at their end of life cycle, as well as meet the more specialized needs of some County departments.

### Program Summary: Computer Equipment

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	2,430,000	2,430,000	2,709,000	2,386,000	2,430,000	2,445,000	2,696,000	17,526,000
<b>Total Sources</b>	<b>2,430,000</b>	<b>2,430,000</b>	<b>2,709,000</b>	<b>2,386,000</b>	<b>2,430,000</b>	<b>2,445,000</b>	<b>2,696,000</b>	<b>17,526,000</b>
Computer Equipment	2,430,000	2,430,000	2,709,000	2,386,000	2,430,000	2,445,000	2,696,000	17,526,000
<b>Total Uses</b>	<b>2,430,000</b>	<b>2,430,000</b>	<b>2,709,000</b>	<b>2,386,000</b>	<b>2,430,000</b>	<b>2,445,000</b>	<b>2,696,000</b>	<b>17,526,000</b>

# Automation

## Enterprise Infrastructure

The Enterprise Infrastructure funds are used for the core technical components and systems that support the County's operations. The projects include upgrades to, and replacement of, technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

FY 2019 includes funds for projects to replace aging server, security and network infrastructure that is reaching end-of-life or end-of-support. Network infrastructure provides connections within County facilities, connections to the County network and the

Internet, and wireless hardware for the County's mobile workers. Projects include replacement of aging network firewalls and switches/routers in the majority of County facilities. Server Services will use FY 2019 CIP funding to continue the deployment of high-capacity servers to replace and augment existing servers that are at end-of-life, especially for those servers that support the county's virtual server environment. Security Services will renew or replace the tool that helps protect the county's workstations from security threats.

### Program Summary: Enterprise Infrastructure

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	1,771,000	2,479,000	1,336,000	1,152,000	2,719,000	1,372,000	1,406,000	12,235,000
<b>Total Sources</b>	<b>1,771,000</b>	<b>2,479,000</b>	<b>1,336,000</b>	<b>1,152,000</b>	<b>2,719,000</b>	<b>1,372,000</b>	<b>1,406,000</b>	<b>12,235,000</b>
Enterprise Infrastructure	1,771,000	2,479,000	1,336,000	1,152,000	2,719,000	1,372,000	1,406,000	12,235,000
<b>Total Uses</b>	<b>1,771,000</b>	<b>2,479,000</b>	<b>1,336,000</b>	<b>1,152,000</b>	<b>2,719,000</b>	<b>1,372,000</b>	<b>1,406,000</b>	<b>12,235,000</b>
CIP Operating Impacts	45,000	—	—	—	—	—	—	45,000

# Automation

## Major Projects

The FY 2019-2025 CIP will provide funding for the maintenance and upgrade of the County's Enterprise Resource Planning system, Property Tax system, Revaluation system, Jail and Records management system, and the Register of Deeds' Real Property and Vital Records applications. Additionally, Major Projects will continue support for the Public Health system and the document management initiatives for Human Services, as well as integration into other county departments including Finance and Revenue.

The FY 2019 budget includes the acquisition of a document management tool for EMS, redesign of the

outward facing WakeGov website, backfile scanning and storage of handgun permits, and the acquisition of an EMS operational/deployment modeling software.

The County's public-facing website, wakegov.com, needs to be redesigned because the platform on which it is built will no longer be supported after January 1, 2020. A heavy undertaking, this project will require the assistance of an outside consultant, to ensure that the site will be done and made before January 1, 2020.

## Program Summary: Major Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	7,313,555	4,521,000	3,080,000	3,026,000	2,979,000	2,844,000	2,981,000	26,744,555
Public Health	110,000	—	—	—	—	—	—	110,000
Outside Agencies	6,000	6,000	6,000	24,000	90,000	—	—	132,000
<b>Total Sources</b>	<b>7,429,555</b>	<b>4,527,000</b>	<b>3,086,000</b>	<b>3,050,000</b>	<b>3,069,000</b>	<b>2,844,000</b>	<b>2,981,000</b>	<b>26,986,555</b>
Major Projects	7,429,555	4,527,000	3,086,000	3,050,000	3,069,000	2,844,000	2,981,000	26,986,555
<b>Total Uses</b>	<b>7,429,555</b>	<b>4,527,000</b>	<b>3,086,000</b>	<b>3,050,000</b>	<b>3,069,000</b>	<b>2,844,000</b>	<b>2,981,000</b>	<b>26,986,555</b>
CIP Operating Impacts	260,277	184,300	32,000	4,800	5,200	6,700	2,900	496,177

# Community Capital Grants

## Element Summary: Community Capital Grants

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Appropriated Fund Balance	315,000	—	—	—	—	—	—	315,000
<b>Total Sources</b>	<b>815,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,815,000</b>
Dorcas Ministries	189,000	250,000	61,000	—	—	—	—	500,000
Green Chair Project	498,000	—	—	—	—	—	—	498,000
Healing Transitions	—	100,000	200,000	200,000	—	—	—	500,000
Poe Center	128,000	—	—	—	—	—	—	128,000
Reserved for Future Community Capital Projects	—	—	39,000	150,000	500,000	500,000	500,000	1,689,000
YMCA of the Triangle	—	150,000	200,000	150,000	—	—	—	500,000
<b>Total Uses</b>	<b>815,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,815,000</b>

## Seven Year Summary

The FY 2019 - 2025 CIP includes \$3.8 million over the seven year period. In the fall of FY 2018, the Board of Commissioners approved a process for the selection of Community Capital projects. The final year of funding for that process will be FY 2022. Projects were reviewed and selected to receive funding through a competitive, analytical process which included a request for proposals, submissions by applicants, finalist interviews, and analysis by an evaluation team comprised of external and internal stakeholders.

During the summer of 2022, the County will embark on a new process for choosing projects to be funded starting in FY 2023. This process will be very similar to the FY 2018 process and will include a request for proposals, an evaluation against criteria, and organization interviews.

## History/Background

In FY 2002, the Board of Commissioners established Community Capital Grants funding to support capital investments in projects that address critical community issues. This grants funding provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. Community Capital Grants are intended to accomplish the following goals: Develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and encourage sustainable financial plans that address countywide problems.

## Operating Budget Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

## Community Capital Grants

### Dorcas Ministries - Western Wake Social Services Building

Dorcas Ministries provides crisis relief to Wake County residents (mostly in the Cary, Morrisville, and west Raleigh areas) who seek stability and self-sufficiency through food and financial assistance, scholarships, training programs, referrals, and an affordable thrift shop.

With the aid of the Community Capital process funding, Dorcas Ministries plans to expand their

current service facility space with the construction of a new social services building to serve the Western Wake County area. Their plan is to use this new facility to house both public and nonprofit service providers to create a single location for in-need residents of western Wake County to seek social services assistance.

### Program Summary: Dorcas Ministries - Western Wake Social Services Building

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	189,000	250,000	61,000	—	—	—	—	500,000
<b>Total Sources</b>	<b>189,000</b>	<b>250,000</b>	<b>61,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>500,000</b>
Dorcas Ministries	189,000	250,000	61,000	—	—	—	—	500,000
<b>Total Uses</b>	<b>189,000</b>	<b>250,000</b>	<b>61,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>500,000</b>

# Community Capital Grants

## Green Chair Project

The Green Chair Project is a Wake County nonprofit organization that redirects gently used furnishings to help families who are transitioning to stability after experiencing homelessness, crisis, or disaster. By partnering with local agencies, nonprofits, and public social service providers, The Green Chair Project provides a positive experience for referred families who leave the facility with the items necessary to make a new home.

Through the use of Community Capital project funding, The Green Chair Project intends to successfully complete their "Furnishing the Future" initiative to purchase a larger, more functional permanent facility and complete the upgrades and renovations necessary to make this new facility ideal for the operations of the organization. The purchase of this larger, permanent space is key in achieving the goals of the initiative, which is the double The Green Chair Project's impact by the year 2020 by reaching at least 1,000 families in Wake County each year.

## Program Summary: Green Chair Project

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	183,000	—	—	—	—	—	—	183,000
Appropriated Fund Balance	315,000	—	—	—	—	—	—	315,000
<b>Total Sources</b>	<b>498,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>498,000</b>
Green Chair Project	498,000	—	—	—	—	—	—	498,000
<b>Total Uses</b>	<b>498,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>498,000</b>

# Community Capital Grants

## Healing Transitions

Healing Transitions provides overnight emergency shelter, non-medical detoxification and peer-supported recovery programs to the homeless and underserved men and women. These services are provided at no cost to Wake County residents.

Through the use of Community Capital project funding, Healing Transitions seeks to increase the availability of their men's emergency and recovery

shelter beds. Currently, the shelter has been at and over capacity in providing this vital temporary housing to a growing Wake County homeless population. Access to these beds not only provide needed shelter to those without anywhere else to turn, but also additional space for those individuals in need of substance abuse treatment to receive the assistance they need while sheltering.

## Program Summary: Healing Transitions

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	—	100,000	200,000	200,000	—	—	—	500,000
<b>Total Sources</b>	<b>—</b>	<b>100,000</b>	<b>200,000</b>	<b>200,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>500,000</b>
Healing Transitions	—	100,000	200,000	200,000	—	—	—	500,000
<b>Total Uses</b>	<b>—</b>	<b>100,000</b>	<b>200,000</b>	<b>200,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>500,000</b>



# Community Capital Grants

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## Poe Center

The Alice Aycock Poe Center for Health Education mission is to educate and empower North Carolina children, youth, and their families to make choices that increase positive health behaviors. By engaging in fun, highly interactive lessons, preschoolers through twelfth graders receive health education on a variety of topics.

Through the use of Community Capital project funding, the Poe Center aims to make key facility upgrades and renovations necessary to keep the facility leading edge in health science education. The funding will allow the Poe Center to replace and update their current exhibits, as well as undertake important facility repairs and maintenance projects.

## Program Summary: Poe Center

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	128,000	—	—	—	—	—	—	128,000
<b>Total Sources</b>	<b>128,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>128,000</b>
Poe Center	128,000	—	—	—	—	—	—	128,000
<b>Total Uses</b>	<b>128,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>128,000</b>

## Community Capital Grants

### YMCA Co-Location Southeast Raleigh Elementary Project

YMCA of the Triangle is a 19 branch and three overnight camp nonprofit organization serving Wake, Chatham, Durham, Johnston, Orange, and Pamlico counties. Their mission is to place Christian principles into practice through programs that build health spirit, mind, and body for all. Areas of focus for YMCA of the Triangle are youth development & leadership, healthy living initiatives, and fostering social responsible involvement in the community.

Through the use of Community Capital project funding, Triangle YMCA's Southeast Raleigh YMCA and Elementary school project brings together public and nonprofit resources aimed at bringing a variety of community organizations and resources to support and serve the southeast Raleigh community by closing the achievement gap, providing state of the art health facilities, and expanding access to a community that needs YMCA programs and services.

### Program Summary: YMCA Co-Location Southeast Raleigh Elementary Project

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	—	150,000	200,000	150,000	—	—	—	500,000
<b>Total Sources</b>	<b>—</b>	<b>150,000</b>	<b>200,000</b>	<b>150,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>500,000</b>
YMCA of the Triangle	—	150,000	200,000	150,000	—	—	—	500,000
<b>Total Uses</b>	<b>—</b>	<b>150,000</b>	<b>200,000</b>	<b>150,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>500,000</b>

# Community Capital Grants

## Reserved for Future Community Capital Projects

The FY 2019-2025 includes \$1.69 million in reserve for future Community Capital projects. Funding is in the CIP each year to address growing community infrastructure needs. Typically appropriated as part of the budget process and selected on a case by case basis, the projects usually include infrastructure development or renovations over a multi-year

timeframe. These projects address critical community problems with capital solutions. A process similar to that which was undertaken to choose FY 2018 - FY 2022 projects will take place the summer of 2022 for the reserve for future funding that starts in FY 2023.

## Program Summary: Reserved for Future Community Capital Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	—	—	39,000	150,000	500,000	500,000	500,000	1,689,000
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>39,000</b>	<b>150,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,689,000</b>
Reserved for Future Community Capital Projects	—	—	39,000	150,000	500,000	500,000	500,000	1,689,000
<b>Total Uses</b>	<b>—</b>	<b>—</b>	<b>39,000</b>	<b>150,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,689,000</b>

# County Building Improvements

## Element Summary: County Building Improvements

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	12,063,074	10,808,505	10,842,505	10,331,505	10,924,505	11,381,000	11,605,000	77,956,094
Municipalities	485,000	—	300,000	240,000	—	—	—	1,025,000
<b>Total Sources</b>	<b>12,548,074</b>	<b>10,808,505</b>	<b>11,142,505</b>	<b>10,571,505</b>	<b>10,924,505</b>	<b>11,381,000</b>	<b>11,605,000</b>	<b>78,981,094</b>
Building Systems Replacements	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	3,000,000	3,000,000	16,800,000
Corporate Security	310,000	335,000	340,000	365,000	298,000	481,000	230,000	2,359,000
Infrastructure Paving	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	6,400,000
Major Building Renovations	6,575,074	3,766,505	4,036,505	3,856,505	3,826,505	3,400,000	3,700,000	29,161,094
Minor Building Projects	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	12,200,000
Roofing Projects	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,400,000
Stormwater Control Device Upgrades	263,000	707,000	766,000	150,000	300,000	200,000	275,000	2,661,000
<b>Total Uses</b>	<b>12,548,074</b>	<b>10,808,505</b>	<b>11,142,505</b>	<b>10,571,505</b>	<b>10,924,505</b>	<b>11,381,000</b>	<b>11,605,000</b>	<b>78,981,094</b>

## Seven Year Summary

As described in the following pages, this funding is used to maintain and improve County buildings so that they can continue meeting the public service needs of the Wake County citizens. Funds are allocated for roofing and building systems replacements, major renovations, and security improvements for County buildings. In FY 2012, the scope of the County Buildings element was expanded to include multiyear funding for repairs to the stormwater control device upgrades. For FY 2014, the element was expanded further to cover replacement of paved parking areas and access roads where the pavement has exceeded its useful life and needs to be replaced.

## History/Background

Wake County Government now occupies or has facility responsibility for nearly 170 buildings, totaling over 5 million sq. ft. Because many of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of

this square footage is required annually to protect the County's investment in its facilities. The County Building Improvements element supports many of the goals of the overall CIP. These projects help to provide a safe and secure environment for Wake County citizens, employees, and customers; improve response times to suspicious activities and alarms through security improvements; locate staff and configure work space to achieve the most effective and efficient service delivery possible; and reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

### Facility Master Planning

The County completed a Facility Master Plan in 1999 that has shaped the County's approach to the County Building Improvement Element. This Master Plan proposed various building renovation projects over the ensuing seven-year period. All County departments and a facility-planning consultant were involved in the plan's development, which included a comprehensive condition assessment of 50 County-

# County Building Improvements

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owned buildings. The Master Plan recommended that older County buildings be brought into compliance with updated building and life-safety codes and that the County modify or replace old lighting, heating, ventilating, and air-conditioning systems to increase energy efficiency and reduce energy consumption. Some preventive maintenance projects, such as roof systems replacement and exterior waterproofing on larger multi-story buildings, were also included. The Master Plan and periodic condition assessments are key tools in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence.

## Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. This process is called Facility Condition Assessment. The primary objective is to provide a report of the findings of physical field assessments of exterior and interior building components and systems. All of the reviewed building components are given a condition

rating based upon serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems, repair/maintenance, and renewal/replacement considerations.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments began in FY 2016 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

## Operating Budget Impact

Since these expenditures primarily represent routine improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations, or systems are replaced with those that are more energy-efficient, there may be annual energy savings.

Projects with operating budget impacts that being in FY 2019 and carry through FY 2025 include the opening of the Oak City Multi-Services Center.

