



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

**For the Fiscal Year July 1, 2020 through June 30, 2021**



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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, 2019**

*Christopher P. Morill*

Executive Director



# Wake County, North Carolina

## Board of County Commissioners



Greg Ford  
Chairman  
District 6



Vickie Adamson  
Vice Chair  
District 7



Sig Hutchinson  
District 1



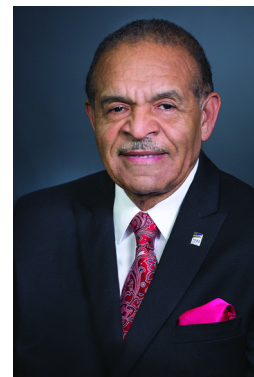
Matt Calabria  
District 2



Jessica Holmes  
District 3



Susan Evans  
District 4



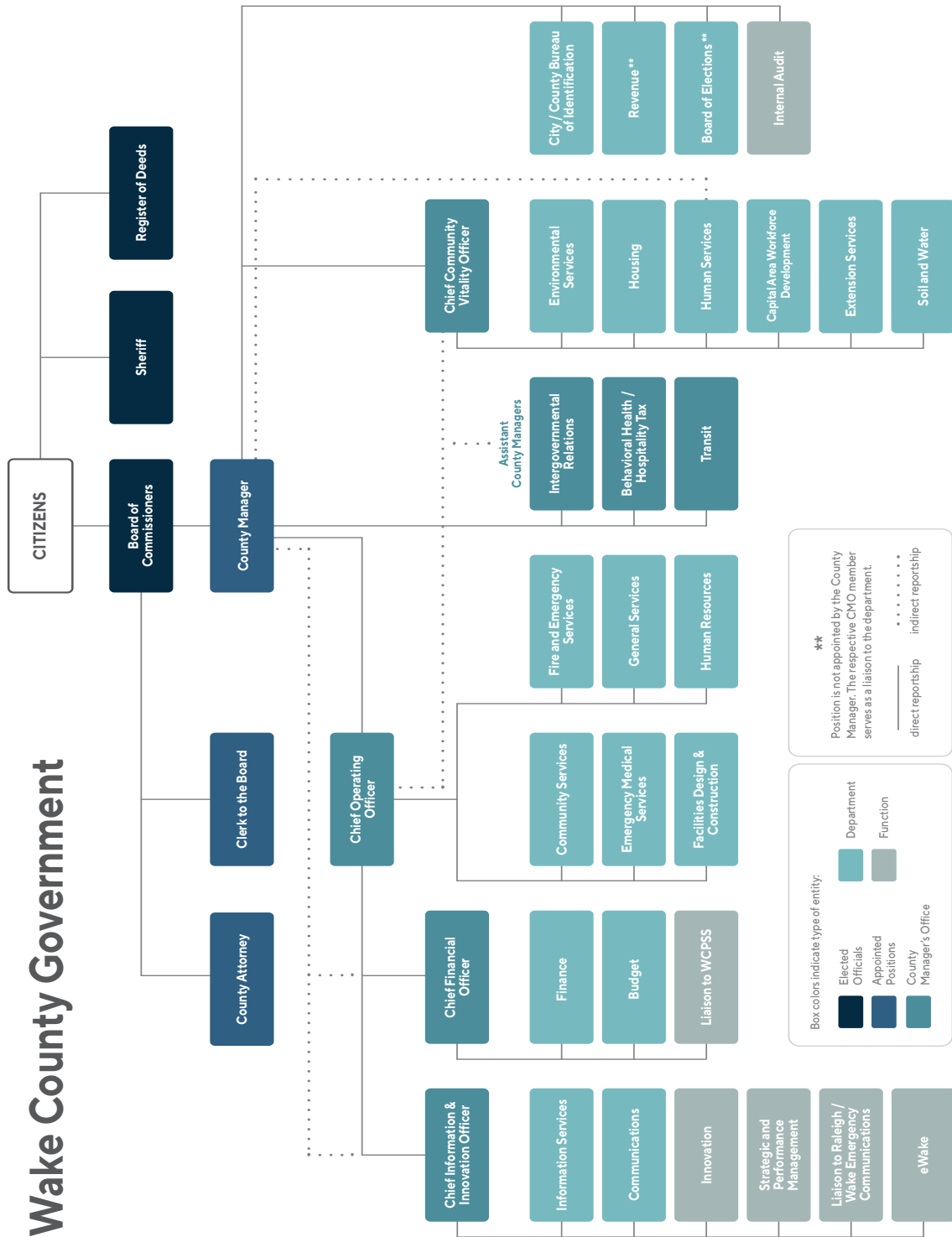
James West  
District 5

**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

# 2020 STRATEGIC GOALS AND OBJECTIVES



**COMMUNITY  
HEALTH**



Promote a behavioral and physical health system that benefits all residents.

| OBJECTIVE CH1      | Support and build capacity through a comprehensive Behavioral Health Plan for the treatment and management of residents who experience behavioral health challenges.                                                                   |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Initiative CH1.1   | Develop programs for assisting detained and/or incarcerated individuals that suffer from mental illness.                                                                                                                               |
| Initiative CH1.2   | Develop a sustainable financial plan to support future WakeBrook operations.                                                                                                                                                           |
| Initiative CH1.3   | Leverage Wake County Human Services and our partners to enhance data sharing related to behavioral health services.                                                                                                                    |
| Initiative CH1.4 ★ | Enhance the availability and diversification of substance abuse treatment options.                                                                                                                                                     |
| Initiative CH1.5   | Evaluate performance and current metrics of crisis services to identify additional needs or service gaps.                                                                                                                              |
| OBJECTIVE CH2      | Improve the health outcomes of Wake County residents through a comprehensive approach to promote active lifestyles and improving access to health services and healthy foods.                                                          |
| Initiative CH2.1   | Support efforts to share medical records between safety net providers through a common platform.                                                                                                                                       |
| Initiative CH2.2 ★ | Consolidate the Community Health Needs Assessment and Population Health Task Force recommendations into the Live Well Wake community collaborative. The collaborative will develop a multi-year plan to improve health and well-being. |
| Initiative CH2.3 ★ | Develop and implement a comprehensive plan to enhance the health outcomes for babies and moms. Use best practices to reduce infant deaths and related disparities.                                                                     |
| Initiative CH2.4   | Participate in state led Medicaid Transformation through partnerships with the community and the North Carolina Department of Health and Human Services.                                                                               |
| Initiative CH2.5   | Support tobacco and vaping prevention focusing on school-aged children and reducing use among the general population.                                                                                                                  |

# Goals, Objectives & Initiatives



Create job opportunities for all, enhance our business-friendly environment to attract, retain and support business development and diversify the economic base.