# County Building Improvements

## Stromwater Control Device Upgrades

The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States. The CCWP was started in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina, and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm flood impoundment structures throughout northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency (previously the Soil Conservation Service). Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

For FY 2018, the slide gate replacement for Site 11A, Richland Creek, was completed, and design for Site 20A, Brier Creek, was started with an expected completion in Summer 2018. For FY 2019, funding has been added for structural shoreline improvements for Site 3, Bond Lake. Based on a

recent assessment, the shoreline is deteriorating and in urgent need of repair. Funding for repairs at the final two remaining watershed protection sites are included in FY 2021.

In addition, following the latest approved Emergency Response Plan for flood control structures, a flood telemetry monitoring system is required to monitor the County's three largest and highest impact flood control structures to warn of potential impoundment flooding during heavy rain events. Final design of this monitoring system is expected to be completed in Summer 2018. Installation of the system equipment will occur in stages through FY 2022.

Finally, funding has been added to the CIP for stormwater control measure repairs for dams and other devices on County property. These stormwater control measures are code required devices which are aging and in need of repair and gaining attention from local code officials. The upgrades for FY 2019 include the Fire Training Center Dam Repairs and the Northern Regional Center stormwater control measure repairs. Funding is proposed for FY 2020 - FY 2025.

## Program Summary: Stromwater Control Device Upgrades

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	263,000	707,000	766,000	150,000	300,000	200,000	275,000	2,661,000
<b>Total Sources</b>	<b>263,000</b>	<b>707,000</b>	<b>766,000</b>	<b>150,000</b>	<b>300,000</b>	<b>200,000</b>	<b>275,000</b>	<b>2,661,000</b>
Stormwater Control Device Upgrades	263,000	707,000	766,000	150,000	300,000	200,000	275,000	2,661,000
<b>Total Uses</b>	<b>263,000</b>	<b>707,000</b>	<b>766,000</b>	<b>150,000</b>	<b>300,000</b>	<b>200,000</b>	<b>275,000</b>	<b>2,661,000</b>

# County Building Improvements

## Infrastructure Paving

Wake County maintains and operates nearly 170 buildings, many of which have paved parking areas and access drives. Some of the paving has reached life cycle and is in need of repair and replacement.

Pavement assessments were conducted at most of the County facilities and these assessments identified pavement areas that were in disrepair. Further evaluation was done to identify the highest priorities for facilities that were nearing life cycle and were in the greatest need for pavement repair and replacement.

For FY 2018, design and bidding for resealing the Public Safety Center parking deck was completed.

This project will be completed in phases to keep portions of the deck in operation for the Sheriff's Department. It is scheduled to be completed by the end of the year 2018. In addition, design was started for repaving the Community Services Center parking area. Construction is expected to be completed by the end of the year 2018.

Planned projects for FY 2019 include for repairing and replacing pavements at the following locations: Knightdale Elementary School Park, Fire Arms Education Center, Southern Regional Center, and the Green Road Community Library.

## Program Summary: Infrastructure Paving

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	800,000	800,000	800,000	870,000	1,000,000	1,000,000	1,000,000	6,270,000
Municipalities	—	—	—	130,000	—	—	—	130,000
<b>Total Sources</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,400,000</b>
Infrastructure Paving	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	6,400,000
<b>Total Uses</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,400,000</b>

# County Building Improvements

## Major Building Renovations

The FY 2019 - 2025 CIP includes funding to undertake major repairs and renovations at various County facilities, and to implement a new master plan developed for Human Services facilities.

Major Renovations in the County Buildings element may include any of the following types of projects: projects that are part of a long term Master Plan, a department request for renovated or new space, or a new previously unidentified code issue that needs attention.

For FY 2019, funding is allocated for Phase 4 of the Facility Condition Assessment program for all County Buildings, life cycle finish upgrades to the

South Wilmington Street Center and the Commons Building, and renovation of the 2nd floor of the Wake County Office Building, which is the next phase of the multi-phase improvements plan for that facility.

In addition, based on the recently completed Long-Term Service & Facility Plan for Human Services, a series of new projects has been defined. For FY 2019, this includes an initial renovation to Human Services Swinburne for finishes and minor space reconfigurations, Phase 2 renovations to the Community Services Center, and the advanced planning for the new space on the Human Services Central Campus.

## Program Summary: Major Building Renovations

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	6,575,074	3,766,505	4,036,505	3,856,505	3,826,505	3,400,000	3,700,000	29,161,094
<b>Total Sources</b>	<b>6,575,074</b>	<b>3,766,505</b>	<b>4,036,505</b>	<b>3,856,505</b>	<b>3,826,505</b>	<b>3,400,000</b>	<b>3,700,000</b>	<b>29,161,094</b>
Major Building Renovations	6,575,074	3,766,505	4,036,505	3,856,505	3,826,505	3,400,000	3,700,000	29,161,094
<b>Total Uses</b>	<b>6,575,074</b>	<b>3,766,505</b>	<b>4,036,505</b>	<b>3,856,505</b>	<b>3,826,505</b>	<b>3,400,000</b>	<b>3,700,000</b>	<b>29,161,094</b>



# County Building Improvements

## Building Systems Replacements

The FY 2019-2025 CIP will replace mechanical, electrical, and plumbing systems at County facilities. In addition, this component of County Building Improvements also now includes modernization of existing elevators, which in some cases, exceed 50 years and have outdated operating systems. The County contracts with a consultant to assess its HVAC equipment in each building and maintain a comprehensive replacement schedule for this equipment through the year 2035 to assist with long term planning. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs, and other relevant factors. The replacement schedule helps the County estimate when various pieces of equipment will need to be replaced. This allows the County to spread the impact of these projects over several years and helps prevent unplanned expenditures. Although

the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage, since newer units tend to be more energy efficient. In addition, plumbing, electrical, and life safety systems projects, identified through the County's Facilities Assessment process, are also included in this category, as well as the previously mentioned elevator modernizations.

Planned projects for FY 2019 include HVAC replacements for Human Services Swinburne, South Wilmington Street Center, and Boiler Replacement at Green Road Library. Funding is also included for the next phase of migration to a new Direct Digital Control Platform for the County's Master Building Management System, which controls HVAC and electrical operations.

## Program Summary: Building Systems Replacements

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	1,515,000	2,200,000	1,900,000	2,200,000	2,200,000	3,000,000	3,000,000	16,015,000
Municipalities	485,000	—	300,000	—	—	—	—	785,000
<b>Total Sources</b>	<b>2,000,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>16,800,000</b>
Building Systems Replacements	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	3,000,000	3,000,000	16,800,000
<b>Total Uses</b>	<b>2,000,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>16,800,000</b>

# County Building Improvements

## Minor Building Projects

This category includes repairs, replacements, alterations, and renovations that typically cost under \$100,000. Seventy percent of these funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value. These projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

After repairs/replacements, 30 percent of the funds are allocated for alteration/renovation projects. Representatives from the County's various

departments rank the alterations/renovations projects submitted by County departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County: 1) Federal or state mandates/ADA compliance; 2) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/cost savings; and 9) Alignment with stated Board of Commissioner priorities. The committee provides project priority, based on value based criteria, to apply a limited funding resource to the highest organizational need.

## Program Summary: Minor Building Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	12,200,000
<b>Total Sources</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>2,000,000</b>	<b>12,200,000</b>
Minor Building Projects	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	2,000,000	12,200,000
<b>Total Uses</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>2,000,000</b>	<b>12,200,000</b>

# County Building Improvements

## Roofing Projects

The FY 2019-2025 CIP includes roof repairs or replacements at County facilities. Also included are building envelope repairs, such as window replacements, building sealants, brick mortar repair, exterior waterproofing, and exterior door replacement. To help facilitate long-term capital planning, the County hires a roof engineering consultant to assess the roof conditions at County buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this

category are done in accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their useful life.

Planned projects for FY 2019 include replacement of the South Wilmington Street Center roof and building envelope repairs at the Human Services Sunnybrook Center. Other replacement projects are planned for subsequent years.

## Program Summary: Roofing Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	1,000,000	1,400,000	1,400,000	1,290,000	1,400,000	1,400,000	1,400,000	9,290,000
Municipalities	—	—	—	110,000	—	—	—	110,000
<b>Total Sources</b>	<b>1,000,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>9,400,000</b>
Roofing Projects	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,400,000
<b>Total Uses</b>	<b>1,000,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>9,400,000</b>

# County Building Improvements

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## Corporate Security

Projects scheduled for FY 2019 include design and construction of life cycle core system replacements

for Access Control and Video Management systems at Human Services Centers and Libraries.

### Program Summary: Corporate Security

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	310,000	335,000	340,000	365,000	298,000	481,000	230,000	2,359,000
<b>Total Sources</b>	<b>310,000</b>	<b>335,000</b>	<b>340,000</b>	<b>365,000</b>	<b>298,000</b>	<b>481,000</b>	<b>230,000</b>	<b>2,359,000</b>
Corporate Security	310,000	335,000	340,000	365,000	298,000	481,000	230,000	2,359,000
<b>Total Uses</b>	<b>310,000</b>	<b>335,000</b>	<b>340,000</b>	<b>365,000</b>	<b>298,000</b>	<b>481,000</b>	<b>230,000</b>	<b>2,359,000</b>

# Criminal Justice

## Element Summary: Criminal Justice

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	1,352,195	1,051,905	1,721,519	1,129,000	2,006,773	8,202,000	1,093,381	16,556,773
Appropriated Fund Balance	444,962	—	—	—	—	3,352,179	—	3,797,141
<b>Total Sources</b>	<b>1,797,157</b>	<b>1,051,905</b>	<b>1,721,519</b>	<b>1,129,000</b>	<b>2,006,773</b>	<b>11,554,179</b>	<b>1,093,381</b>	<b>20,353,914</b>
Criminal Justice Equipment	100,905	400,905	27,519	—	100,905	100,905	392,519	1,123,658
Criminal Justice Security	946,252	451,000	644,000	729,000	705,868	453,274	700,862	4,630,256
Detention Facilities	200,000	200,000	200,000	400,000	1,200,000	11,000,000	—	13,200,000
Existing Courthouse Renovations	550,000	—	850,000	—	—	—	—	1,400,000
<b>Total Uses</b>	<b>1,797,157</b>	<b>1,051,905</b>	<b>1,721,519</b>	<b>1,129,000</b>	<b>2,006,773</b>	<b>11,554,179</b>	<b>1,093,381</b>	<b>20,353,914</b>

## Seven Year Summary

Funding is included in the FY 2019-2025 CIP for overall jail expansion planning, detention and court safety improvements, modernization of the final two elevator cars in the Courthouse, replacement of key operating & facility related equipment, and building out the 6th floor of the Justice Center, which was left as an unfinished shell for future expansion.

## History/Background

The primary goals of the Criminal Justice element are to provide sufficient functional space to efficiently process arrestees through booking and intake so that arresting law enforcement officers are released as soon as possible; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards for safety and confinement of individuals who are awaiting court appearance, trial, or sentencing, or who are serving sentences of less than 180 days; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner. In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities. To address these statutory requirements, a Court Facility Space Planning Committee was originally established in the 1980's to work with County representatives to plan and implement justice related capital projects. This long-standing committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999 and updated in FY 2005.

This Master Plan formed the basis for implementation of each Criminal Justice capital project, and was culminated with the completion of the Justice Center in 2013. Support by the Board of Commissioners for these Criminal Justice Projects affirmed its commitment to ensuring a safe community for Wake County citizens.

# Criminal Justice

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## Accomplishments

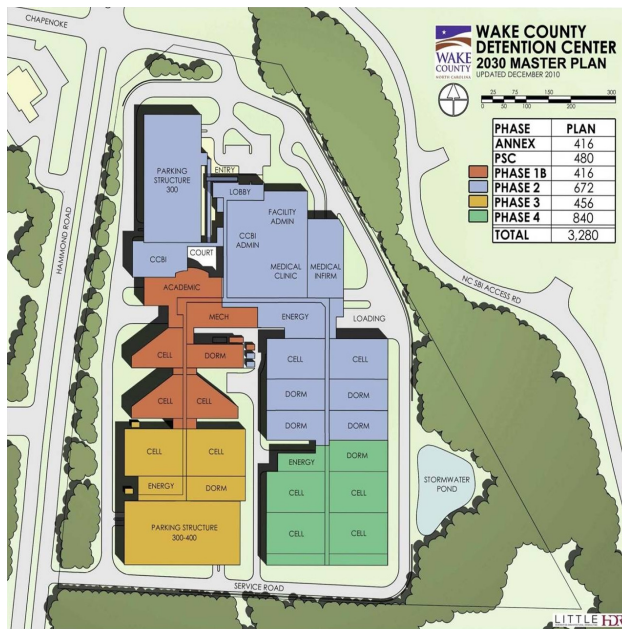
Design work began for renovations to the Hammond Road Detention Center to add safety cells to house suicidal inmates and those with other critical health needs. The second floor area near the Medical Unit will be renovated to house these safety cells. This renovation will aid in supporting efforts toward jail diversion and treating inmates with more appropriate mental health care. Construction is expected to take place in FY 2019.

## Operating Budget Impact

Due to the nature of many of the projects in the Criminal Justice element, most do not have operating impacts. It is assumed that since many of these projects are renovations, upfits, and major maintenance projects of existing facilities, that their operational costs for use will remain consistent with the current operating costs for the existing spaces. Operational impacts will be a major area of focus as expansions and renovations are planned at the Wake County Detention Center, Wake County Jail Annex, and Public Safety Center in the coming years, however there are no impacts for FY 2019.

# Criminal Justice

## Detention Facilities



In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to 2030. This plan, along with a funding strategy for the proposed capital improvements, was endorsed by the Board of Commissioners in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long term detention capital improvements needed to meet state mandated jail standards. Wake County owns 25.58 acres of land, comprised of two tracts, on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum security inmate housing facility with a capacity of 416 inmates. The second

tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30-40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 consisting of a two-story building, with capacity for 416 medium security inmates, was completed (known as Phase 1B).

Phase 2, completed in 2012, consisted of a 415,000 SF addition to the existing building. This resulted in 672 beds being added to the County detention system. Approximately 75 percent of inmates in the system are now incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center to the suburban Hammond Road site.

While the inmate population has generally been stable over the past five years, an inmate population study was completed during the past year and concludes that the population will begin to increase such that the vacant Hammond Road Detention Annex will need to return to operation by 2025. Renovations and life-cycle replacements are now funded for this facility in order to return it to proper working order by FY 2025, and renovations will also be needed to adjust for changes that have been recommended to accommodate the evolving inmate population. The FY 2019-2025 CIP also includes funding for additional advanced planning studies during this period related to the main Detention Center and for replacement of an emergency generator at the Wake County Courthouse, which has exceeded its useful life cycle.

# Criminal Justice

## Program Summary: Detention Facilities

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	200,000	200,000	200,000	400,000	1,200,000	7,647,821	—	9,847,821
Appropriated Fund Balance	—	—	—	—	—	3,352,179	—	3,352,179
<b>Total Sources</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>400,000</b>	<b>1,200,000</b>	<b>11,000,000</b>	<b>—</b>	<b>13,200,000</b>
Detention Facilities	200,000	200,000	200,000	400,000	1,200,000	11,000,000	—	13,200,000
<b>Total Uses</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>400,000</b>	<b>1,200,000</b>	<b>11,000,000</b>	<b>—</b>	<b>13,200,000</b>



# Criminal Justice

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## Criminal Justice Security

Projects for FY 2019 - 2025 include: Life cycle replacement projects include Digital Video Systems; Security Management Systems; Backup Power

Systems; Video Visitation Equipment Replacements; Glazing Modifications; and Design for Replacement of Public Safety Center hardline locks.

### Program Summary: Criminal Justice Security

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	946,252	451,000	644,000	729,000	705,868	453,274	700,862	4,630,256
<b>Total Sources</b>	<b>946,252</b>	<b>451,000</b>	<b>644,000</b>	<b>729,000</b>	<b>705,868</b>	<b>453,274</b>	<b>700,862</b>	<b>4,630,256</b>
Criminal Justice Security	946,252	451,000	644,000	729,000	705,868	453,274	700,862	4,630,256
<b>Total Uses</b>	<b>946,252</b>	<b>451,000</b>	<b>644,000</b>	<b>729,000</b>	<b>705,868</b>	<b>453,274</b>	<b>700,862</b>	<b>4,630,256</b>

# Criminal Justice

## Criminal Justice Equipment

The Criminal Justice Equipment program ensures that the Wake County Sheriff's Office (WCSO) and City-County Bureau of Identification (CCBI) are provided funding for the acquisition, upgrade, and replacement of their major operational equipment and instrumentation systems.

The FY 2019 Criminal Justice Equipment program includes funding for the purchase of taser replacements for the Wake County Sheriff's Office. The FY 2019 taser replacement funding is the first of a seven year replacement plan that includes additional funding across fiscal years 2020-21 & 2023-25. This plan not only seeks to replace all of the active tasers in service across the current Law Enforcement and Detention services, but also expand the taser program to ensure all eligible personnel are equipped.

Also, included in the FY 2019-25 Criminal Justice Equipment program is funding for upgrades to CCBI's DWI lab equipment in FY 2020 and life-cycle replacement of CCBI's major forensic instrumentation in fiscal years 2021 & 2025..

The DWI Lab Equipment upgrade originally received funding in FY 2017. That funding was instead approved for use by CCBI to purchase Ballistics Testing Equipment to help clear a large untested evidence backlog in the Wake County Criminal Court's caseload. The funds remaining following the purchase and installation of the Ballistics Testing Equipment will be reallocated back to their original purpose of upgrading the current DWI Lab Equipment that will improve the speed and quality of blood tests for various types intoxicating drugs, translating into more timely prosecution and road safety in Wake County. The \$130,000 provided in FY 2020 will ensure there is adequate funding to complete the upgrade.

The life-cycle replacement of CCBI's major forensic instrumentation will provides CCBI with more operational flexibility and support by ensuring their specialized lab equipment will be replaced on a predictable schedule.

## Program Summary: Criminal Justice Equipment

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	100,905	400,905	27,519	—	100,905	100,905	392,519	1,123,658
<b>Total Sources</b>	<b>100,905</b>	<b>400,905</b>	<b>27,519</b>	<b>—</b>	<b>100,905</b>	<b>100,905</b>	<b>392,519</b>	<b>1,123,658</b>
Criminal Justice Equipment	100,905	400,905	27,519	—	100,905	100,905	392,519	1,123,658
<b>Total Uses</b>	<b>100,905</b>	<b>400,905</b>	<b>27,519</b>	<b>—</b>	<b>100,905</b>	<b>100,905</b>	<b>392,519</b>	<b>1,123,658</b>

# Criminal Justice

## Existing Courthouse Renovations



The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960's to serve Wake County as a Courthouse, Office Building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed.

A multi-year improvement plan for the Courthouse renovations was completed in FY 2017. There were not projects in FY 2018. Funding is included in FY 2019 to replace an emergency generator in the Courthouse that has exceeded its useful life cycle. Funding programed for FY 2021 is planned for replacing the final set of elevators (5 & 6) at the Wake County Courthouse.

## Program Summary: Existing Courthouse Renovations

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	105,038	—	850,000	—	—	—	—	955,038
Appropriated Fund Balance	444,962	—	—	—	—	—	—	444,962
<b>Total Sources</b>	<b>550,000</b>	<b>—</b>	<b>850,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,400,000</b>
Existing Courthouse Renovations	550,000	—	850,000	—	—	—	—	1,400,000
<b>Total Uses</b>	<b>550,000</b>	<b>—</b>	<b>850,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,400,000</b>

# Economic Development

## Element Summary: Economic Development

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	1,191,176	4,724,176	2,216,176	2,224,176	2,180,811	2,455,000	2,200,000	17,191,515
Outside Agencies	116,000	116,000	116,000	116,000	116,000	116,000	116,000	812,000
<b>Total Sources</b>	<b>1,307,176</b>	<b>4,840,176</b>	<b>2,332,176</b>	<b>2,340,176</b>	<b>2,296,811</b>	<b>2,571,000</b>	<b>2,316,000</b>	<b>18,003,515</b>
Business Development Grants	641,176	875,176	1,016,176	1,024,176	980,811	1,255,000	1,000,000	6,792,515
Jordan Lake Reclaimed Water Project	200,000	2,849,000	200,000	200,000	200,000	200,000	200,000	4,049,000
On-site Water and Sewer	300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,300,000
Water, Sewer & Roads Policy	166,000	116,000	116,000	116,000	116,000	116,000	116,000	862,000
<b>Total Uses</b>	<b>1,307,176</b>	<b>4,840,176</b>	<b>2,332,176</b>	<b>2,340,176</b>	<b>2,296,811</b>	<b>2,571,000</b>	<b>2,316,000</b>	<b>18,003,515</b>

## Seven Year Summary

Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP), and provide payments as approved by the Board of Commissioners for various business development grants.

## History/Background

### Research Triangle Park Water and Sewer

In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for among other items and conditions, the following: (1) The County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers. (2) RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.). (3) Cary will provide water, reclaimed water, and wastewater treatment to the customers of RTP South

based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer, and reclaimed water facilities installed by the County. Over the past twenty years, over 30,000 linear feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. It is important to note that the County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly install a portion of the sewer lines. Essentially all three parties were able to realize significant savings through joint planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Wake County completed closing out the grant awards from the EPA for the design and installation of a water reclamation system in RTP South and the surrounding area. This included reimbursements in coordination with Durham County and the Town of Cary. The first two phases of this system have been completed. A third phase is planned in FY 2020.

# Economic Development

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## Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2019 - 2025 CIP includes estimated business development grant payments for MetLife, NetApp,

Red Hat, Xellia, A Wireless, Conduent, Infosys, and Trilliant.

## Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on the County's operating budget. As explained on the following project pages, the County does not assume the responsibility for operating or maintaining any of the water/sewer infrastructure funded here. Instead, the maintenance and operation of this infrastructure is the responsibility of our municipal or other partners.

# Economic Development

## Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements.

The FY 2019 - 2025 CIP includes anticipated business development grant awards for MetLife, NetApp, Red Hat, Xellia, A Wireless, Condeunt, InfoSys, and Trilliant.

In anticipation of possible future Business Development Grants, the County has allocated a Future Business Development Grant Reserve of \$2.8 million for FY 2019 - 2025.

## Program Summary: Business Development Grants

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	641,176	875,176	1,016,176	1,024,176	980,811	1,255,000	1,000,000	6,792,515
<b>Total Sources</b>	<b>641,176</b>	<b>875,176</b>	<b>1,016,176</b>	<b>1,024,176</b>	<b>980,811</b>	<b>1,255,000</b>	<b>1,000,000</b>	<b>6,792,515</b>
Business Development Grants	641,176	875,176	1,016,176	1,024,176	980,811	1,255,000	1,000,000	6,792,515
<b>Total Uses</b>	<b>641,176</b>	<b>875,176</b>	<b>1,016,176</b>	<b>1,024,176</b>	<b>980,811</b>	<b>1,255,000</b>	<b>1,000,000</b>	<b>6,792,515</b>

# Economic Development

## Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency (EPA) totaling just under \$3.0 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP) South.

Phase 1 of this project was completed in FY 2013 and provides reclaimed water to all but one of the developed sites currently located in RTP South. Reclaimed water will be used by the RTP tenants for irrigation and cooling towers, thereby reducing

the need for potable water. The construction of Phase II of the project continues south from RTP along Green Level Church Road to Thomas Brook Park and the USA Baseball facilities and will be managed by the Town of Cary. Phase II was bid by the Town of Cary and was completed in Spring 2015. The final phase of the project will be managed by the County and provide service to the remainder of the sites located in RTP South. This portion of the project is currently budgeted in FY 2020 but is subject to the development of additional sites and further demand for reclaimed water within RTP South.

## Program Summary: Jordan Lake Reclaimed Water Project

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	200,000	2,849,000	200,000	200,000	200,000	200,000	200,000	4,049,000
<b>Total Sources</b>	<b>200,000</b>	<b>2,849,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>4,049,000</b>
Jordan Lake Reclaimed Water Project	200,000	2,849,000	200,000	200,000	200,000	200,000	200,000	4,049,000
<b>Total Uses</b>	<b>200,000</b>	<b>2,849,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>4,049,000</b>

## Economic Development

### On-site Water and Sewer

To encourage job creation and economic development, the County has provided funds for the installation of off-site water, sewer, and reclaimed water infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water, sewer, and reclaimed water service up to the property line of the individual sites within RTP. In addition, the Wake County Water, Sewer, and Orphan Roads Policy specifically provides for assistance with the construction of on-site water, sewer, and reclaimed

water lines to industrial tenants within RTP. The Board of Commissioners has in the past approved funding for the construction of on-site water and sewer lines to within five feet of the building for new and expanding industries in RTP, including Cisco, Biogen, Sony Ericsson, Diosynth, Credit Suisse, and Network Applications. Funding for on-site utilities is considered and approved by the Board of Commissioners on a case by case basis when requested.

### Program Summary: On-site Water and Sewer

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,300,000
<b>Total Sources</b>	<b>300,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,300,000</b>
On-site Water and Sewer	300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,300,000
<b>Total Uses</b>	<b>300,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,300,000</b>



# Economic Development

## Water, Sewer & Roads Policy

On April 6, 2015, the Wake County Board of Commissioners adopted a Water, Sewer, and Road Financial Policy. This policy was adopted to help guide the County in determining when to consider public financing of critical community infrastructure projects that fall outside of municipal jurisdictions. (e.g. water, sewer, and roads).

Banks Pointe is a subdivision outside of any municipal jurisdiction and when the roads were designated, platted and recorded, they were designated as public roads and the developer did not turn these roads over to NC Department of Transportation for maintenance. These are termed "orphan roads". This development preceded the County's current ordinance that now requires guarantees on the front end of a development. The homeowners in Banks Pointe petitioned the county

in accordance with NCGS 153A-205(c) in order that the County finance the improvements to the roads by special assessment such that the County manage and fund the project but will receive the special assessment property tax revenue estimated at \$116,000 each year starting in FY 2019.

New for FY 2019 is the allocation of \$50,000 for future orphan road projects. The County has been receiving lots of inquires and interest from HOAs and neighborhoods that have subpar road infrastructure the State will not accept. While the major orphan road projects that the County will undertake in the future will require repayment from the residents of the communities affected, there still needs to be additional funding made available for engineering studies and planning.

## Program Summary: Water, Sewer & Roads Policy

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	50,000	—	—	—	—	—	—	50,000
Outside Agencies	116,000	116,000	116,000	116,000	116,000	116,000	116,000	812,000
<b>Total Sources</b>	<b>166,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>862,000</b>
Water, Sewer & Roads Policy	166,000	116,000	116,000	116,000	116,000	116,000	116,000	862,000
<b>Total Uses</b>	<b>166,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>116,000</b>	<b>862,000</b>

# Libraries

## Element Summary: Libraries

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
GO Bonds Authorized & Issued	3,663,000	—	—	—	—	—	—	3,663,000
<b>Total Sources</b>	<b>3,663,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,663,000</b>
Morrisville Library	550,000	—	—	—	—	—	—	550,000
Reserved for Future Library Projects	113,000	—	—	—	—	—	—	113,000
Upgrades to Existing Library Facilities	3,000,000	—	—	—	—	—	—	3,000,000
<b>Total Uses</b>	<b>3,663,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,663,000</b>
CIP Operating Impacts	118,241	696,552	—	—	—	—	—	814,793

## Seven Year Summary

The FY 2019 - 2025 CIP includes funding for existing library projects and to complete needed upgrades to existing library branches. This is the final funding allocation from the Bond Issue approved by the voters in October 2007.

## History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007, reaffirms the Division's focus on books, reading, and children and identifies no major changes to the system's service plan or priorities. In addition, the prototypes and operating models for community branches and regional libraries identified in the 2002 Libraries Master Plan do not require any significant changes. The 2007 Libraries Master Plan provides a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and

renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011. Bond sales took place in the summer of 2014 and the spring of 2016. Following these sales, funding for the remaining major construction projects resumed and will continue through FY 2019.

Due to the considerable passage of time between approval of the bonds and the current funding period, construction costs have rapidly escalated, which has created a significant challenge in being able to complete the bond program as originally anticipated. As such, the planned branch at North Hills has been deferred and its funding reallocated to current projects with the remaining balance redirected to upgrades at existing library branches.

## Accomplishments

Construction of the Middle Creek Library was completed and opened to the public in spring of 2017. In addition, renovations to the East Regional Library in Garner were completed in spring of 2018. Construction of a new regional library in Cary and a new community library in Fuquay-Varina began in Spring 2018. Design was completed for a final new

# Libraries

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library in Morrisville with construction planned to begin in Fall 2018.

Projects with operating budget impacts that begin in FY 2019 and carry through FY 2025 include the opening of Wake Forest, Cary Regional, and Morrisville libraries.

## Operating Budget Impact

The construction of a new library facility is a non-routine capital project that significantly impacts the County's service delivery and its operating budget. Opening new libraries will require that the County dedicate a portion of its expenditure growth each year to these new facilities. To fully understand the

financial impact of these projects, the County has estimated the operating cost of all new and expanded libraries. These cost estimates use the library staffing standards that are part of the Library System Master Plan, along with estimates for each facility's usage of supplies and materials. Generally, the operating costs for new facilities are phased in over two or more fiscal years based on the timing of the library's opening. For example, a library opening late in the fiscal year will not incur a full year's worth of operating expenses until it operates for an entire fiscal year.

Funding is included in the FY 2019 operating budget for the opening of Wake Forest, Cary Regional, and Morrisville Libraries.

## Libraries

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### Upgrades to Existing Library Facilities

Wake County's facility condition assessment process identified several library facilities where renovation and repairs would be necessary. The work includes site work repairs, interior and exterior renovations, roof replacements, HVAC and energy conservation improvements, and replacement of furnishings, fixtures, and equipment.

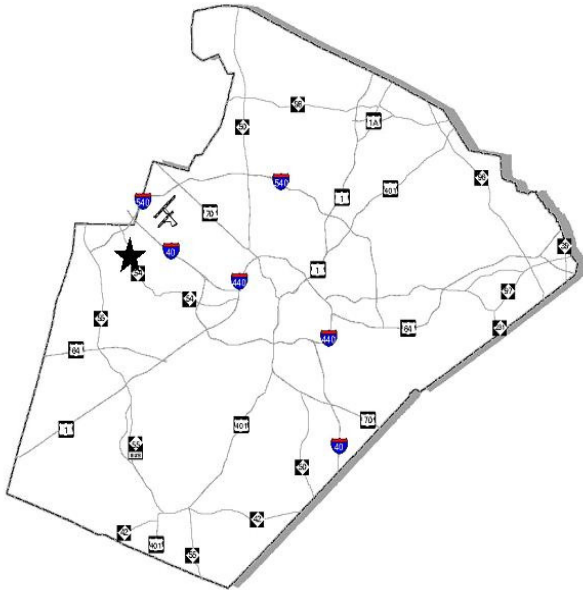
For the FY 2019 - 2025 CIP, funding redirected from the original North Hills project is designated for upgrades to Eva Perry Library and North Regional Library. These projects are set to be completed by the end of FY 2020.

### Program Summary: Upgrades to Existing Library Facilities

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
GO Bonds Authorized & Issued	3,000,000	—	—	—	—	—	—	3,000,000
<b>Total Sources</b>	<b>3,000,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,000,000</b>
Upgrades to Existing Library Facilities	3,000,000	—	—	—	—	—	—	3,000,000
<b>Total Uses</b>	<b>3,000,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,000,000</b>

# Libraries

## Morrisville Library



A new community library is proposed for Morrisville as part of a planned downtown commercial complex where the town will dedicate the land for a library. Although the planned library is in the vicinity of West Regional Library, there remains an increasing demand for library services in the area. The building is proposed to be 8,500-9,000 sq. ft. and is scheduled to be completed for opening in FY 2020. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials.