|                      |                                                                                                                                                                                          |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>OBJECTIVE ES1</b> | Support economic development efforts to bring targeted jobs and businesses to Wake County.                                                                                               |
| <b>OBJECTIVE ES2</b> | Leverage and collaborate with partners to increase opportunities and support for entrepreneurial ventures and existing businesses.                                                       |
| Initiative ES2.1     | Evaluate and measure the effectiveness of strategies that support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged people. |
| Initiative ES2.2     | Evaluate and measure the effectiveness of strategies that support small-business creation and successful entrepreneurship.                                                               |
| <b>OBJECTIVE ES3</b> | Develop economic development strategies and tools that encourage socially responsible business practices and the creation of healthy workplaces.                                         |
| Initiative ES3.1     | Create a platform to encourage and facilitate businesses with socially responsible employment practices.                                                                                 |
| Initiative ES3.2 ★   | Explore options to identify and increase opportunities for minority-owned enterprises seeking to do business with Wake County.                                                           |
| <b>OBJECTIVE ES4</b> | Work with community partners to provide robust workforce development and talent training.                                                                                                |



# Goals, Objectives & Initiatives



## EDUCATION

### GOAL

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

| OBJECTIVE E1    | Collaborate with our continuum of education providers to enable integration of County strategic plans and programs.                                            |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Initiative E1.1 | ★ Implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four year old's.     |
| Initiative E1.2 | Explore the need for summer and track-out programs for children whose families face barriers to access.                                                        |
| Initiative E1.3 | ★ Identify and support WCPSS efforts to improve the educational outcomes for students affected by homelessness.                                                |
| Initiative E1.4 | Explore options to make community college opportunities accessible and affordable to Wake County graduates.                                                    |
| Initiative E1.5 | Implement and measure the effectiveness of the WakeWorks apprenticeship program in partnership with Wake Technical Community College.                          |
| OBJECTIVE E2    | Maintain a long-term capital plan for WCPSS and Wake Tech needs that are bound by strong financial policies designed to maintain the county's AAA bond rating. |
| Initiative E2.1 | Implement financing strategies to address needs identified in the Capital Improvement Plan.                                                                    |
| OBJECTIVE E3    | Work in partnership with WCPSS to improve understanding of the annual budget development and approval process.                                                 |
| OBJECTIVE E4    | Support inclusive cultural and artistic programs that broaden perspectives and enrich everyday experiences.                                                    |

# Goals, Objectives & Initiatives



**GREAT  
GOVERNMENT**



Be a fiscally-responsible county government that empowers, protects and serves its citizens through a culture of respect, collaboration and innovation.

|                      |                                                                                                                                          |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>OBJECTIVE GG1</b> | Improve the customer's experience 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 through innovation and technology.                                   |
| Initiative GG2.1     | Review and update board policies and procedures to align with best practices for boards of commissioners.                                |
| <b>OBJECTIVE GG3</b> | Maintain a culture within the county government that supports enhancing the health and wellbeing of employees and their families.        |
| <b>OBJECTIVE GG4</b> | Utilize data-driven decision-making processes and methods wherever possible.                                                             |
| Initiative GG4.1     | Build the resources to assist departments with obtaining and maximizing effective data analytics.                                        |
| Initiative GG4.2     | Establish a countywide performance management program.                                                                                   |
| <b>OBJECTIVE GG5</b> | Engage community members in envisioning the County's future.                                                                             |
| Initiative GG5.1 ★   | Explore and develop strategies to improve community engagement.                                                                          |
| Initiative GG5.2     | Increase opportunities for public engagement during the budget process.                                                                  |
| Initiative GG5.3     | Explore the opportunity for taxpayers to contribute additional funds through tax bills to specific services, programs, and partnerships. |

# Goals, Objectives & Initiatives



**GROWTH AND  
SUSTAINABILITY**



Establish a deliberate and realistic approach to address growth and mobility while preserving our environment and enhancing our quality of life.

|                      |                                                                                                                                                                                                                         |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>OBJECTIVE GS1</b> | Implement a comprehensive approach for preserving open space and developing parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal and nonprofit partners. |
| <b>OBJECTIVE GS2</b> | Promote sustainability efforts throughout the county including, but not limited to, such items as clean energy, native plants and locally grown food and addressing the issues associated with climate change.          |
| Initiative GS2.1     | Update and implement the comprehensive solid waste plan to address waste management through 2040.                                                                                                                       |
| <b>OBJECTIVE GS3</b> | Address quality and quantity issues associated with water resources.                                                                                                                                                    |
| Initiative GS3.1 ★   | Collaborate with the Water Partnership on One Water initiatives to identify a multiyear sustainable water supply.                                                                                                       |
| <b>OBJECTIVE GS4</b> | Develop and implement the long range transportation and land use plans to support active and vibrant communities.                                                                                                       |
| Initiative GS4.1     | Update the county's comprehensive land use and transportation plans (PLANWake) to integrate Wake County's growth plans.                                                                                                 |
| Initiative GS4.2     | Identify and consider amendments to the Wake County Unified Development Ordinance to integrate with the PLANWake (the updated comprehensive land use plan).                                                             |

# Goals, Objectives & Initiatives

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## GROWTH AND SUSTAINABILITY (CONT.)

| OBJECTIVE GS5    |   | Guide the implementation of the Wake County Transit Plan to reduce congestion and promote multi-modal options.          |
|------------------|---|-------------------------------------------------------------------------------------------------------------------------|
| Initiative GS5.1 | ★ | Monitor and oversee the transit governance interlocal agreement.                                                        |
| Initiative GS5.2 | ★ | Identify opportunities to create affordable housing along transit corridors by leveraging public land.                  |
| Initiative GS5.3 |   | Implement strategies to address transit affordability and equitable mobility in vulnerable communities and rural areas. |
| Initiative GS5.4 |   | Identify and recommend multi-modal transportation opportunities supporting the Wake County Transit Plan.                |

# Goals, Objectives & Initiatives



## PUBLIC SAFETY



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     | Establish a County-wide standard for fire service in the unincorporated areas and develop an operating and financial plan to achieve and sustain agreed upon service levels.                                                                |
| <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     | Support the work of the Local Emergency Planning Committee to improve communications and preparedness related to hazardous materials risks and potentially hazardous sites.                                                                 |
| <b>OBJECTIVE PS3</b> | Reduce recidivism and barriers to success for incarcerated persons through education, substance abuse treatment, diversion and reentry programs.                                                                                            |
| Initiative PS3.1 ★   | Implement strategies to reduce recidivism.                                                                                                                                                                                                  |
| Initiative PS3.2     | Evaluate and measure the effectiveness of education and job-training for detainees and those reentering the community.                                                                                                                      |
| <b>OBJECTIVE PS4</b> | Implement strategies to improve personnel retention and workforce wellbeing in public safety departments.                                                                                                                                   |
| Initiative PS4.1     | Implement best practices for volunteer recruiting, retention, and utilization in emergency services.                                                                                                                                        |
| Initiative PS4.2 ★   | Continue programs and evaluate strategies that support public safety employees affected by traumatic on-the-job experiences.                                                                                                                |
| <b>OBJECTIVE PS5</b> | Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.                                                                                                               |