### Program Summary: Morrisville Library

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
GO Bonds Authorized & Issued	550,000	—	—	—	—	—	—	550,000
<b>Total Sources</b>	<b>550,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>550,000</b>
Morrisville Library	550,000	—	—	—	—	—	—	550,000
<b>Total Uses</b>	<b>550,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>550,000</b>
CIP Operating Impacts	118,241	696,552	—	—	—	—	—	814,793

# Libraries

## Reserved for Future Library Projects

During November 2007 voters approved a \$45 million bond referendum to build and/or renovate several libraries throughout Wake County. As part of the Libraries Master Plan six projects were identified for major construction or renovations. In addition,

several other facility upgrades or renovations are expected to be completed within several Libraries throughout the County. The remaining funds of \$113,000 will be used as a reserve for future library projects.

### Program Summary: Reserved for Future Library Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
GO Bonds Authorized & Issued	113,000	—	—	—	—	—	—	113,000
<b>Total Sources</b>	<b>113,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>113,000</b>
Reserved for Future Library Projects	113,000	—	—	—	—	—	—	113,000
<b>Total Uses</b>	<b>113,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>113,000</b>

# Open Space

## Element Summary: Open Space

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Municipalities	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,500,000</b>
Open Space	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Uses</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,500,000</b>

## Seven Year Summary

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

Since 2001, a total of 7,510 acres of land has been acquired and preserved as Open Space for a total cost of \$111.6 million which includes \$77.7 million in County Funds. Wake County owns (and/or manages) of 5,295 acres and various partners control the remaining 2,215 acres.

In 2011, the County began utilizing open space funds to assist municipalities in developing greenway trails in open space areas. To date, the county has invested \$12.6 million in ten greenway projects totaling 21.8 miles.

In 2012, the County began improving certain open space properties to provide the public a way to enjoy the properties while still preserving them in a largely natural state. Three areas were initially identified for development as nature preserves allowing for limited public access; Robertson Millpond, Turnipseed, and the Procter Farm. Robertson Millpond Preserve opened in October 2015 and Turnipseed Phase I opened in November 2017.

## History/Background

During the 1990's Wake County experienced rapid growth and development in outlying areas that

resulted in decreased forestland and farmland. In response, the Board of Commissioners created an Open Space Task Force in 1997 to provide feedback and recommendations for the Commissioners to consider. As a result of the task force's work, Wake County committed \$1.3 million for open space planning and to provide grant funding for municipalities to encourage them to prepare open space plans. This planning work led to the first open space bond referendum in 2000. This bond funding, along with two additional bonds in 2004 and 2007, helped fund the County's open space acquisitions.

The bond funds associated with all the referenda (2000 for \$15 million, 2004 for \$26 million, and 2007 for \$50 million) have been either expended or committed.

Over the years, Wake County's open space program has relied on input from the Consolidated Open Space Plan, Watershed Management Plan, Growth Management Plan, and other critical documents to help guide the acquisition process. In 2008, the guiding principles were captured in the Wake County Public Open Space Preservation Program Policy, which staff still uses to make decisions about the direction of the open space program.

In FY 2012 County staff developed a GIS-based model to score and rank all potential open space properties in Wake County. The model uses many criteria including impact on water quality, size of the parcel, location, and species and habitat preservation. Once this data became available, Wake County began its "Solicitation of Interest" process wherein staff mails a letter to all high scoring property owners to see if they are interested in selling their property voluntarily. After the deadline to respond passes, staff can then evaluate all the available properties relative

# Open Space

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to one another. The shift to this acquisition process has provided staff with much more complete information and allows for a more effective evaluation process.

## Accomplishments

Completed construction of Turnipseed Nature Preserve Phase 1 for public access in November 2017. Phase Two is under construction and scheduled for completion in Summer 2018.

Acquired 1,150 acres of open space for \$1.5 million utilizing the Solicitation of Interest process.

Completed design of Robertson Millpond Preserve Phase II, which is partially funded by a Parks and Recreation Trust Fund (PARTF) grant from the State of North Carolina. Construction is anticipated to start in Summer 2018.

Acquired final 44 acres of property needed for future Southeast County Park.

Completed construction of Morrisville's Crabtree/Hatcher Creek Greenway in Spring 2018.

Continued construction of Cary's Crabtree Creek Greenway with anticipated completion in Fall 2018.

Began construction of Cary's White Oak Creek Greenway with anticipated completion in Fall 2018.

Began design of Zebulon's Beaverdam Creek Greenway with anticipated design completion in Summer 2018.

Began design of Apex Middle Creek Greenway with anticipated design completion in Summer 2018.

Continued design of Wake Forest's Smith Creek Greenway with anticipated design completion in Summer 2018.

Completed preliminary programming and opinions of cost of four new nature preserves.

Completed feasibility study for Triangle Bikeway, a proposed multi-use trail between Raleigh, RTP, and Durham.

Continuing in FY 2019, Wake County will use any remaining funds to acquire additional open space and proceed with additional greenway partnerships. Open space funds will continue to be utilized for the design and construction of the preserve at the Procter Farm open space property.

## Operating Budget Impact

Since the inception of the open space program, Wake County has focused on the acquisition of open space property. Some basic management tasks, such as boundary marking and clean-up, have occurred at acquisition, but no real organized management or stewardship. In 2018, efforts were made to continue baseline reports on open space properties to identify future management needs or actions. As the number of acres under County ownership continues to grow, staff is continually monitoring and evaluating its land management needs. It is possible that in the future Parks, Recreation, and Open Space may request additional operating funds for open space stewardship.

The operating budget includes funding beginning in FY 2019 for costs associated with the opening of Phase II of the Turnipseed Nature Preserve.



# Open Space

## Open Space

Using the Solicitation of Interest acquisition process, Wake County has acquired 1,150 acres of open space for \$1.5 million to date in FY 2018. Construction of Robertson's Millpond Preserve was completed in October 2015. The preserve provides canoe and kayak opportunities on a unique cypress mill pond in the eastern part of Wake County.

Turnipseed Nature Preserve Phase I was completed in Fall 2017, and provides hiking opportunities through unique wetland areas in the eastern part of Wake County. Phase 2 is scheduled to be completed in Summer 2018. Phase 2 of Robertson Millpond is expected to be completed by Winter 2019.

The County's open space program has funded a number of municipal greenway trail projects.

Currently seven projects are active: Hatcher Creek/Crabtree Creek Greenway (Morrisville), Beaver Creek Greenway (Apex), Middle Creek Greenway (Apex), White Oak Creek Greenway (Cary), Crabtree Creek Trail Greenway (Cary), Smith Creek Greenway (Wake Forest), and Beaver Dam Creek Greenway (Zebulon).

Continuing in FY 2019, Wake County will use remaining open space funds to acquire additional open space and proceed with additional greenway partnerships.

The Open Space element of the CIP includes annual reimbursements of \$500,000 from the City of Raleigh that may be used toward future open space acquisitions with some restrictions.

## Program Summary: Open Space

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Municipalities	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,500,000</b>
Open Space	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Uses</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,500,000</b>

# Parks

## Element Summary: Parks

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	800,000	800,000	800,000	800,000	800,000	800,000	800,000	5,600,000
<b>Total Sources</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>5,600,000</b>
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Uses</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>5,600,000</b>

## Seven Year Summary

The FY 2019 - 2025 CIP includes the County's contribution towards the Community Use of School Parks Program and funding for existing facility improvements at various County parks and school/park facilities.

## History/Background

In 2008, staff updated the County's Comprehensive Parks and Recreation Master Plan by facilitating a review of existing facilities and predicted needs for future park facilities. In February 2008, the Board of Commissioners received the Comprehensive Parks and Recreation Master Plan.

The 2008 Comprehensive Plan confirms the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include: (1) Maintaining the three core service areas of open space, recreation and leisure, and environmental and cultural education. (2) Identifying new park facilities that meet current and long-term needs. (3) Continue to partner with the school system and municipalities in the delivery of parks and recreation services. (4) Continue the high level of maintenance and renovation at existing facilities.

Each park in the County's system has its own master plan. These plans were originally developed as each park was designed and helped guide the parks facility and program development. The 2008 Comprehensive Plan suggested that each park's master plan be updated to accurately assess the long-term needs for

the system and individual park facilities. In FY 2016, the County hired Alta Planning and Design to update all eight existing park master plans. The Board of Commissioners adopted the updated Park Facility Master Plans in FY 2017 which outlines a plan to renovate and improve existing park infrastructure.

The existing Parks Facility Improvements Program allows for major repairs or replacement of amenities at the County's park facilities, including school/parks.

In the Community Use of Schools Program, Wake County actively facilitates partnerships between municipalities and the Wake County Public School System to construct park-related improvements on the school campuses.

## Accomplishments

Completed consultant RFQ process, detailed concept / schematic designs, and preliminary opinions of cost for master plan recommended projects at the eight existing County parks.

Completed a recreational facility study for Lake Crabtree County Park and RDU Airport properties, with the UNC School of Government, and a separate study with Capital Area Metropolitan Planning Organization for the Triangle Bikeway along I-40 that will connect the City of Raleigh with RTP and Durham.

Submitted an RFP response to RDU for potential additional park development and began discussions.

## Parks

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Completed a MOU agreement with North Carolina State University and a Reimbursement Agreement with North Carolina Department of Transportation for the Mussel Propagation project at Historic Yates Mill County Park. Partner funding and design start is anticipated in Spring 2018.

Completed annual detailed facility condition assessments for all County and school park facilities. From prior year assessments, completed construction of site improvements and installation of a new playground at Lake Crabtree County Park, completed asphalt trail repairs at Harris Lake County Park, completed painting and remediation on two structures at Historic Oak View County Park, completed design of playground replacement at Harris Lake County Park, completed design of asphalt trail repairs at Lake Crabtree County Park, completed a structural analysis for the boalkwalks at Historic Yates Mill County Park.

Completed design, permitting, and construction of site improvements for a new playground at Lake Crabtree County Park.

Design and installation of a new fishing pier at Harris Lake County Park, in partnership with NC Wildlife Resource Commission was completed in summer 2017.

Executed a Community Use of Schools Funding Agreement with the Town of Fuquay-Varina for the Construction of Park Amenities at the future South Lakes Elementary School site.

### **Operating Budget Impact**

There are no projects within the Parks element that carry operating budget impacts beginning in FY 2019.

# Parks

## Existing Parks Facility Improvements



The County conducts annual facility condition assessments at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements.

Construction is expected to be completed by Spring 2018 on various capital improvement projects at three county park facilities based on priorities listed in the annual facility condition assessments. Park facilities included: Lake Crabtree, Historic Oak View, and Harris Lake County Park. Projects include: asphalt trail repair and replacement, historic building repairs and remediation, siding repair and painting, and playground replacement.

For FY 2019, park improvements are planned at 7 county parks and include: decking replacement, restroom improvements, building structural and fascia repairs, boardwalk structural repairs, asphalt trail repairs, and playground replacement designs.

## Program Summary: Existing Parks Facility Improvements

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,500,000</b>
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Uses</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,500,000</b>

# Parks

## Community Use of School Parks



The Community Use of Schools Program represents a partnership between Wake County, Wake County Public School System, municipalities, and non-profit agencies to develop additional public recreational amenities in conjunction with the development of new school sites. Funds are used for land acquisition

and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

During the economic recession, municipal demand for the Community Use in School Parks program decreased, and the program's funds were reallocated to the Existing Parks Facility Improvements fund.

In 2018, staff executed a Community Use of Schools Funding Agreement with the Town of Fuquay-Varina for the Construction of Park Amenities at the future South Lakes Elementary School site.

As Wake County takes a broader look at park, greenway, and open space needs across the County, the Community Use of School Parks program should be evaluated and a process will be developed to better utilize this County funding. County and WCPSS staff are currently drafting a comprehensive joint use agreement to cover the original thirteen school sites from the School/Park Program.

## Program Summary: Community Use of School Parks

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
<b>Total Sources</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,100,000</b>
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
<b>Total Uses</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,100,000</b>

## Program-wide Projects

### Element Summary: Program-wide Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	—	635,717	2,503,800	2,748,319	6,088,911	—	9,592,619	21,569,366
<b>Total Sources</b>	<b>—</b>	<b>635,717</b>	<b>2,503,800</b>	<b>2,748,319</b>	<b>6,088,911</b>	<b>—</b>	<b>9,592,619</b>	<b>21,569,366</b>
Reserve for Future Projects	—	635,717	2,503,800	2,748,319	6,088,911	—	9,592,619	21,569,366
<b>Total Uses</b>	<b>—</b>	<b>635,717</b>	<b>2,503,800</b>	<b>2,748,319</b>	<b>6,088,911</b>	<b>—</b>	<b>9,592,619</b>	<b>21,569,366</b>

### Seven Year Summary

To ensure sound financial stewardship, the County maintains capital reserves for future projects. Typically, these funds are considered available for

future capital projects with sound business cases or cost increases for existing projects with changes in scope.

# Public Safety

## Element Summary: Public Safety

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	3,838,000	3,616,697	6,649,000	8,871,000	3,370,000	4,852,000	2,850,000	34,046,697
<b>Total Sources</b>	<b>3,838,000</b>	<b>3,616,697</b>	<b>6,649,000</b>	<b>8,871,000</b>	<b>3,370,000</b>	<b>4,852,000</b>	<b>2,850,000</b>	<b>34,046,697</b>
800 Megahertz System	128,000	—	—	—	2,000,000	—	—	2,128,000
CAD Improvements	—	100,000	—	100,000	500,000	100,000	—	800,000
Emergency Operations Center	—	—	645,000	5,400,000	—	—	—	6,045,000
EMS Projects	3,710,000	3,516,697	6,004,000	3,371,000	870,000	4,752,000	2,850,000	25,073,697
<b>Total Uses</b>	<b>3,838,000</b>	<b>3,616,697</b>	<b>6,649,000</b>	<b>8,871,000</b>	<b>3,370,000</b>	<b>4,852,000</b>	<b>2,850,000</b>	<b>34,046,697</b>
CIP Operating Impacts	—	746,761	15,612	1,133,837	1,137,226	463,549	489,397	3,986,382
CIP Operating Impacts - FTE	—	4.000	—	8.000	12.000	4.000	4.000	32.000

## Seven Year Summary

The FY 2019 - 2025 Public Safety CIP includes allocations for: 800 Mhz & CAD Master Planning, EMS Facilities & general projects, planning for an Emergency Operations Center.

**800 Megahertz & CAD Master Planning:** This project includes replacing infrastructure, radios, tone, voice, and alphanumeric pagers, and adding simulcast features to a tower in RTP for 800 Mhz Radio. It also includes the configuration of the new CAD and mobile data systems and associated interfaces . The portions of the plan related to fire departments are proposed to be funded with Fire Tax District revenue transferred from the Fire Tax Fund. This project plan includes a partnerships from the Town of Cary and City of Raleigh.

**EMS Facilities:** The EMS Facilities Master Plan has a number of projects planned over the course of the FY 2019 - 2025 CIP period. A variety of projects are planned which will include future stations serving areas around Wendell, Knightdale, Zebulon, Garner,

Holly Springs, Fuquay-Varina, and southwest Wake County near New Hill.

**Emergency Operations Center:** Due to population growth, increased responsibilities, and operational changes, the existing facility has outlived its effective use. This project plans to create a new Emergency Operations Center for the County in FY 2021 - 2022.

## History/Background

Public Safety projects in the past have included installing generators at emergency shelters, building and renovating public safety related facilities, and funding technology projects to improve public safety in Wake County. Projects are historically developed through master plans that are reviewed and then used to develop CIP requests.

In FY 2008, a facility master plan was undertaken for Emergency Medical Services (EMS) and \$2 million was budgeted to seed this project. This plan is evaluated and modified each year based on updated response time data and demographics within the

# Public Safety

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EMS system. Future station projects are described further in the EMS Projects section.

The FY 2019 - FY 2025 CIP includes funding for the second of two rounds of defibrillator replacements. A project to replace 800 MHz radios was proposed in FY 2008 and a master plan has been developed to also replace aging infrastructure and alphanumeric, tone, and voice pagers. The FY 2019 - 2025 CIP proposes funding portions of this plan.

## Accomplishments

In FY 2018, construction was completed on a new EMS station to replace an existing leased facility in Wendell and designs were completed and ready for bid for a new EMS substation on the north campus of Wake Technical College and for a collocated Fire/EMS public safety center planned for Wendell Falls.

## Operating Budget Impact

The FY 2019-2025 Public Safety element will have several operating impacts from the opening of new EMS stations as well as the acquisition and replacement equipment. The following new EMS stations are anticipated to require a total of \$5.4 million dollars (\$4 million in new ongoing funding; \$1.4 million in one-time funding) in FY 2020-2025 with a total of 32 new FTEs: Wendell Falls Co-Location, Garner West Fire/EMS, Hopkins Station, New Hill Station, and Willow Springs Station. There are no new EMS Station operating impacts for FY 2019. There is also an anticipated new \$5,000 of ongoing funding associated with the Mechanical CPR Device project in FY 2021.

The new EMS facilities will require increases for utilities and building maintenance. In instances where upfits or major renovations are completed on existing facilities, there may energy savings that will positively impact the operating budget through reduced utility costs.



## 800 Megahertz System



Since 2005, the County has operated an 800 MHz radio system for interdepartmental and interagency communication. The system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by solving coverage problems (areas in Wake County where radios could not previously operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, EMS, Fire and Emergency Management, and General Services Administration. All municipalities in the County, except Cary, have agencies operating on the system. Today, over 7,700 mobile and portable radios, 1,900 alphanumeric pagers and 1,200 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS, and other non-public safety users.

In FY 2008 the Wake County Information Services Department developed a Master Plan that detailed capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. In FY 2013, revisions were made to the original capital funding model including shifting funds allocated for radio replacement (mobiles and portables) out several years to FY 2016 through FY 2018. In addition, end of life

replacement projects for the County's paging infrastructure and devices were added to the model in years FY 2018 and FY 2019.

The County's 2008 master plan also identified the need to begin planning for a system replacement for the 800 MHz radio system platform. The platform is aging and currently Motorola, the platform manufacturer, has published hardware and software maintenance support ending for the platform effective December 31, 2015. At that time, the existing 800 MHz platform reaches end of life. Because of the critical nature of the voice traffic that traverses the County's 800 MHz system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective.

To assist with developing a long-term replacement strategy for the County's existing 800 MHz platform, the County engaged RCC Consultants Inc. to perform an analysis of the current system (coverage, performance, etc.), and to evaluate and develop upgrade/replacement strategies for the County's aging platform. The County received a comprehensive report from RCC in early 2012 which detailed three upgrade/replacement options. In early FY 2013, the County convened a steering committee comprised of key radio system stakeholders to help evaluate the consultant's report to ensure that the County has uncovered and addressed all issues related to the platform replacement. The steering committee was also tasked with evaluating the upgrade/replacement options documented in the RCC report and with recommending a replacement option including a detailed funding model.

In FY 2014 the steering committee completed the research associated with the platform upgrade/replacement options and in September 2013 Information Services staff provided the Board of Commissioners a recommendation to partner with the Town of Cary to meet the long term public safety radio system needs of the County. In March 2014, Wake County and the Town of Cary executed an interlocal agreement that governs the partnership going forward.

## Public Safety

In FY 2015 the County successfully selected a consultant to assist the County with the 800 MHz radio system replacement project.

In FY 2016, the County successfully connected the existing County radio system infrastructure to the Cary system and replaced the radio system consoles utilized in the Raleigh-Wake Emergency Communications Center in conjunction with the opening of the City of Raleigh's Critical Communications Center. The County also replaced the radio traffic logging platform utilized in the Raleigh/Wake and Sheriff's Office communication facilities and upgraded key microwave segments.

Tasks completed in FY 2018 include:

Subscriber Radio Replacement: Staff continues the replacement of County mobile and portable radio equipment. Departments completed in FY 2018 include General Services, County Fire departments and the Human Services Transportation unit.

Tone and Voice Pager Replacement: The County will complete the replacement of the existing fleet of pagers used by EMS and fire service agencies. First responders rely heavily on Tone and Voice pagers to provide redundant alert and dispatch information from the 911 center. Currently there are approximately 1,400 Toner and Voice Pagers assigned to first responders.

Radio System Infrastructure Replacement: In early FY 2018, the County successfully completed a competitive procurement process, selecting Motorola as the replacement vendor for the County's aging radio system infrastructure. The design incorporates the existing County tower sites, plus three additional sites necessary to provide increased radio coverage in areas of the County that require additional coverage due to growth. Replacement of the aging radio system infrastructure is expected to be complete in mid-2019.

### Program Summary: 800 Megahertz System

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	128,000	—	—	—	2,000,000	—	—	2,128,000
<b>Total Sources</b>	<b>128,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2,000,000</b>	<b>—</b>	<b>—</b>	<b>2,128,000</b>
800 Megahertz System	128,000	—	—	—	2,000,000	—	—	2,128,000
<b>Total Uses</b>	<b>128,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2,000,000</b>	<b>—</b>	<b>—</b>	<b>2,128,000</b>

# Public Safety

## CAD Improvements

The Raleigh-Wake County Emergency Communications Center (RWECC) is the second-busiest 9-1-1 center in the State of North Carolina based upon calls answered, receiving over 910,000 calls for service a year, and dispatching approximately 505,000 calls for service a year. RWECC is responsible for answering 9-1-1 calls for all of Wake County, with the exception of Cary, Holly Springs, and wire line calls for North Carolina State University. RWECC dispatches all fire departments, with the exception of Cary, and all medical calls throughout Wake County.

Wake County and the City of Raleigh have jointly operated the Computer Aided Dispatch (CAD) system that serves the RWECC. Originally installed in 2003, there have been numerous software and hardware upgrades made throughout the system's life cycle. The last major hardware upgrade was the replacement of the servers in 2009. Motorola has documented the system's end-of-life date as August 31, 2018.

A business justification recommending replacement of the CAD system was jointly developed during FY 2014 between County and City of Raleigh staff, and approved by all participating municipalities and the County.

Initial cost estimates provided by several vendors, combined with staff calculations of hardware, software, implementation and licensing costs indicate that a replacement system will require approximately \$8-10 million for procurement and implementation. An RFP was released in July 2016.

Wake County and the City of Raleigh secured appropriate funding via their budget processes to ensure that the anticipated initial procurement cost and ongoing maintenance for a new system was programmed into their respective funding models beginning in FY 2016. Staff members from both organizations are working with their procurement and legal departments to rewrite the Interlocal Agreement governing the use and support of the CAD system, to include ongoing hardware and software maintenance, refresh and shared ownership between the entities.

In June 2017, the joint County and City of Raleigh project management team along with MCP Consultants, Inc., successfully negotiated and executed a contract with TriTech Software Systems for CAD and Mobile data. In FY 2018, new hardware was procured through a competitive RFP process for the new system. Implementation and configuration meetings, with representation for all participating agencies, have been conducted throughout the year.

In FY 2019, the consultant will assist Wake County and City of Raleigh staff to:

- Complete configuration of the new system and mobile data system, and associated interfaces;
- Conduct end user training for all participating agencies on all the systems; and,
- Go live on the new system in the fourth quarter of FY 2019.

## Program Summary: CAD Improvements

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	—	100,000	—	100,000	500,000	100,000	—	800,000
<b>Total Sources</b>	<b>—</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>	<b>500,000</b>	<b>100,000</b>	<b>—</b>	<b>800,000</b>
CAD Improvements	—	100,000	—	100,000	500,000	100,000	—	800,000
<b>Total Uses</b>	<b>—</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>	<b>500,000</b>	<b>100,000</b>	<b>—</b>	<b>800,000</b>

# Public Safety

## EMS Projects



Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. Wake EMS provides basic and advanced life support services and transporting persons to area medical facilities in emergency situations. Their emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are three nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

A facilities master plan for Emergency Medical Services was developed in FY 2008, which addresses EMS facilities through FY 2025. The plan evaluated areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future, and facilities are needed to not only store the ambulance, but to allow emergency personnel to decontaminate after calls, to store medicines and equipment, and to have space for showers, a break area, and workstations.

The FY 2019 - 2025 CIP includes continued funding for the implementation of the EMS Master Plan. Planned facilities for FY 2019 include: funding for construction of a new station that will collocate EMS with a Fire Station to serve the new Wendell Falls

development west of the Town of Wendell, and funding for an EMS quarters to operate out of a new fire station to be built by the Town of Fuquay-Varina.

Other stations planned in the FY 2019-2025 timeframe include a substation in the Knightdale south area and future collocations with fire stations planned for the McCullers Crossroads area west of Garner and Zebulon. In addition, based on updated response time and population density studies, four additional EMS stations are recommended. Future substations are recommended to be built in the New Hill/Southwest Apex area and in northwest Wake County in the Hopkins area north of Zebulon. An expansion for EMS is also recommended for the existing Willow Springs Fire Station, constructed in 2002 and originally designed for a future expansion. Finally, funding for purchase of an existing Fire Station from the Town of Holly Springs and conversion to County EMS operations is proposed within this funding period.

New EMS Facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new ongoing personnel and operational costs as well as one-time vehicle and equipment costs at start-up.

Second, EMS Defibrillator Replacements are also included in the EMS Projects program. State law requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The most recent phase of the scheduled defibrillator replacement cycle was completed in FY 2010 and FY 2011. Replacements are completed over a two year period.

The FY 2019 - 2025 CIP includes funding for the scheduled replacement of defibrillators to maintain the County's five year replacement cycle. The next cycle will start in FY 2020 and conclude in FY 2021. A total of \$3.2 million is included for replacements in those two years.

## Public Safety

Third, the FY 2019 - 2025 EMS Projects program also contains funding of \$796,000 in FY 2020 for the upfit of a Sim Space Wall System to serve the Emergency Services Education Center. This project will provide a moveable wall system within the facility that will allow for a variety of training configurations to better utilize all of the available space. Currently, EMS is limited in the ability to run certain training scenarios within the simulation space due to the current fixed configuration.

Fourth, the FY 2019 - 2025 EMS Projects program also contains funding in FY 2020 for the replacement of Ambulance Mobile Gateway System. The Mobile Gateway is a device installed on each ambulance that provides delivers secure, persistent, wireless wide

area networking for vehicles, allowing functionality in the mobile environment for connectivity to devices for computer aided dispatching, electronic patient care reports, patient information transmission, and vehicle GPS tracking and navigation.

Finally, the FY 2019 - 2025 EMS Projects program also contains funding in FY 2020 for the purchase of Mechanical CPR Devices. These devices provide extracorporeal membrane oxygenation (ECMO) as a potential treatment for sudden cardiac arrest in a prehospital environment. There are several studies that demonstrate that this treatment is capable of saving lives that are otherwise unable to be saved using traditional methods of resuscitation.

### Program Summary: EMS Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	3,710,000	3,516,697	6,004,000	3,371,000	870,000	4,752,000	2,850,000	25,073,697
<b>Total Sources</b>	<b>3,710,000</b>	<b>3,516,697</b>	<b>6,004,000</b>	<b>3,371,000</b>	<b>870,000</b>	<b>4,752,000</b>	<b>2,850,000</b>	<b>25,073,697</b>
EMS Projects	3,710,000	3,516,697	6,004,000	3,371,000	870,000	4,752,000	2,850,000	25,073,697
<b>Total Uses</b>	<b>3,710,000</b>	<b>3,516,697</b>	<b>6,004,000</b>	<b>3,371,000</b>	<b>870,000</b>	<b>4,752,000</b>	<b>2,850,000</b>	<b>25,073,697</b>
CIP Operating Impacts	—	746,761	15,612	1,133,837	1,137,226	463,549	489,397	3,986,382
CIP Operating Impacts - FTE	—	4.000	—	8.000	12.000	4.000	4.000	32.000

## Public Safety

### Emergency Operations Center

Wake County has operated an Emergency Operations Center in the lowest level of the Wake County Courthouse since 1988. Due to population growth, increased responsibilities associated with that growth and operational changes, the existing facility has outlived its effectiveness. Replacing it with a new facility will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

The FY 2019-2025 CIP includes funding for the further study, analysis, planning, and eventual construction of the facility. County management and Emergency Management are currently exploring multiple options for a future site and building design. Currently, the Wake County Office Building is being considered as the future site. It would allow for a reduction in project costs and a shift in the project timeline.

### Program Summary: Emergency Operations Center

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	—	—	645,000	5,400,000	—	—	—	6,045,000
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>645,000</b>	<b>5,400,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>6,045,000</b>
Emergency Operations Center	—	—	645,000	5,400,000	—	—	—	6,045,000
<b>Total Uses</b>	<b>—</b>	<b>—</b>	<b>645,000</b>	<b>5,400,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>6,045,000</b>

# Wake Technical Community College

## Element Summary: Wake Technical Community College

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Proposed Future Funding	—	91,419,000	100,696,000	86,913,000	98,978,000	103,417,000	99,575,000	580,998,000
Short-term Financing Agreement	79,456,000	—	—	—	—	—	—	79,456,000
<b>Total Sources</b>	<b>79,456,000</b>	<b>91,419,000</b>	<b>100,696,000</b>	<b>86,913,000</b>	<b>98,978,000</b>	<b>103,417,000</b>	<b>99,575,000</b>	<b>660,454,000</b>
Future Wake Tech Capital Program	—	91,419,000	100,696,000	86,913,000	98,978,000	103,417,000	99,575,000	580,998,000
Wake Tech Capital Program	79,456,000	—	—	—	—	—	—	79,456,000
<b>Total Uses</b>	<b>79,456,000</b>	<b>91,419,000</b>	<b>100,696,000</b>	<b>86,913,000</b>	<b>98,978,000</b>	<b>103,417,000</b>	<b>99,575,000</b>	<b>660,454,000</b>

### Seven Year Summary

The FY 2019 - 2025 Wake Technical Community College CIP includes \$660 million over 7 years to fund new buildings on the RTP, Northern Wake, Main and Public Safety Education Campuses, Repairs and Renovations across all campuses, Infrastructure Replacement across all campuses and Technology Infrastructure projects on all campuses to support school's technology needs, online class growth and increased safety and security for students, faculty and staff.

Wake Tech leaders presented an updated Capital Improvement Program Master Plan to the Board of Commissioners in November of 2016. This plan included a look at future student population growth in combination with workforce demands and trends. For instance, the plan includes a new facility on Northern Wake Campus for Automotive Collision Repair Curriculum based on recommendations by Advisory Committees because of the need to grow this workforce. Northern Wake Campus is an ideal location since it is close to many car dealerships on Capital Boulevard. Furthermore, the plan includes two new buildings on the RTP campus to provide training and classes in fields such as Pervasive Computer and Interactive Gaming/E-Learning. These are growing fields and there are opportunities for partnerships with businesses in the Research Triangle Park.

### History/Background

The County provides funding for Wake Tech in accordance with NCGS §115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

Plant Fund: Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Current Expense Fund: Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides support services, to include costs of insurance for the facility, motor vehicles, workers' compensation for those employees paid with local dollars, tort claims awarded against the institution due to the negligence of institutional employees, costs of bonding employees against misuse of local dollars, and all legal fees incurred in connection with local administration and operation of the institution.

Wake Tech's Building programs have been supported by a combination of General Obligation Bond



# Wake Technical Community College

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Referendum debt funding and County Capital pay-as-you-go funding.

In 2004, voters approved \$40 million to fund the early development of the Northern Wake Campus, expansion of the Public Safety Center facility used for law enforcement, emergency management and fire fighter training and repairs and renovations on Main and Health Sciences Campuses.