# Goals, Objectives & Initiatives



## SOCIAL AND ECONOMIC VITALITY



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

|                       |                                                                                                                                                                        |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>OBJECTIVE SEV1</b> | Create more affordable housing opportunities and support efforts to end homelessness.                                                                                  |
| Initiative SEV1.1 ★   | Implement the Wake County Affordable Housing Plan to increase and preserve the County's affordable housing inventory by 2,500 units by 2024.                           |
| Initiative SEV1.2     | Expand stable permanent supportive housing opportunities.                                                                                                              |
| Initiative SEV1.3 ★   | Convene municipal elected officials to identify strategies for increasing county-wide affordable housing supply.                                                       |
| <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     | Support a higher quality of life for citizens in vulnerable communities through policy changes, partnerships, workforce development and the community college.         |
| Initiative SEV2.2     | Develop and support programs and partnerships that reduce adverse childhood experiences and increase resiliency in families and communities.                           |
| <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 ★   | Implement the comprehensive Wake County Food Security Plan and measure the impacts of county-resourced efforts.                                                        |
| <b>OBJECTIVE SEV4</b> | Promote efforts to support seniors aging in place.                                                                                                                     |

# Wake County Facts

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 1,092,305 residents (July 1, 2018 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 Duke University and Health System, the State of North Carolina, the Wake County Public School System, Wal-Mart, International Business Machines Corporation (IBM), Wake Med Health and Hospitals, North Carolina State

University, Target, UNC Rex Healthcare, and SAS Institute.

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 a professional hockey team, The Carolina Hurricanes. Wake County has professional men's and women's soccer teams, North Carolina FC and North Carolina Courage. The Courage have gone to the finals every year since 2017, having won in 2018 and 2019. Wake County is also home to the Carolina Mudcats, a class A-Advanced affiliate of the Milwaukee Brewers.

|                               |                                                                                                                                                                      |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 2018 Population (1)    | 1,092,305                                                                                                                                                            |
| Municipalities in Wake County | Population (2)                                                                                                                                                       |
| Angier                        | 183                                                                                                                                                                  |
| Apex                          | 53,852                                                                                                                                                               |
| Cary                          | 165,943                                                                                                                                                              |
| Durham                        | 8                                                                                                                                                                    |
| Fuquay-Varina                 | 29,200                                                                                                                                                               |
| Garner                        | 30,502                                                                                                                                                               |
| Holly Springs                 | 36,749                                                                                                                                                               |
| Knightdale                    | 17,423                                                                                                                                                               |
| Morrisville                   | 27,453                                                                                                                                                               |
| Raleigh                       | 468,006                                                                                                                                                              |
| Rolesville                    | 8,111                                                                                                                                                                |
| Wake Forest                   | 42,796                                                                                                                                                               |
| Wendell                       | 7,809                                                                                                                                                                |
| Zebulon                       | 5,646                                                                                                                                                                |
| Unincorporated areas of       | 198,624                                                                                                                                                              |

# Wake County Facts

---

(1) July 1, 2018 is the most recent release of U.S. Census Bureau county population estimates. Released April 2019.

Wake County has experienced impressive growth over the past 20 years. The County is growing at a rate of 56 people a day. 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 2018, the Hispanic/Latino population increased to 112,797, comprising 10 percent of the total population. This increase reflected a 232 percent growth rate in Hispanic/Latino residents between 2000 and 2018. During that same time period, the county's Asian population grew by 267 percent to 78,000 residents. That accounts for 7.1 percent of the total county population.

Wake County's senior population has increased in the past decade by 174 percent during the last two decades. In 2000, 46,815 or 7.4 percent of the

population was over the age of 65. In 2018, the number reached 126,840 or 11.6 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 144,762 residents over the age of 65 will live in Wake County in 2021. The projection would mean an increase of roughly 77 percent since 2011.

Wake County had 731,228 residents over the age of 25 in 2018 according to the U.S. Census Bureau estimates. More than half of them had a bachelor's degree or higher (55%).

|                                             |         |
|---------------------------------------------|---------|
| Educational Attainment (over age 25)        | 731,228 |
| Less than 9th Grade                         | 20,635  |
| 9th - 12th Grade, no diploma                | 25,546  |
| High School Graduate (includes equivalency) | 106,223 |
| Some College, no degree                     | 122,240 |
| Associates degree                           | 58,189  |
| Bachelor's degree                           | 249,424 |
| Graduate or Professional degree             | 148,971 |



# 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                   |
| 2018                      | 1,092,305               | 160,095               | 29,936                   |

(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%                  | 53,625                |
| 2016                      | 4.2%                  | 54,549                |
| 2017                      | 3.7%                  | 56,162                |
| 2018                      | 3.4%                  | 59,014                |

(4) North Carolina Department of Commerce, Labor & Economic Analysis Division, Local Area Unemployment Statistics. Computed using the monthly average for the year.

(5) U.S. Department of Commerce, Bureau of Economic Analysis. Computed using Census Bureau midyear population estimates.



# 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, 2020 to June 30, 2021 (Fiscal Year 2021 or FY 2021).

## 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 2019 actual results; the FY 2020 adopted budget and current budget; and FY 2021 budget.

|                | FY2019<br>Actual | FY2020<br>Adopted Budget | FY2021<br>Recommended/<br>Amended 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. When the County adds full-time equivalent positions to the budget, costs reflect not only salary and benefits but also other operating costs, including programming, upfit, or supply expenses.

## 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.

## Performance Measures

Performance measures are dashboards of information communicating how well a service is performing and if the targeted outcome is being met. There are four types of performance measures: input, output, efficiency, and effectiveness. Each measure provides a different piece of information regarding how well the department and service is accomplishing its goal/objective.