In October of 2007, voters approved a bond referendum for \$92 million and the County provided \$23 million in cash funding to further expand Northern Wake Campus, new facilities at the Health Sciences Campus and various large renovations on Main Campus.

On November 6, 2012, Wake County voters approved a referendum for \$200 million in general obligation bonds for Wake Technical Community College (WTCC) to construct, renovate, expand, improve and equip Wake Tech facilities, in addition to funding additional land acquisition or rights of way for the College. An additional \$10.2 million of county cash was also appropriated for this building program. The Wake Tech 2012 building program included the construction of 4 new buildings on the Northern Wake Tech Campus, the expansion of the Public Safety Education Campus, repairs and renovations on the Main and Health Sciences Campuses and the first phase of projects on the new RTP Campus in Morrisville.

## Accomplishments

Wake Tech continued work on projects in the 2012 Building Program during FY 2017. Main Campus completed a Parking Lot Repaving project, which added 996 new, paved parking spaces. Northern Wake Campus completed construction of the Building J (Applied Technology), Regional Energy Plant 3, Building K projects and the re-designed Pedestrian Bridges. RTP Campus continued construction of the new RTP Campus Classroom Building 1. The college completed the planning and approval of the Wake Tech 2017-23 Capital Improvement Plan (CIP), which will encompass approximately \$600 million in construction projects over the next seven years. The college began design for the next classroom building at the RTP Campus (RTP 2); a new automotive and collision repair facility at the Northern Wake Campus; and at the Main Campus, a new Facilities/Warehouse Facility and the renovation of the Power Mechanics Building. Gartner study of IT infrastructure was completed.

## Operating Budget Impact

Per NCGS 115D-32, the County is required to provide funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes.



# Wake County Public School System

## Element Summary: Wake County Public School System

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	23,209,000	—	—	—	—	—	—	23,209,000
Proposed Future Funding	—	306,216,000	318,613,000	300,793,000	346,519,000	322,990,000	—	1,595,131,000
Pooled Investments	909,362	919,604	929,728	888,050	935,944	945,215	954,294	6,482,197
Short-Term Financing Agreements	312,406,000	—	—	—	—	—	—	312,406,000
<b>Total Sources</b>	<b>336,524,362</b>	<b>307,135,604</b>	<b>319,542,728</b>	<b>301,681,050</b>	<b>347,454,944</b>	<b>323,935,215</b>	<b>954,294</b>	<b>1,937,228,197</b>
Future WCPSS Capital Program	—	306,216,000	318,613,000	300,793,000	346,519,000	322,990,000	—	1,595,131,000
WCPSS Administrative Lease Reserve	909,362	919,604	929,728	888,050	935,944	945,215	954,294	6,482,197
WCPSS Capital Program	335,615,000	—	—	—	—	—	—	335,615,000
<b>Total Uses</b>	<b>336,524,362</b>	<b>307,135,604</b>	<b>319,542,728</b>	<b>301,681,050</b>	<b>347,454,944</b>	<b>323,935,215</b>	<b>954,294</b>	<b>1,937,228,197</b>

## Seven Year Summary

The Wake County Board of Education had not yet finalized and approved the update of the Seven Year Capital Improvement Program when the FY 2019 Recommended Budget went to print. This book reflects the FY 2018- 2024 CIP. The FY 2019 - 2025 CIP will be included in the FY 2019 Adopted Budget book.

## History/Background

Beginning with the FY 2017-2023 CIP, the Wake County Board of Education and the Board of Commissioners approved a shift in the planning approach for the school system's capital needs by adopting a seven year capital improvement program to be updated annually based the most recent data for enrollment, crowding, market trends and other factors impacting the system's capital needs. In prior

years, a large multi-year capital program was approved at once, financed primarily with general obligation bonds approved through a single, large bond referendum.

The FY 2018 - 2024 CIP totaled \$2.1 billion and included funding for 13 new school and 13 major renovations, partial funding for three new schools and renovations of three existing schools. The CIP also supports life cycle replacements for facilities and educational equipment, technology, furniture, program contingency and program management.

The CIP reflects funding transferred on an annual basis from the CIP to the Wake County Public School System's operating appropriation to fund operating costs related to the Crossroads Administrative Building lease.



# Fire/Rescue

## Element Summary: Fire/Rescue

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Special Districts Fund	1,633,000	1,259,000	1,140,000	1,114,000	1,088,000	1,022,000	1,056,000	8,312,000
Transfers From Debt Service	4,875,000	1,011,000	1,051,000	—	894,000	1,183,000	1,099,000	10,113,000
Fire Protection	31,000	31,000	31,000	—	—	—	—	93,000
Appropriated Fund Balance	—	427,000	271,000	327,000	433,000	797,000	525,000	2,780,000
<b>Total Sources</b>	<b>6,539,000</b>	<b>2,728,000</b>	<b>2,493,000</b>	<b>1,441,000</b>	<b>2,415,000</b>	<b>3,002,000</b>	<b>2,680,000</b>	<b>21,298,000</b>
Fire Apparatus and Vehicles	1,268,000	1,550,000	1,453,000	405,000	1,339,000	1,673,000	1,626,000	9,314,000
Fire Equipment	1,071,000	878,000	740,000	736,000	776,000	1,029,000	754,000	5,984,000
Fire Facilities	4,200,000	300,000	300,000	300,000	300,000	300,000	300,000	6,000,000
<b>Total Uses</b>	<b>6,539,000</b>	<b>2,728,000</b>	<b>2,493,000</b>	<b>1,441,000</b>	<b>2,415,000</b>	<b>3,002,000</b>	<b>2,680,000</b>	<b>21,298,000</b>
CIP Operating Impacts	—	750,000	—	—	—	—	—	750,000

## Seven Year Summary

The FY 2019-2025 CIP is funded with a combination of tax revenues, fund balance, debt and municipal reimbursements. The seven-year investment plan includes the replacement of 30 fire trucks, 15 small/administrative vehicles, a new fire station, and continued funding for equipment replacement programs. Some replacements are funded at cost-share portions with other entities. Only the Fire Tax District portion is represented in the plan.

## History/Background

The Wake County Board of Commissioners levies a fire tax which funds operating, capital and debt uses in the Fire Tax District. For FY 2019, the total Fire Tax District Fund tax rate is \$.0960, with \$.0093

dedicated to funding capital projects and debt service associated with capital projects.

The Fire/Rescue Capital element is designated for capital needs within the Wake County Fire Tax District. The primary goals of the element are to 1) provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; 2) meet Wake County and insurance industry standards for fire station location; and 3) achieve "seamless" emergency service delivery through nearest station response. To meet these goals, Wake County contracts with 18 fire departments to provide fire protection and emergency services in the County's unincorporated areas and the Town of Wendell.

## Fire/Rescue

### Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission, in conjunction with Wake County Fire Services staff, is charged with developing and maintaining a fire apparatus and fleet management program on behalf of the Fire Commission. The committee develops, maintains, and oversees the specification of the following apparatuses: administrative vehicles, brush units, engines, pumper/tankers and rescues.

The committee uses a weighted, points-based formula to guide prioritization of apparatus and administrative vehicle replacements. Criteria used to prioritize replacements include mileage, hours,

annual maintenance expense, and age of the apparatus. For administrative vehicles, mileage, annual maintenance expense and age of the vehicle are used.

The seven year plan for apparatus and vehicle replacement totals provides for the replacement of 30 large apparatus, 5 brush trucks and 15 administrative vehicles and associated costs such as tax and tags, vehicle upfit and bond counsel fees for debt financed apparatus. It also includes \$75,000 annually for emergency maintenance funding that may be used to cover major vehicle maintenance expenses incurred during the year.

### Program Summary: Fire Apparatus and Vehicles

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Special Districts Fund	293,000	508,000	371,000	405,000	445,000	490,000	527,000	3,039,000
Transfers From Debt Service	975,000	1,011,000	1,051,000	—	894,000	1,183,000	1,099,000	6,213,000
Fire Protection	—	31,000	31,000	—	—	—	—	62,000
<b>Total Sources</b>	<b>1,268,000</b>	<b>1,550,000</b>	<b>1,453,000</b>	<b>405,000</b>	<b>1,339,000</b>	<b>1,673,000</b>	<b>1,626,000</b>	<b>9,314,000</b>
Fire Apparatus and Vehicles	1,268,000	1,550,000	1,453,000	405,000	1,339,000	1,673,000	1,626,000	9,314,000
<b>Total Uses</b>	<b>1,268,000</b>	<b>1,550,000</b>	<b>1,453,000</b>	<b>405,000</b>	<b>1,339,000</b>	<b>1,673,000</b>	<b>1,626,000</b>	<b>9,314,000</b>

# Fire/Rescue

## Fire Facilities



The Facilities Committee of the Wake County Fire Commission is charged with reviewing and prioritizing funding requests for facility repairs and renovations at existing stations. The Fire Tax District allocates \$100,000 annually for these projects. Wake

County staff evaluates requests for funding new stations and the associated operating costs on a case-by-case basis.

During FY 2018, a facility condition assessment was completed and identified \$2.54 million in recommended renovations and repairs. Beginning in FY 2019, annual funding of \$200,000 is included in the seven year capital improvement program to begin addressing projects identified in the assessment.

In FY 2019, \$3.9 million is included for construction of a new joint Fire and EMS station in Wendell near the Wendell falls subdivision. The \$3.9 million represents the Fire District's share of costs only. This portion will be financed with debt to be authorized in FY 2019. Besides the new station, the seven year plan includes \$300,000 each year for repairs and renovations at existing facilities. This funding will be split between items identified as part of a facility condition assessment completed in FY 2018 (\$200,000) and other renovation and repair funding requests (\$100,000).

## Program Summary: Fire Facilities

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Special Districts Fund	300,000	173,000	300,000	295,000	200,000	—	132,000	1,400,000
Transfers From Debt Service	3,900,000	—	—	—	—	—	—	3,900,000
Appropriated Fund Balance	—	127,000	—	5,000	100,000	300,000	168,000	700,000
<b>Total Sources</b>	<b>4,200,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>6,000,000</b>
Fire Facilities	4,200,000	300,000	300,000	300,000	300,000	300,000	300,000	6,000,000
<b>Total Uses</b>	<b>4,200,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>6,000,000</b>
CIP Operating Impacts	—	750,000	—	—	—	—	—	750,000

# Fire/Rescue

## Fire Equipment



The Equipment Committee of the Wake County Fire Commission is charged with developing and maintaining the fire equipment program on behalf of the Fire Commission. The committee develops, maintains and oversees the specifications for the following types of equipment: defibrillators, thermal imaging cameras, turnout gear, and self-contained breathing apparatus (SCBA).

Beginning on July 1, 2017, the County provided initial funding for a five year plan to place a defibrillator on every vehicle. The plan is expected to be fully implemented in FY 2022. Thermal Imaging Cameras are typically replaced every seven years. The

County replaces 10% of all district turnout gear inventory each year, plus an additional 5% for new hires or gear that needs repair or replacement based on national fire protection standards. The County provides funding to ensure all SCBA in use is within three cycles of the current national fire protection standard. The Fire Tax District also provides funding directly to the contracted fire departments for minor capital items. Examples include, but are not limited to, hoses, nozzles, printers, computers and other technology.

The seven year plan includes funding for routine replacement of turnout gear, thermal imaging cameras and self-contained breathing apparatus (SCBA). It also includes funding for the second of a five year plan to put a defibrillator on every vehicle in the Fire District. FY 2019 and FY 2020 includes funding for pager replacements and associated infrastructure for the replacement of alphanumeric pagers. Annual funding is also provided for minor capital replacements. This funding is divided proportionally among the contracted fire departments.

The plan also includes funding to put mobile data terminals on fire vehicles beginning in FY 2020. The terminals include automatic vehicle location services to support closest vehicle response. They will also support collection of data to better evaluate emergency responses.

## Program Summary: Fire Equipment

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Special Districts Fund	1,040,000	578,000	469,000	414,000	443,000	532,000	397,000	3,873,000
Fire Protection	31,000	—	—	—	—	—	—	31,000
Appropriated Fund Balance	—	300,000	271,000	322,000	333,000	497,000	357,000	2,080,000
<b>Total Sources</b>	<b>1,071,000</b>	<b>878,000</b>	<b>740,000</b>	<b>736,000</b>	<b>776,000</b>	<b>1,029,000</b>	<b>754,000</b>	<b>5,984,000</b>
Fire Equipment	1,071,000	878,000	740,000	736,000	776,000	1,029,000	754,000	5,984,000
<b>Total Uses</b>	<b>1,071,000</b>	<b>878,000</b>	<b>740,000</b>	<b>736,000</b>	<b>776,000</b>	<b>1,029,000</b>	<b>754,000</b>	<b>5,984,000</b>

# Major Facilities Capital Trust Fund

## Element Summary: Major Facilities Capital Trust Fund

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Appropriated Fund Balance	238,045	155,529	—	191,120	242,120	—	—	826,814
<b>Total Sources</b>	<b>3,238,045</b>	<b>3,155,529</b>	<b>3,000,000</b>	<b>3,191,120</b>	<b>3,242,120</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,826,814</b>
Five County Stadium	—	348,000	—	—	—	—	—	348,000
Green Square	138,045	170,529	170,120	170,120	170,120	170,120	170,120	1,159,174
Marbles/IMAX	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	755,000	5,039,000
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	—	586,880	—	—	618,880	74,880	1,280,640
<b>Total Uses</b>	<b>3,238,045</b>	<b>3,155,529</b>	<b>3,000,000</b>	<b>3,191,120</b>	<b>3,242,120</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,826,814</b>

## Seven Year Summary

The FY 2019 - 2025 CIP supports projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding was included beginning in FY 2008 to address the highest priorities of the Five County Stadium projects, which include replacement of the outfield wall, the playing field surface, and stadium seating. Current funding priorities include accessibility and general improvements to seating and scoreboard replacements. Remaining funds are allocated to Marbles Kids' Museum and IMAX for repairs based on a facility condition assessment which includes lighting, roof, and window improvements, as well as the Green Square project as approved by the Board of Commissioners in April 2011. Remaining funds are appropriated in a reserve to be used for future projects.

## History/Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County may levy up to six

percent of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to one percent on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau. The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement, Wake County and the City of Raleigh each receives \$1.0 million from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their \$1.0 million distributions.

## Major Facilities Capital Trust Fund

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On September 6, 2016 the Board of Commissioners approved the 20th Amendment to the Interlocal Agreement. A key provision was the elimination of the "2-for-1" reimbursement provision, which previously enabled the City of Raleigh to withdraw up to \$1 million from the Convention Center Model's Fund Balance to support Convention Center operations, which resulted in the distribution of \$2 million to Wake County. Starting in FY 2017, Wake County will annually transfer this \$2 million to the Major Facilities Capital Trust for future competitive processes to support capital projects throughout Wake County. Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for these competitive capital project funds.

The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing, or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

### Operating Budget Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County's capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. No projects funded in the seven year timeframe will require operating subsidies from the County.



# Major Facilities Capital Trust Fund

## Five County Stadium



Five County Stadium has been the home of the Carolina Mudcats Minor League Single A baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses and home team and visiting team clubhouses. Also included are a ticket

office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

In 2007, a Facility Condition Assessment was conducted on the stadium that identified functional obsolescence. The assessment uncovered deficiencies in building systems and interior finishes compared to the common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that required capital outlay within the next five years. Funding began in FY 2008 to address the highest priorities of these projects. Significant projects since that time have included replacement of the stadium sound system, concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting, power upgrade improvements, fire alarm upgrades, and the installation of an accessible lift.

The only project currently scheduled during the seven year FY 2019 - 2025 period is a pitch speed scoreboard planned to be replaced in FY 2020. The next Facility Condition Assessment is scheduled for FY 2022.

## Program Summary: Five County Stadium

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Major Facilities	—	348,000	—	—	—	—	—	348,000
<b>Total Sources</b>	<b>—</b>	<b>348,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>348,000</b>
Five County Stadium	—	348,000	—	—	—	—	—	348,000
<b>Total Uses</b>	<b>—</b>	<b>348,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>348,000</b>

# Major Facilities Capital Trust Fund

## Green Square

The North Carolina Museum of Natural Sciences has developed a plan for a museum expansion initiative, The Nature Research Center in the Green Square project. The Nature Research Center was constructed in 2013 and is located at 111 West Jones Street. The

CIP includes \$700,000 that will be provided to the project as part of development incentives, if met. As of FY 2018, \$351,092 has been provided in incentive payments. Wake County anticipates providing \$138,045 in incentives in FY 2019.

## Program Summary: Green Square

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Major Facilities	100,000	100,000	170,120	100,000	100,000	170,120	170,120	910,360
Appropriated Fund Balance	38,045	70,529	—	70,120	70,120	—	—	248,814
<b>Total Sources</b>	<b>138,045</b>	<b>170,529</b>	<b>170,120</b>	<b>170,120</b>	<b>170,120</b>	<b>170,120</b>	<b>170,120</b>	<b>1,159,174</b>
Green Square	138,045	170,529	170,120	170,120	170,120	170,120	170,120	1,159,174
<b>Total Uses</b>	<b>138,045</b>	<b>170,529</b>	<b>170,120</b>	<b>170,120</b>	<b>170,120</b>	<b>170,120</b>	<b>170,120</b>	<b>1,159,174</b>

# Major Facilities Capital Trust Fund

## Marbles/IMAX



Marbles Kids Museum was constructed in 1999, is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This 83,000 sq. ft. building is located in the southwest corner of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001 and adjacent to the Marbles Kids Museum. The building houses an IMAX projection system and a 270 seat theatre. IMAX is the most

sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 sq. ft. facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

In 2011, an updated Facilities Condition Assessment was conducted for the Marbles Kids Museum complex, including the IMAX Theatre. This assessment focused on the building envelope, storm drainage repairs, HVAC equipment, and interior and exterior lighting. Repair and replacement of these components was completed from FY 2012 through 2017. In addition, construction was completed on a second floor expansion above the museum entry to the lobby in 2014 to accommodate a new exhibit called Kids Grid which is being funded through a grant by a private sector company.

FY 2019-2025 budget calls for major roof replacements and future building system replacements for the Museum and IMAX facility and also for preliminary design studies for a proposed future expansion on the Marbles campus.

## Program Summary: Marbles/IMAX

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Major Facilities	900,000	552,000	243,000	900,000	900,000	211,000	755,000	4,461,000
Appropriated Fund Balance	200,000	85,000	—	121,000	172,000	—	—	578,000
<b>Total Sources</b>	<b>1,100,000</b>	<b>637,000</b>	<b>243,000</b>	<b>1,021,000</b>	<b>1,072,000</b>	<b>211,000</b>	<b>755,000</b>	<b>5,039,000</b>
Marbles/IMAX	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	755,000	5,039,000
<b>Total Uses</b>	<b>1,100,000</b>	<b>637,000</b>	<b>243,000</b>	<b>1,021,000</b>	<b>1,072,000</b>	<b>211,000</b>	<b>755,000</b>	<b>5,039,000</b>

# Major Facilities Capital Trust Fund

## Reserve for Major Facilities Future Projects

These funds are identified through the County’s portion of the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element.

### Program Summary: Reserve for Major Facilities Future Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Major Facilities	—	—	586,880	—	—	618,880	74,880	1,280,640
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>586,880</b>	<b>—</b>	<b>—</b>	<b>618,880</b>	<b>74,880</b>	<b>1,280,640</b>
Reserve for Major Facilities Future Projects	—	—	586,880	—	—	618,880	74,880	1,280,640
<b>Total Uses</b>	<b>—</b>	<b>—</b>	<b>586,880</b>	<b>—</b>	<b>—</b>	<b>618,880</b>	<b>74,880</b>	<b>1,280,640</b>

# Major Facilities Capital Trust Fund

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## Reserve for Major Facilities Competitive Projects

Starting in FY 2017, Wake County will receive \$2 million annually within the Major Facilities Special Revenue Fund for local community projects. The \$2 million is then transferred annually to the Major Facilities Capital Trust for future competitive processes to support capital projects.

### Program Summary: Reserve for Major Facilities Competitive Projects

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Major Facilities	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
<b>Total Sources</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>14,000,000</b>
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
<b>Total Uses</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>14,000,000</b>



# Solid Waste

## Element Summary: Solid Waste

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Solid Waste Enterprise	—	1,249,035	—	—	—	—	—	1,249,035
Miscellaneous	—	684,000	546,000	—	580,000	179,000	8,609,000	10,598,000
Appropriated Fund Balance	615,000	3,465,965	957,000	1,062,000	216,000	518,000	494,000	7,327,965
<b>Total Sources</b>	<b>615,000</b>	<b>5,399,000</b>	<b>1,503,000</b>	<b>1,062,000</b>	<b>796,000</b>	<b>697,000</b>	<b>9,103,000</b>	<b>19,175,000</b>
Landfill Gas Development	—	371,000	109,000	450,000	116,000	418,000	123,000	1,587,000
Multi-material and Convenience Centers	615,000	4,344,000	668,000	612,000	100,000	100,000	371,000	6,810,000
North Wake	—	—	180,000	—	—	—	—	180,000
South Wake Landfill	—	684,000	546,000	—	580,000	179,000	8,609,000	10,598,000
<b>Total Uses</b>	<b>615,000</b>	<b>5,399,000</b>	<b>1,503,000</b>	<b>1,062,000</b>	<b>796,000</b>	<b>697,000</b>	<b>9,103,000</b>	<b>19,175,000</b>

## Seven Year Summary

The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The CIP includes investments in the County's disposal/recycling infrastructure and renovation to existing facilities to meet the solid waste demands of the general public and conform to NC Department of Environmental Quality requirements for operating solid waste facilities.

Funding for Solid Waste capital projects is provided by the Solid Waste and the South Wake Landfill (SWLF) Partnership Enterprise Funds. The Solid Waste Enterprise Fund generates revenue through a household fee, grants/state funding, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

## History/Background

Wake County has a comprehensive Solid Waste Management Plan that integrates all forms of waste

management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.

Within the Solid Waste Plan, the County commits to providing a landfill for use by the municipal partners. The South Wake Landfill was constructed for this purpose and began operation in February 2008.

## Accomplishments

Landfills: The County's North Wake Landfill reached capacity in May 2008 and was permanently capped in 2009. Starting in 2009, construction of reuse facilities began for park purposes. The park facilities opened in July of 2010. The park, originally named North Wake Landfill District Park, was renamed Green Hills County park in April 2018. Construction for improving the entrance to the park, vehicular circulation, and the provision of a new convenience center, to replace the existing overused and outdated existing facility, was completed in 2014. During FY 2016 the Multi-material and Household Hazardous Waste facility was improved and expanded. The County also continues to provide necessary environmental remediation activities per NC DEQ requirements.

## Solid Waste

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The SWLF began accepting municipal solid waste in 2008 through a partnership with municipalities within the County. Phase 1A and 1B of the landfill was filled during 2015 and Phase 2A was constructed during FY 2015. Construction of Phase 2A was performed by the landfill operator, Waste Industries. The County provided the landfill liner soil material. Phase 2A was completed in April of 2015 and began to accept waste in July 2015. Design of the initial partial closure project was completed in 2017 and the physical construction occurred during FY 2018.

**Convenience Centers:** There are eleven convenience center sites located throughout the County where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, and clear), aluminum containers, steel cans, scrap metal and plastics, as well as facilities for MSW.

Relocation of Convenience Center 7, located at NWLF, was completed in the fall of 2014. Relocation

of Convenience Center 2, located at SWLF, will be completed in 2018.

**East Wake Landfill:** The County also continues to assist NCDEQ's inactive branch with their environmental studies for the NCDEQ portion of the landfill.

**Gas to Energy:** As anticipated, the SWLF began to generate methane gas after a couple of years of landfilling. In FY 2014, the landfill gas to energy project was completed by INGenco and operations started. County staff coordinated efforts to integrate the new system with the existing landfill gas collection and control system. System is being continually upgraded and expanded as the landfill grows. In FY 2015 the County's Solid Waste Division renegotiated contractual arrangements for the collection of gas at the closed North Wake Landfill. The County will recognize improved revenue due to a revised revenue sharing agreement.



# Solid Waste

## Multi-material and Convenience Centers



The County currently operates two multi-material facilities, two household hazardous waste facilities and eleven convenience centers. The North Wake

Landfill and the South Wake Landfill both have a multi-material facility and a household hazardous waste facility, with each having a convenience center in the same vicinity. One goal in developing a master plan for facilities was to better coordinate these specialized facilities with convenience centers to increase their availability. As a result, at North Wake, a new convenience center was built in 2015 with coordinated access to the nearby multi-material and household hazardous waste facilities. A similar project is underway at the South Wake Landfill and will be completed in 2018. In FY 2018, Convenience Center 11 in Wendell was improved to add multi-material and household hazardous waste facilities.

Further improvements are planned for Convenience Center 3 in Morrisville/Cary to also add these facilities in the near future. Ongoing small improvements, such as driveways, repaving, equipment replacement will continue at seven other sites across the County.

### Program Summary: Multi-material and Convenience Centers

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From Solid Waste Enterprise	—	1,249,035	—	—	—	—	—	1,249,035
Appropriated Fund Balance	615,000	3,094,965	668,000	612,000	100,000	100,000	371,000	5,560,965
<b>Total Sources</b>	<b>615,000</b>	<b>4,344,000</b>	<b>668,000</b>	<b>612,000</b>	<b>100,000</b>	<b>100,000</b>	<b>371,000</b>	<b>6,810,000</b>
Multi-material and Convenience Centers	615,000	4,344,000	668,000	612,000	100,000	100,000	371,000	6,810,000
<b>Total Uses</b>	<b>615,000</b>	<b>4,344,000</b>	<b>668,000</b>	<b>612,000</b>	<b>100,000</b>	<b>100,000</b>	<b>371,000</b>	<b>6,810,000</b>

# Solid Waste

## North Wake



The North Wake Landfill was closed to accepting municipal solid waste in FY 2009. Park facilities opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site that was

owned and operated by a third party through an agreement that lasted thru December 21, 2015. The County issued an RFP and ultimately negotiated a new and much more favorable contract during FY 2016 to provide the County with improved revenue sharing.

During FY 2012 and FY 2013 the County installed both an air sparging system and a small soil gas disposal system for the smaller, unlined landfill that closed in the 1990's. These were considered environmental remediation efforts. During FY 2013 these systems were started up and evaluated for further improvements/remediation.

Future improvements include separating the landfill gas systems for the lined and unlined hills and upgrading the older and outdated landfill gas blower to serve the unlined hill.

In FY 2021, there is funding for improvements to the park facility.

## Program Summary: North Wake

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Appropriated Fund Balance	—	—	180,000	—	—	—	—	180,000
<b>Total Sources</b>	—	—	<b>180,000</b>	—	—	—	—	<b>180,000</b>
North Wake	—	—	180,000	—	—	—	—	180,000
<b>Total Uses</b>	—	—	<b>180,000</b>	—	—	—	—	<b>180,000</b>

# Solid Waste

## South Wake Landfill



In February 2008, the South Wake Landfill began accepting municipal solid waste. Waste Industries was selected by the County Commissioners in June 2006 to serve as the County's contractor for the landfill. However, there were several elements of the design and construction of the landfill that the County retained and are funded by the partnership. First, the County has to provide the soil needed for

each phase of construction. Secondly, the County is responsible for the final closure of each cell.

Phase 1A (26 acres) started accepting MSW in 2008 and reached initial capacity in 2010. Phase 1B was constructed during 2010 and reached initial capacity in July 2015. Phase 2A was constructed in 2014 and 2015, started accepting waste in July 2015 and is expected to last until 2020. The Phase 1 partial closure was completed during 2018.

In FY 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer MSW to the SWLF for burial. During FY 2013 repairs were made to the existing structure. In FY 2016, the scalehouse was provided with backup power. During FY 2018 roadway improvements are being made.

Funding is appropriated in FY 2020 and 2021 for additional improvements to the East Wake Transfer Station. Funding for soil for landfill construction is programed in FY 2020 and 2023 and funding for the 2nd partial closure is planned for FY 2025.

## Program Summary: South Wake Landfill

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Miscellaneous	—	684,000	546,000	—	580,000	179,000	8,609,000	10,598,000
<b>Total Sources</b>	<b>—</b>	<b>684,000</b>	<b>546,000</b>	<b>—</b>	<b>580,000</b>	<b>179,000</b>	<b>8,609,000</b>	<b>10,598,000</b>
South Wake Landfill	—	684,000	546,000	—	580,000	179,000	8,609,000	10,598,000
<b>Total Uses</b>	<b>—</b>	<b>684,000</b>	<b>546,000</b>	<b>—</b>	<b>580,000</b>	<b>179,000</b>	<b>8,609,000</b>	<b>10,598,000</b>

# Solid Waste

## Landfill Gas Development



On July 7, 2011 a contract was signed with a landfill gas to energy developer (Ingenco) to begin operating

the landfill gas collection and control system at the South Wake Landfill.

These facilities are enabling the County to control landfill gas odors at the landfill and seek beneficial reuse of the landfill gas to create energy. During FY 2014, the landfill gas to energy project was completed by Ingenco and operations were started.

County staff coordinated efforts to integrate this new system with the existing landfill gas collection and control system. The County must oversee the project development and operate the gas collection and control system installed in FY 2011.

Further, the gas collection and control system will need to be expanded as the landfill grows. Funding is needed on an annual basis to keep up with the expanding landfill and to make sure the system is able to handle the newly buried waste.

### Program Summary: Landfill Gas Development

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Appropriated Fund Balance	—	371,000	109,000	450,000	116,000	418,000	123,000	1,587,000
<b>Total Sources</b>	<b>—</b>	<b>371,000</b>	<b>109,000</b>	<b>450,000</b>	<b>116,000</b>	<b>418,000</b>	<b>123,000</b>	<b>1,587,000</b>
Landfill Gas Development	—	371,000	109,000	450,000	116,000	418,000	123,000	1,587,000
<b>Total Uses</b>	<b>—</b>	<b>371,000</b>	<b>109,000</b>	<b>450,000</b>	<b>116,000</b>	<b>418,000</b>	<b>123,000</b>	<b>1,587,000</b>

# Housing

## Element Summary: Affordable Housing

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 2019-25
Transfers From General Fund	17,701,000	12,266,000	12,158,000	12,155,000	12,155,000	12,155,000	12,155,000	90,745,000
<b>Total Sources</b>	<b>17,701,000</b>	<b>12,266,000</b>	<b>12,158,000</b>	<b>12,155,000</b>	<b>12,155,000</b>	<b>12,155,000</b>	<b>12,155,000</b>	<b>90,745,000</b>
Housing	17,701,000	12,266,000	12,158,000	12,155,000	12,155,000	12,155,000	12,155,000	90,745,000
<b>Total Uses</b>	<b>17,701,000</b>	<b>12,266,000</b>	<b>12,158,000</b>	<b>12,155,000</b>	<b>12,155,000</b>	<b>12,155,000</b>	<b>12,155,000</b>	<b>90,745,000</b>

## Seven Year Summary

The focus on increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent supportive housing opportunities for formerly homeless men, women, and families. Finally, housing affordability will also be addressed through partnership-driven affordable mortgage programs.

## History/Background

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Force's 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the physical, public infrastructure for low-income communities through paving or repair of streets, installation of water and sewer lines, the building or

repair of sidewalks, and community projects and improvements.

In addition to federal funds from Housing and Urban Development, affordable housing development and preservation occurred through the Housing and Community Revitalization Fund. The County also contributed \$1 million annually to these efforts.

Nearly twenty years after the original Housing Affordability report, on October 16, 2017, the Board of Commissioners approved the Comprehensive Affordable Housing Plan. The 20-year plan was informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended tools to preserve and increase affordable housing.