## 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 2021, 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. For FY 2021, departments were asked to submit funding offsets where possible. 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, certain special revenue funds, 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 takes place throughout the year to ensure conformity with the adopted budget. Unencumbered appropriations lapse at the end of the fiscal year and are returned to fund balance. 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 2021

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| Date                 | Budget Activity                                                                                                                                |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| September            | Budget Process Kick-Off on Guidance, Calendar, and Business Cases                                                                              |
| September - November | Business Plans presented to County Manager's Office                                                                                            |
| October 31, 2019     | Submission of FY 2021 - 2027 Capital Requests                                                                                                  |
| January 10, 2020     | Submission of FY 2021 Operating Budget Requests                                                                                                |
| January 27, 2020     | Board of Commissioners Goal-Setting Retreat                                                                                                    |
| February - March     | Capital Improvement Program and Operating Department budget meetings                                                                           |
| March/April          | Board of Education and Wake Technical Community College submit formal budget requests                                                          |
| April 13, 2020       | Board of Commissioners Budget Planning Retreat                                                                                                 |
| April 17, 2020       | Department Submission of FY 2021 Budget Reductions, Revenue Increases, and User Fee Requests in response to COVID-19 related economic downturn |
| April 30, 2020       | Submission of FY 2020 Reduction Strategies                                                                                                     |
| May 18, 2020         | Formal presentation of Recommended Budget to Board of Commissioners at regularly scheduled meeting                                             |
| May 27, 2020         | Board of Commissioners Special Budget Work Session                                                                                             |
| June 1, 2020         | Public Hearing on FY 2021 Recommended Budget                                                                                                   |
| June 8, 2020         | Board of Commissioners Special Budget Work Session                                                                                             |
| June 15, 2020        | Board of Commissioners consider adoption of FY 2021 Operating Budget and FY 2021 - 2027 Capital Improvement Program at regular meeting         |

# 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                          |                             |
|              |                   | Human Services 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 seven 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       |                                    |              |                   |                      |                |                                      |                  |                  |                            |                           |                                |                      |                              |                             |                             |                        |                     |
| Other Education Initiatives         | O       |                                    |              |                   |                      |                |                                      |                  |                  |                            |                           |                                |                      |                              |                             |                             |                        |                     |
| Quasi-Governmental                  | O       |                                    |              |                   |                      |                |                                      |                  |                  |                            |                           |                                |                      |                              |                             |                             |                        |                     |
| Register of Deeds                   | O       |                                    |              |                   |                      |                |                                      |                  |                  |                            |                           |                                |                      |                              |                             |                             |                        |                     |
| Tax Administration                  | 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 its long-established triple-A bond ratings 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.

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.

## Long-Term Financial Health

All departments share in the responsibility of meeting policy goals and ensuring long-term financial health of the County. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements.

## Forecasts

Balanced revenue and expenditure forecasts model the County's ability to absorb operating costs from changes in the economy, service demands, debt service and capital improvements.

## Budget Development

Budget development is bounded by conservative revenue forecasts. Addition of personnel will only be requested to meet program initiatives and policy directives. After service needs have been thoroughly examined, it is determined if additional staffing will result in increased revenue, enhance operating efficiencies, or improve service levels.

## Budget Adjustments and Revisions

The annual budget process weighs all competing requests for County resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process are discouraged, although when required, these mid-year commitments are incorporated into plans for future budgets.

Appropriations requested after the original budget is adopted require Board approval and must identify expenditure reductions or revenue increases to offset.

## Grants

Grant funding supplements County funds, when it complements County programs and services. Inconsistent or fluctuating grants are not used to fund ongoing programs. Programs financed with grants will be budgeted in separate units, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, County resources will be substituted only after all program priorities and alternatives are considered during the budget process.

## Revenues

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 shall diversify its revenue sources to the extent possible to reduce reliance on the property tax. Periodically, the County reviews certain programs and services as areas for potential funding through user fees. The Board of Commissioners will

determine the level of cost recovery for the programs or services. 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.

## 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 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

# Financial Policies

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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.*

## Fund Balance

### General Fund:

The County shall maintain a fund balance position that rating agencies deem is adequate to meet the County's existing needs and potential future challenges. Therefore, the County has adopted a policy that requires management to maintain a total General Fund balance of at least 15 percent (15%) and an amount committed for working capital of at least 10 percent (10%) of the following fiscal year's General Fund adopted budget 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 which results in a deviation of five percent (5%) or more from total adopted budgeted revenues or expenditures, the amount committed for working capital can be reduced by action by the Board of Commissioners. At that time, a plan would then be adopted to return the amount committed for working capital back to desired level.

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.*

## Financial Reporting

### Distinguished Budget Awards Program:

The County's Budget will be submitted to the GFOA Distinguished Budget Presentation Program. Since 1997, the County has received the GFOA Distinguished Budget Award. The budget should satisfy criteria as a financial and programmatic policy document, a comprehensive financial plan, an operations guide for all organizational units, and a communications device for all significant budgetary issues, trends, and resource choices.

### Accounting and Financial Reporting:

The County's accounting and financial reporting systems are maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), and best practices identified by the Government Finance Officers Association (GFOA).

### Comprehensive Annual Financial Report:

The County's Comprehensive Annual Financial Report (CAFR) is annually submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, be thorough and sufficiently detailed, and not contain misleading information. The audit opinion will be included with the County's CAFR.

### Internal Control:

The County's financial systems, along with its policies and procedures, maintain internal controls to allow monitoring of revenues and expenditures on an ongoing basis.

### Fiscal Monitoring:

Monthly interim financial statements present actual revenues and expenditures versus budget for the fiscal year to date. These summary interim financial statements are presented to County management and the Board and will identify major variances that require investigation to preserve the County's financial position.

## 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 impacts 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 Debt and Capital financial model as an effective tool critical in determining 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. Some 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, data inputs, and resulting ratios / metrics to ensure a reasonably conservative risk-averse approach is maintained while protecting triple-A bond ratings for its citizens.

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

## 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 an issuer'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 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 cost saving 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.

# Financial Policies

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- Maintain a CIP budget planning cycle of at least seven years. This provides management the ability to ascertain the timing and designated funding source(s) for needed capital facilities.

The following revenues are to be dedicated for debt and capital purposes:

- Projected 18.57 cents of the 60.00 property tax rate in FY 2021 dedicated to debt and capital;
- 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. This dedication is in effort to match investment earnings with short term debt interest expense as market 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. The 19 percent (19%) represents amount of approximate debt service due on average within the first five months of the fiscal year (through November). The debt model currently exceeds this guideline.

Guideline 2: The County's seven-year CIP should be funded with debt funding comprising seventy-five to eighty five 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 County's model currently targets a guideline of approximately 80% debt / 20% cash 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 twenty five 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 through use of construction period financing bank loans.

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 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 (4%) 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 (4%) of the tax base. This includes debt issued by Wake County government as well as debt issued by the various municipalities

# Financial Policies

within the boundaries of the County. Municipal debt is included since the municipal taxpayer bears the burden of debt issued by both the respective municipal government and county government (in North Carolina property within municipal boundaries is also within the county boundaries).

**Guideline 7:** The County's net outstanding debt should not exceed 2.5 percent (2.5%) of the County-wide assessed valuation (i.e., tax base). North Carolina statute permits local governments to issue debt up to eight percent (8%) of total assessed valuation. As the County maintains a debt to assessed value that is consistent with other triple-A rated counties, it currently strives for its net debt to remain under a more stringent one and three quarters percent (1.75%) of County-wide tax base.

**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.

## 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 Tax 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<br>Min. | Jobs<br>Min. | Avg.<br>Salary<br>Min. | Incentive<br>% new tax<br>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 state incentive requires local government

# Financial Policies

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 Tax 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' goals, objectives and initiatives provide a strategic focus on the County's priorities. The plan is updated annually to guide policies, program emphasis, budget recommendations and resource allocation.

Departments are encouraged to align budget requests with Board goal areas, and that information is used to align resources in the budget and messaging priorities to the Board and public.

During the February 2020 goalsetting retreat, Commissioners and county staff discussed the status and priority of 55 initiatives established in 2019. The Board reviewed each prior year initiative to remove completed initiatives, merge others, and create new initiatives. The Board concluded the planning retreat with 29 objectives and 47 total initiatives for 2020. The Commissioners identified priority initiatives throughout the retreat in each goal area.

At the March 9<sup>th</sup> Work Session, staff reviewed specific edits and revisions where Board consensus was needed and requested additional feedback. Final revisions and edits received after the work session were provided to the Board at the March 16<sup>th</sup> regular meeting for consideration and approval. The Board formally approved the 2020 goals, objectives, and initiatives during that meeting.

The 2020 Wake County Board goals, objectives, and initiatives are included in the County Government section of this document. This information and updates are also available through the Wake County

Transparency Portal ([wakegov.com/transparency/goals](http://wakegov.com/transparency/goals)).

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.

**Citizens' Energy Advisory Commission:** Advises Wake County on the reduction of energy consumption.

**Durham-Wake Counties Research and Production Services:** Makes recommendations to the County Commissioners concerning the budget and tax rate for the special District / RTP area.

**Fire 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:** Plans 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.

# Long-Range Planning

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**Housing Authority:** Operates housing units in Wake County for low income residents.

**Human Services 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:** 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.

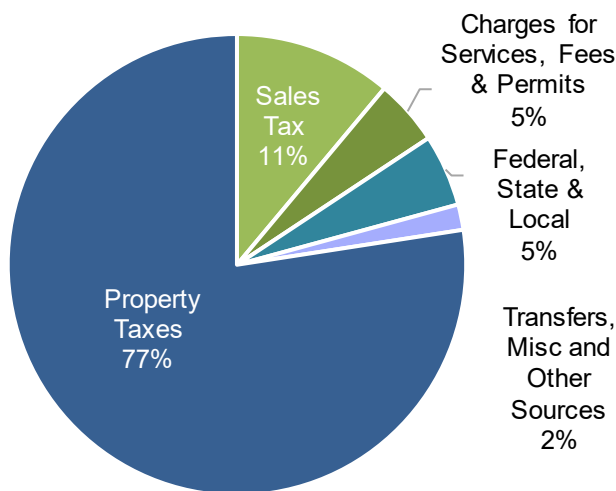
**Planning Board:** Advises the County on planning and zoning matters to ensure that the development and future use of land in Wake County will occur in a planned and harmonious manner that accommodates future population growth, maintains the character of various communities, and respects the values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

**Wake County Water Partnership:** 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.

**Yates Mill Park Advisory Board:** Advises, promotes, and supports the mission of Yates Mill County Park.

# Budget Overview

## General Fund Revenue Sources



Property taxes and sales taxes make up approximately 88 percent of the County General Fund revenue.

## Property Tax

The property tax is Wake County's largest revenue source, comprising 77 percent of all General Fund revenues.

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

The values of real property in Wake County were assessed this year based on the current quadrennial cycle. The FY 2020 budget assumed a total tax base of \$152.63. Following the revaluation, the new tax base estimate is \$188.64, an increase of 24%. A revenue-neutral tax rate under the new tax base equals \$0.600 per \$100. The next property revaluation is scheduled to take effect January 1, 2024.

## Tax Base FY 2020 - 2021 Estimates

Each component of the FY 2021 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 26.50 percent from the FY 2020 projected assessed valuation to a total of \$164.98 billion, which was used for developing the revenue estimates for the FY 2021 budget.

Personal property includes unlicensed vehicles and business property. The personal property portion of the tax base is projected to increase in FY 2021 by 0.91 percent from the assessed valuation projected for FY 2020 to a total of \$7.96 billion.

The public service 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 2021 valuation is expected to decrease by 0.78 percent.

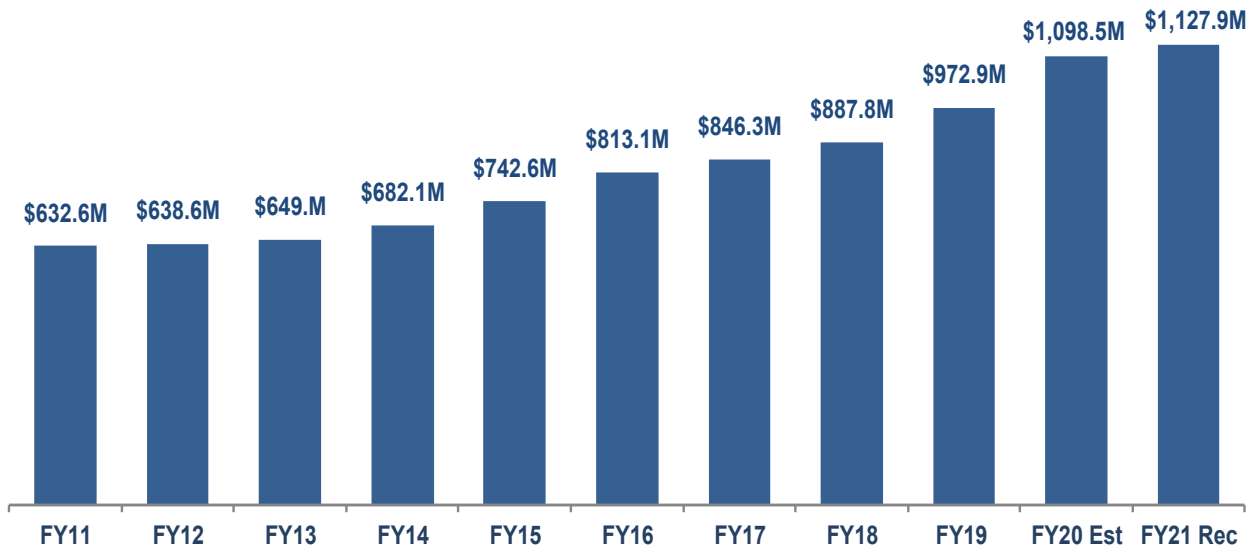
The motor vehicle portion of the tax base is projected in FY 2021 to increase by 9.58 percent from the estimate for FY 2020.