Based on this plan, the County is increasing their annual contribution to \$15 million, most of which will increase the supply of housing for Wake County's low-income working families, senior citizens, those with a disability, formerly homeless and other vulnerable populations.

The Housing function of the Human Services Department will move to a newly-formed Housing department. The Housing Department includes services provided through the County's General Fund, the Housing and Community Revitalization Fund, and the Housing Affordability Capital Fund.





# Financial Planning Model

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Wake County utilizes a long-term financial model as an effective tool to identify the impacts of funding choices for projects and programs identified in the County's seven-year capital improvement plan (CIP). The CIP includes the short- and long-term capital needs of the County as well as public school system and community college capital needs which, under statute, the County is obligated to fund. The model aids the Board of Commissioners and County management in developing a strategy to fund these capital needs while ensuring continued adherence to policies, guidelines, and other metrics commensurate with triple-A bond rated counties.

Several financial policies and guidelines established in the early 2000's related to fund balance, revenues, capital improvements, and debt issuance continue being the framework for the model. For more information on these policies and guidelines, please refer to the Financial Policies section of this Budget Book.

Dedicated revenues which drive the model include property and sales tax (the two largest revenue sources) as well as General Fund and Debt Service Fund investment earnings. As part of the modeling process, assumptions are made about the improvement (or weakening) of these revenue drivers. On the expenditure side of the model, assumptions are made regarding the presumed rates of issuance on short-term and long-term debt issuances. The financial results of these assumptions

help determine how and when the County can best fulfill the needs identified in the CIP.

The model is updated throughout the year for changes related to major economic assumptions, borrowing rate assumptions, CIP projects and programs, completed debt issuances or relevant Board actions. In addition to the annual in-depth budget process review, the Board of Commissioners receives periodic updates about the model if major assumptions change or as fiscal impacts of new debt programs are contemplated.

The current model illustrates a plan that contains a combination of short- and long-term debt financing and cash funding for CIP projects slated for FY 2019, as noted in the Debt Service section of this budget book. The model continues to be utilized for long-term impact analysis as the Board contemplates (1.) future County, WTCC and WCPSS needs and corresponding funding choices for FY 2020-2025, and (2.) whether to include multiple specific general obligation bond referendums on the November 2018 ballot. It is anticipated by June 2018 the model will be updated to reflect these pending Board decisions. As noted in the Debt Service Fund section of this Budget Book, because no remaining capacity currently exists for debt and capital without a tax increase, a Board decision to include any general obligation bond referendum on the Fall 2018 ballot will require a corresponding tax increase effective FY2020.





# Glossary of Budget Terms

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**Alcohol Beverage Commission (ABC):** The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

**Accrual:** Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

**Adopted Budget:** The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

**Allocate:** To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

**Amended Budget:** A budget that includes County Commissioner-authorized changes to the original adopted budget.

APP: Advanced Practice Paramedic

**Appropriated Fund Balance:** Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

**Appropriation:** The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

**ARRA:** American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

**Assessed Valuation:** The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

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

ATC: Alcohol Treatment Center.

**Authority:** A public agency which performs a specific function and is usually financed by fees or

service charges. The agency could be independent from government but rely on government for financial support.

**Authorized Bonds:** Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

**Balanced Budget:** When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

BAN: Bond Anticipation Note - A short-term interest-bearing security issued in advance of a larger, future bond issue.

**Bond:** A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

**Bond Issue:** The sale of government bonds as a means of borrowing money.

**Bond Rating:** A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

**Budget:** A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

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

**Business Plan:** A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

# Glossary of Budget Terms

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**CAP:** Capital Area Preservation.

Carolina Association of Governmental Purchasing (CAPG): Supports public procurement professionals in North and South Carolina through educational and networking programs and opportunities.

**Capital Budget:** A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than ten years.

**Capital Improvement Fund:** A multi-year fund used to account for revenues and expenditures associated with capital projects.

**Community Improvement Program:** A long-range plan or program of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

**Capital Outlay:** Vehicles, equipment, improvements, software, and furniture purchased by the County that cost more than \$5,000, less than \$100,000, and have an expected life of more than one year.

**Cash Basis of Accounting:** A method for recording the receipt and expenditure of funds. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

CAWDB: Capital Area Workforce Development Board.

CCBI: City-County Bureau of Identification.

**Character of Expenditure:** The broadest classification of expenditures used to describe the nature of goods and services purchased. Examples include personnel services, current expenses, capital outlay, and interdepartmental charges.

**CIP:** Capital Improvement Program

**Clerk to the Board:** The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

**Comprehensive Annual Financial Report (CAFR):** Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

**Contingency Account:** An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.

**Current Budget:** Represents the budget of the fiscal year in which the county is presently operating. Unless otherwise noted, the current budget reflects the County's budget as of March 31 of the fiscal year.

**Debt:** Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

**Debt Reduction Bonds:** General obligation bonds that can be issued by a local government without voter authorization under a formula set by the State at two-thirds of the previous year's net debt reduction.

**Debt Service:** Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Fund:** A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

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

**Department:** The primary organizational units of County government that provides specific services.

**Department Goal:** a strategic result or achievement that the department plans to obtain.

**Depreciation:** The decrease in value due to wear and tear of property.

# Glossary of Budget Terms

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**Division:** A functional unit within a County department.

**EBT:** Electronic Benefit Transfer.

**ECM:** Electronic Content Management.

**Efficiency Measure:** Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

**EM:** Emergency Management.

**EMS:** Emergency Medical Services.

**EMS subscription program:** Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

**Encumbrance:** A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

**Enterprise Fund:** A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

**ERC:** East Regional Center.

**ESL:** English as a Second Language.

**Excise Tax:** A tax, similar to a sales tax, imposed on the sale of property.

**Expenditure:** Disbursements of cash for the current costs of a program or capital project.

**Fiscal Year:** A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

**Fringe Benefits:** For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

**Fund:** An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

**Fund Balance:** The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

**Full-time equivalent (FTE):** A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.5 FTE.

**GAAP:** Generally accepted accounting principles.

**General Fund:** The principal operating fund which provides for the accounting of most basic governmental services.

**General Obligation Bonds:** Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

**GEOPATHS** Improving Undergraduates STEM Education: Pathways into Geoscience (WTCC Grant funding from National Science Foundation)

**Government Finance Officers Association (GFOA):** The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

**GIS:** Geographic Information System.

**Governmental Funds:** Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an

# Glossary of Budget Terms

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accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

**GPS:** Global Positioning Satellite.

**Grants:** A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

**GSA:** General Services Administration.

**Horizon Issues:** Operating or capital needs that departments plan to address in future years.

**HR:** Human Resources.

**ICS:** Incident Command System.

**Indirect Costs:** The component of the total cost for a service which is provided by another department or division (e.g., auditing).

**Intergovernmental Revenues:** Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

**Internal Service Fund:** A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

**Investment Earnings:** Earnings earned, usually interest, on County investments.

**IS:** Information Services.

**Key Measures:** Important performance indicators of workload, efficiency or effectiveness identified by departments.

**Lease-Purchase Agreements:** A method of purchasing equipment in which payments are spread over a multi-year period.

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

**LME:** Local Managing Entity.

**Mandate:** A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

**MCO:** Managed Care Organization.

**MH/DD/SA:** Mental Health/Developmental Disabilities/Substance Abuse.

**MMRS:** Metropolitan Medical Response System.

**MODEL 3D Manufacturing Original Didactic Experiences in Learning in 3D** (WTCC grant funding from National Science Foundation)

**Modified Accrual Basis of Accounting:** An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

**NCDENR:** North Carolina Department of Environment and Natural Resources.

**NCGS:** North Carolina General Statutes.

**Non-departmental:** Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

**Object of Expenditure:** An expenditure classification related to the type of goods and services purchased, such as office supplies.

**Operating Budget:** The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

**Operating Expenses:** Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

# Glossary of Budget Terms

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**Ordinance:** A legal document adopted by the local governing body setting policy and procedures.

**Outcome Measure:** Measurement used to determine the extent to which the intended purpose of a program is achieved.

**Outside Agencies:** Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

**Per Capita:** Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

**Performance Measure:** A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

**Personal Income:** Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

**Personal Property:** All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

**Personnel Services:** Expenditures for salaries and fringe benefits.

**Policy:** An established plan of action used to guide decisions and actions.

**Post-Incident Review:** A review of the emergency response to a fire incident designed to identify trends, challenges and opportunities for improvement.

**Property Tax Rate:** The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

**Proprietary Funds:** The County has only two proprietary funds. *Enterprise Funds* are used to report

the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

**PROS:** Parks, Recreation and Open Space.

**Real Property Tax Base:** All land and buildings which are taxable.

**Revaluation:** The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

**Reclassification:** A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

**Reserve:** An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

**Revenue:** All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**ROD:** Register of Deeds.

**RTP:** Research Triangle Park.

**SACSCOC** Southern Association of Colleges and Schools Commission on Colleges

# Glossary of Budget Terms

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**Salary Adjustment Reserve:** A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

**SEIMS:** Statewide Election Information Management System.

**Self-insurance:** A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

**Shared Revenue:** Revenues levied and collected by one government but shared with another government based on a predetermined method.

**Special Assessment:** A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

**Special Revenue Fund:** A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

**SRC:** Southern Regional Center.

**Statute:** A law enacted by the state legislature.

STEM Science, Technology, Engineering and Math

**Sub-object of Expenditure:** The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

TAACCCT Trade Adjustment Assistance  
Community College and Career Training Grant  
Program

**TANF:** Temporary Assistance to Needy Families.

**Transfer In/Out:** Reallocating resources between different funds.

**Trend:** A pattern that emerges from multiple units of data over time.

**Taxing Authority:** When a legislative body has the legal ability to impose a tax on its citizens.

**TNR:** Trap, Neuter, and Release. Program to capture feral cats, neuter them, and then release into the wild.

**UDO:** Unified Development Ordinance.

**Unincorporated Area:** Area of the county that is not part of any municipality.

**User Fee:** A charge assessed each time a customer uses a County service for which fees are charged.

**Vector Borne:** An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

**VSO:** Veterans Services Office.

**WCHS:** Wake County Human Services.

**WCPL:** Wake County Public Library.

**WCPSS:** Wake County Public School System.

**WIC:** Women, Infants and Children.

**Workforce Development:** Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

**Working Capital:** The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

**Workload Indicator:** Measurement used to reflect the quantity of services or effort.

# Index

---

## Numerics

800 Megahertz System .....385

## A

Administration / Support .....183  
Administration and Operations .....225  
Animal Care, Control and Adoption Center .....178  
Automation .....335

## B

Basis of Budgeting and Basis of Accounting .....23  
Behavioral Health - MCO .....229  
Board Of Commissioners .....90  
Board of County Commissioners .....3  
Board Of Elections .....98  
Budget And Management Services .....102  
Budget Calendar for Fiscal Year 2018 .....19  
Budget Calendar for Fiscal Year 2019 .....19  
Budget Process .....18  
Building Systems Replacements .....353  
Business Development Grants .....366

## C

CAD Improvements .....387  
Capital and Debt Service Transfers/Allocations ..50  
Capital Area Workforce Development .....277  
Capital Budget Process .....309  
Capital Improvement Program Projects .....316  
Child Welfare .....207  
Children, Youth and Family .....211  
Communications Office .....5, 92  
Community Capital Grants .....341  
Community Services Management and Budget Of-  
fice .....139  
Community Use of School Parks .....381  
Computer Equipment .....338  
Cooperative Extension .....135, 262  
Corporate Fleet Fund .....295  
Corporate Security .....356  
County Attorney .....96  
County Building Agreements .....198  
County Building Improvements .....348  
County Department General Fund Requests Funded  
.....54  
County Manager .....94  
Criminal Justice .....357  
Criminal Justice Equipment .....362

Criminal Justice Security .....361  
Criminal Justice/General Government .....191

## D

Debt Service .....273  
Detention .....255  
Detention Facilities .....359  
Dorcas Ministries - Western Wake Social Services  
Building .....342

## E

Economic Development .....364  
Emergency Operations Center .....390  
EMS Projects .....388  
Enterprise Infrastructure .....339  
Environmental Health & Safety .....170  
Environmental Services Administration .....167  
Existing Courthouse Renovations .....363  
Existing Parks Facility Improvements .....380  
Expenditure Overview .....42  
Expenditures by Type .....72  
Expenditures by Use .....71

## F

Facilities Design & Construction .....104  
Facility and Field Services .....193  
Finance Department .....107  
Financial Models .....28  
Financial Policies .....24  
Fire Apparatus and Vehicles .....396  
Fire Equipment .....398  
Fire Facilities .....397  
Fire Tax District .....279  
Fire/Rescue .....395  
Five County Stadium .....401  
Fund Structure .....20  
Fund Structure Chart .....22

## G

General Fund Expenditure Summary .....86  
General Fund Requests Not Funded .....60  
General Fund Revenue Summary .....83  
General Government Budget Summary .....89  
Geographic Information Services .....154  
Goals, Objectives & Initiatives .....5  
Grants and Donations .....283  
Green Chair Project .....343

# Index

---

Green Square .....402

## H

Healing Transitions .....344  
Health Benefits .....263  
Health Clinics .....219  
Horizon Issues .....315  
Housing .....413  
Housing and Community Revitalization .....288  
How to Read the Capital Improvement Program ..  
312  
Human Resources .....114  
Human Service Reserves .....230

## I

Information Services .....118  
Infrastructure Paving .....351  
Introduction and Highlights .....305

## J

Jordan Lake Reclaimed Water Project .....367

## L

Landfill Gas Development .....412  
Law Enforcement .....253  
Libraries .....157, 370  
Long-Range Planning .....30

## M

Major Building Renovations .....352  
Major Facilities .....290  
Major Facilities Capital Trust Fund .....399  
Major Projects .....340  
Marbles/IMAX .....403  
Memberships .....258  
Minor Building Projects .....354  
Morrisville Library .....373  
Multi-material and Convenience Centers .....409

## N

Non Departmental Revenue Summary .....268  
Non-departmental .....259  
North Wake .....410

## O

On-site Water and Sewer .....368  
Open Space .....375, 377

Operating Budget Impact .....314  
Overview of Changes in Fund Balance .....80

## P

Parks .....378  
Parks, Recreation and Open Space .....140  
Personnel Changes Summary .....64  
Personnel Summary .....61  
Physical Plant .....186  
Planning, Development and Inspections .....145  
Poe Center .....345  
Program-wide Projects .....382  
Public Agencies .....257  
Public Health .....212  
Public Safety .....383

## Q

Quasi-Governmental .....132

## R

Reader's Guide to the Budget .....17  
Reader's Guide to the Budget .....17  
Register Of Deeds .....125  
Reserve for Major Facilities Competitive Projects ..  
405  
Reserve for Major Facilities Future Projects .... 404  
Reserved for Future Community Capital Projects ..  
347  
Reserved for Future Library Projects .....374  
Revenue Department .....128  
Revenue Overview .....33  
Revenues .....37  
Risk Management - Cost of Claims .....265  
Roofing Projects .....355

## S

Safety and Security .....189  
Schedule of Interfund Transfers .....51  
Social Services Economic Self Sufficiency .....201  
Soil & Water Conservation District .....133, 261  
Solid Waste .....407  
Solid Waste Management .....299  
South Wake Landfill .....302, 411  
Stromwater Control Device Upgrades .....350  
Summary of Revenue, Expenditures and Changes in  
Fund Balance .....73



# Index

---

## T

Total Revenue by Source .....	70
Total Revenues by Fund .....	69
Transfers .....	267
Transportation .....	293

## U

Upgrades to Existing Library Facilities .....	372
User Fee Change Summary .....	41
Utilities .....	196

## V

Veterans Services .....	152
-------------------------	-----

## W

Wake County Government Organizational Chart .	4
Wake County Public School System .....	393
Wake Technical Community College .....	391
Water Quality .....	173
Water, Sewer & Roads Policy .....	369

## Y

YMCA Co-Location Southeast Raleigh Elementary Project .....	346
--	-----