The County's property tax collection rate continues to be one of the highest in the State at 99.65 percent projected for FY 2020. The FY 2021 budget estimates include a collection rate of 99.25 percent on real property and 99.5 percent on vehicles.

| Tax Base Estimates<br>(in thousands) | FY 2018<br>Actual    | FY 2019<br>Actual    | FY 2020<br>Estimated | FY 2021<br>Budget    | \$<br>Change      | %<br>Change   |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|---------------|
| Real Property                        | 122,874,155          | 126,482,476          | 130,415,760          | 164,975,000          | 34,559,240        | 26.50%        |
| Personal Property                    | 7,233,502            | 7,430,852            | 7,890,228            | 7,962,000            | 71,772            | 0.91%         |
| Public Service                       | 3,447,571            | 3,454,216            | 3,572,974            | 3,545,000            | (27,974)          | (0.78%)       |
| Vehicles                             | 10,662,662           | 10,235,644           | 11,095,500           | 12,158,000           | 1,062,500         | 9.58%         |
| <b>Total Valuation</b>               | <b>\$144,217,890</b> | <b>\$147,603,187</b> | <b>\$152,974,462</b> | <b>\$188,640,000</b> | <b>35,665,538</b> | <b>23.31%</b> |

# Revenue Overview

## Property Tax Revenue Growth



### Tax Rate

- ♦ Property tax rate is 60.00 cents, which is the revenue neutral tax rate following the 2020 revaluation.
- ♦ The FY 2020 tax rate was 72.07 cents per \$100 of valuation.

### Impact of Tax Rate

The budget includes a revenue neutral tax rate of 60.00 following the January 2020 reappraisal. The revenue neutral tax rate impacts households based on reappraised values.

While the intent of the revenue neutral rate is to provide the county the same overall revenue as if reappraisal had not occurred, individual homeowners will experience the reappraisal differently.

| January 2016<br>Appraised Value | FY20 Tax Bill<br>72.07 | Increase in Property<br>Value | January 2020<br>Appraised Value | FY21 Tax Bill<br>60.00 | Change from FY20<br>Tax Bill |
|---------------------------------|------------------------|-------------------------------|---------------------------------|------------------------|------------------------------|
| \$250,000                       | \$1,820                | 10%                           | \$275,000                       | \$1,650                | (\$152)                      |
| \$250,000                       | \$1,820                | 20%                           | \$300,000                       | \$1,800                | \$(2)                        |
| \$250,000                       | \$1,820                | 30%                           | \$325,000                       | \$1,950                | \$148                        |
| \$250,000                       | \$1,820                | 40%                           | \$350,000                       | \$2,100                | \$298                        |

# Revenue Overview

## 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-destination basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2020 was received in April 2020).

In 2008, the State of North Carolina began assuming the cost of the former County Medicaid Match and 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-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 2021, revenues from the State under the hold harmless agreement are expected to be \$12.1 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.

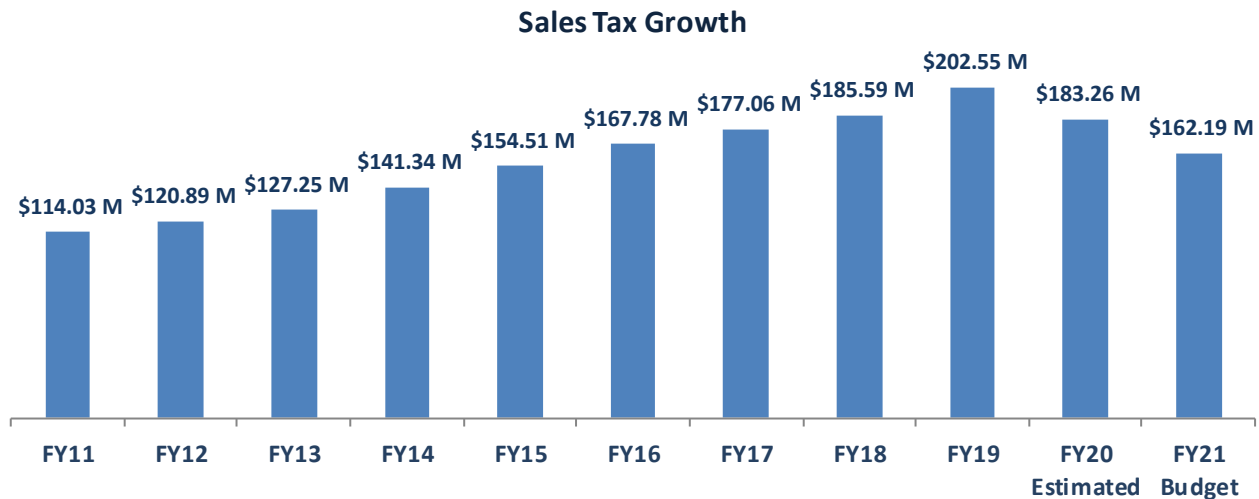
As a result of state legislation (GS 105-524) first affecting sales tax distributions in FY 2017, a portion of articles 39, 40 and 42 are redistributed monthly to smaller, rural counties. The impact of this legislative adjustment is budgeted at \$5.96 million in FY 2021.

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 is expected to decline in FY 2021 because of the economic impact of COVID-19. FY2021 Sales Tax Revenue projections were modeled based the revenue losses the County experienced during the FY 2010-11 recession. Article 39 revenue is projected to decrease 11.5%, Article 40 revenue is projected decrease 4.6%, and Article 42 revenue is projected to decrease 9.9%.

| Article Type             | FY18 Actual          | FY19 Actual          | FY20 Estimated       | FY21 Budget          | Change FY20 to FY21   |               |
|--------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---------------|
|                          |                      |                      |                      |                      | Dollar                | %             |
| Article 39 (1 cent)      | \$79,204,659         | \$85,056,089         | \$77,034,529         | \$68,169,000         | (\$8,865,529)         | -11.5%        |
| Article 40 (1/2 cent)    | \$41,792,880         | \$44,936,213         | \$43,961,213         | \$41,957,000         | (\$2,004,213)         | -4.6%         |
| Article 42 (1 cent)      | \$51,886,767         | \$55,881,220         | \$50,963,324         | \$45,930,000         | (\$5,033,324)         | -9.9%         |
| Article 44 (expired)     | (\$47,039)           | (\$2,329)            | -                    | -                    | -                     | -             |
| Medicaid Hold Harmless   | \$19,156,578         | \$23,486,483         | \$17,864,798         | \$12,091,000         | (\$5,773,798)         | -32.3%        |
| Adjustments to Sales Tax | (\$6,406,664)        | (\$6,807,590)        | (\$6,565,602)        | (\$5,958,000)        | \$607,602             | -9.3%         |
| <b>Total Sales Tax</b>   | <b>\$185,587,183</b> | <b>\$202,550,086</b> | <b>\$183,258,262</b> | <b>\$162,189,000</b> | <b>(\$21,069,262)</b> | <b>-11.5%</b> |

# 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 anticipates the COVID-19 pandemic will have significant impacts on this revenue source. The budget totals \$9.7 million, a 38 percent decline from the prior year projection, mirroring the steepest annual decline experienced during the Great Recession.

## 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 \$3.35 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.

# Department Revenue Overview

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## Licenses and Permits

The largest revenue source in this category is from building and construction permits. Given the uncertainty around building trends due to the COVID related economic downturn, the budget decreased \$604,000 over the prior year budget to a new Licensing and Permits total of \$4.74 million. The budget is based on anticipated decreased in building permits (\$734,000) netted against increases in septic (\$107,000), well (\$35,000), and stormwater permits (\$50,000) when compared to the FY 2020 Adopted Budget. Pool permitting fees are also projected to increase \$30,000 based on the user fee change included in the FY 2021 budget.

## Federal, State and Local Shared Revenue

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Housing Affordability and Community Revitalization, Emergency Medical Services, Fire Services, 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. Federal, state, and local dollars total \$73.42 million in FY 2021, an increase of \$3 million from FY 2020.

State shared revenues in the General Fund are expected to increase from \$54.08 million in the FY 2020 budget to \$56.71 million in FY 2021. This is primarily from anticipated increases in juvenile justice programming support, administration, child support services, food assistance, Medicaid administration funding, and child care subsidy.

The FY 2020 budget contains \$12.61 million in federal revenue, an increase of \$373,000 from the prior year budget from increases in the Ryan White Care Program for HIV care and support and the Improving Community Outcomes program for Maternal and Child Health.

Local revenues, consisting primarily of ABC Board revenue, are budgeted at \$4.10 million in FY 2021. This does not represent a significant change from the

prior year local revenue budget totaling \$4.11 million.

## Fees and Charges for Services

Charges for services include user fees for EMS, Human Services, Sheriff, Register of Deeds and other County services, including contracts with the Wake County Public Schools System for all school building inspection and plan review functions. Typically these fees finance, in part, the County functions for which they are assessed. All fees are consistent with the County's User Fee Policy, found in 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 recording official documents and issuing certified copies of vital records. Fees and charges for these services are expected to generate \$5.68 million, a one percent increase from the prior year.

### Environmental Services Fees and Charges

The Environmental Services Department provides services that protect the natural environment and public health and safety. Developers require services to meet regulatory obligations that 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 2021, the department anticipates receiving \$1.69 million. This is a decrease of \$60,000 from prior year revenues because of a decrease in projected well water testing fees based on recent demand trends.

### General Services Fees and Charges

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 2021, the department expects to receive \$1.00 million in parking fees.

# Department Revenue Overview

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Court facility fees are also collected by GSA, and this budget estimates \$1.01 million to be collected, a \$10,000 increase in line with actuals.

## Human Services Fees and Charges

In FY 2021, the Human Services Department will earn \$14.22 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: services of civil process, evictions, executions of writs, pistol and concealed weapon permit 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. In total, all of the fees and charges revenue generated by the Sheriff's Office are budgeted at \$5.28 million, a projected decrease of 1.6 percent from the prior year. This projected decrease is a direct result of the elimination of fees for public use of the Firearms Education Training Center.

## Raleigh/Wake City-County Bureau of Identification

The City/County Bureau of Identification collects fees in the Civil Fingerprinting unit. The general public utilizes the Civil Fingerprinting unit to obtain fingerprints required for: background checks, applications for employment, obtaining visas or licenses, or other related private needs. The FY 2021 budget includes a fee change for Civil Fingerprinting that will increase the cost of obtaining the first set of fingerprints from \$15 to \$30. This fee increase is expected to generate \$325,000 more in revenues than the previous adopted budget. In addition to the fees collected for Civil Fingerprinting services, the County also receives \$775,000 per year from the City of Raleigh to fund department salaries as currently agreed upon per state statute. In total, the FY 2021 Fees and Charges budget for the City/County Bureau of Identification is \$1.38 million.

## Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting,

libraries, and parks. Fees associated with these services include planning and inspection fees, park rentals, and fees for damaged books. In FY 2020, the department expects to receive \$743,000 in fees and charges. This total includes a projected \$136,000 decrease in planning and inspection related fees.

## 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 2021, the department expects to receive \$24.69 million in ambulance fees, a decrease of \$808,000 from the prior year budget. This decrease is the result of EMS transitioning to a new billing vendor in FY 2021.

In addition to billing, EMS offers a subscription fee to Wake County residents that relieves the direct cost of 911 ambulance service not paid by insurance. In FY 2021, EMS expects to receive \$1.18 million in subscription revenue.

Emergency Medical Services provides coverage at public events each year. These special event fees total \$350,000 in FY 2021. This is a decrease of \$60,000 compared to the prior year budget and is the result of an anticipated decrease in special events due to COVID-19.

## 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 \$2.78 million.

The Solid Waste Operating 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 \$1.40 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



# Department Revenue Overview

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been capped at a flat amount of \$1.40 million in the most recent interlocal review.

Finally, the Wake County Public School System Capital Fund will transfer approximately \$930,000 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, and a transfer from the Fire Tax District to cover the cost of bank and self-financing of fire apparatus. The largest of these transfers is property and sales tax which for FY 2021 is estimated to be \$290.2 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 2021 budget includes \$4.43 million in the Grants and Donations fund. By department, this revenue represents \$85,000 in Communications, \$220,000 in Fire Services, and \$4.12 million in Human Services.

The majority of the grant revenues are from intergovernmental sources: \$1.72 million federal, \$906,000 from state, and \$754,000 from local sources.

### Housing and Community Revitalization Fund

The Housing Affordability and Community Revitalization Special Revenue Fund administers programs to preserve, develop, and improve housing affordability for residents. The primary revenue sources are from four Federal Department of

Housing and Urban Development programs: Community Development Block Grant, Home Investment Partnership Program, Housing Opportunities for People with AIDS, and Emergency Solutions Grant. The fund also earns program income through repayment of portfolio loans. The FY 2021 budget totals \$7.135 million, an increase of \$386,000 from the FY 2020 Adopted Budget. There is a \$375,000 increase in Continuum of Care programs from federal direct revenue.

### 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 the operating and capital needs of the district. The FY 2021 tax rate is recommended to be 9.10 cents. This represents a 0.76 cent increase over the 8.34 projected revenue neutral rate following the 2020 county-wide revaluation. This 9.10 cent recommended rate is also a decrease of 0.50 cent from the previous budget's adopted rate of 9.60 cents. Overall, the FY 2021 Fire Tax District budget is expected to generate \$29.65 million, an increase of \$1.38 million, or 4.9 percent over the FY 2020 Adopted Budget.

### Major Facilities Fund

A special revenue fund was established in 1991 for proceeds levied from a 6.0 percent tax on occupancy sales at hotels, motels and guest houses, and from a 1.0 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 decrease by 22 percent, or \$6.46 million, from the prior year budget in anticipation of continued impacts from the COVID-19 pandemic. Travel restrictions and event cancellations directly impact this revenue source through fewer hotel bookings and resulting lower average daily room rates. Prepared food and beverage revenues are expected to decline by 24 percent, or \$7.74 million, from the prior year budget. Measures taken to combat COVID-19 have directly impacted this revenue source through temporary bans on dine-in options at restaurants. The budget anticipates impacts will continue in FY 2021.

# Department Revenue Overview

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The Major Facilities Fund in FY 2021 totals \$54.82 million, of which \$23.56 million is from occupancy taxes and \$24.50 million is from prepared food and beverage. The total also includes the City of Raleigh's \$4.40 million contribution for Medium 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 primary revenues are federal grants from the Workforce Innovation and Opportunity Act that are 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 2021 budget totaling \$5.6 million is based off prior year grant award amounts.

## Human Services Transportation Fund

The Human Services Transportation Fund provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. The majority of revenue sources for this fund are charges for services which includes Medicaid reimbursement. The rest of the revenues are mostly composed of Federal and State dollars. The fund is expected to total \$9.434 million in FY 2021. This is an increase of \$622,000 from the prior adopted year.

Charges and fees decreased by \$243,000, mostly due to realignment in the budget to more closely match previous year actuals. Federal resources available to urbanized areas for transit capital, operating assistance, and related planning increased by \$648,000. A new federal grant for \$393,000 was awarded to fund integrated mobility innovation to enhance public transportation effectiveness, efficiency, quality, safety and travel experience. Another \$123,000 is budgeted based on prior years miles driven. Another \$133,000 is budgeted for additional revenues expected to cover salary and benefits for 80% of the Assistant County Manager for Transit. State revenues for the Rural Operating

Assistance Program increased by \$85,000 based on new allocations from the State. Local revenues increased by \$132,000, primarily driven by new funding for elderly and disabled transportation planning for the Northeastern Micro Transit Planning Study.

## Enterprise Funds

### Solid Waste Operating 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 management activities. These initiatives are accounted for in the Solid Waste Operating Fund and funded through an annual household fee, sale of recyclable materials, state shared revenues, grants and interest income.

The household fee, set at \$20 per year per household, is the largest funding source and accounts for 56 percent of total revenues for the fund. State revenues for scrap tires, white goods, electronic recycling and and the Solid Waste Disposal tax distributions account for make up another 15 percent. Revenues from the sale of scrap metal and landfill gas rights are account for another 15 percent. Rebates, interest income and administrative transfers account for the remainder of revenues. For FY 2021, operating revenues total \$16.87 million, a minimal increase of \$30,000 over the prior year budget. Total fund revenues are \$19.05 million which includes a fund balance appropriation of \$2.18 million to support solid waster capital projects.

### South Wake Landfill Partnership Fund

The South Wake Landfill Partnership operations are accounted for in a separate enterprise fund, supported by tipping fees paid at the East Wake Transfer Station and the South Wake Landfill. 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.

## Department Revenue Overview

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For FY 2021, revenues total \$20.82 million based on projected tonnage of 550,000. Revenues that support landfill and transfer station operations come from tipping fees. 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.

# User Fee Change Summary

## 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.”

Fees may be defined, for the purpose of the policy, as regulatory or non-regulatory. Regulatory fees are those charged to individuals for participation in

government-regulated activities. Examples include building permits, land disturbance fees, and code enforcement permits. For regulatory fees, the User Fee Policy strives to recover the full cost of the service unless restricted by NCGS.

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 2021:

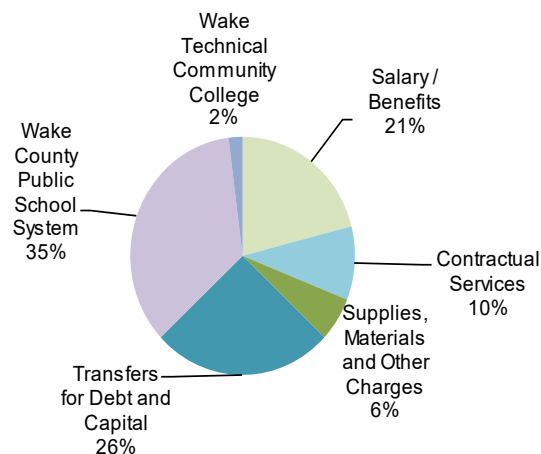
| Name                                                           | Description of Fee                   | Current Fee | New Fee |
|----------------------------------------------------------------|--------------------------------------|-------------|---------|
| <b>Raleigh/Wake City-County Bureau of Identification</b>       |                                      |             |         |
| Civil ID Fee: First set of fingerprints                        | Production of fingerprints           | \$15        | \$30    |
| <b>Environmental Services: Environmental Health and Safety</b> |                                      |             |         |
| Pool Permit Fee                                                | Public Swimming Pool Annual Permit   | \$275       | \$300   |
| <b>Sheriff: Firing Range Operating</b>                         |                                      |             |         |
| Firing Range League Users - Hourly                             | Facility rental by public league     | \$20        | \$0     |
| Firing Range Guest Fee                                         | Charge to members with guests        | \$5         | \$0     |
| Firing Range Lane Sharing Fee                                  | Charge to members who share lanes    | \$5         | \$0     |
| Firing Range Target Sales                                      | Sales of targets                     | \$0.50      | \$0     |
| Firing Range Wake County Resident - Hourly                     | Use of range by county residents     | \$12        | \$0     |
| Firing Range Non-Wake County Resident - Hourly                 | Use of range by non-county residents | \$17        | \$0     |

# Expenditure Overview

## Expenditures by Function

Within the General Fund, 41% supports spending for County operations, debt service and capital; 54% supports Wake County Public School System operating and capital; and 5% supports Wake Technical Community College.

|              | Operating          | Debt and Capital | Total              |
|--------------|--------------------|------------------|--------------------|
| County       | \$530.2 M          | \$72.6 M         | \$602.8 M          |
| Wake Tech    | \$24.7 M           | \$40.9 M         | \$65.6 M           |
| WCPSS        | \$515.9 M          | \$272.5 M        | \$788.4 M          |
| <b>Total</b> | <b>\$1,070.8 M</b> | <b>\$386.0 M</b> | <b>\$1,456.8 M</b> |

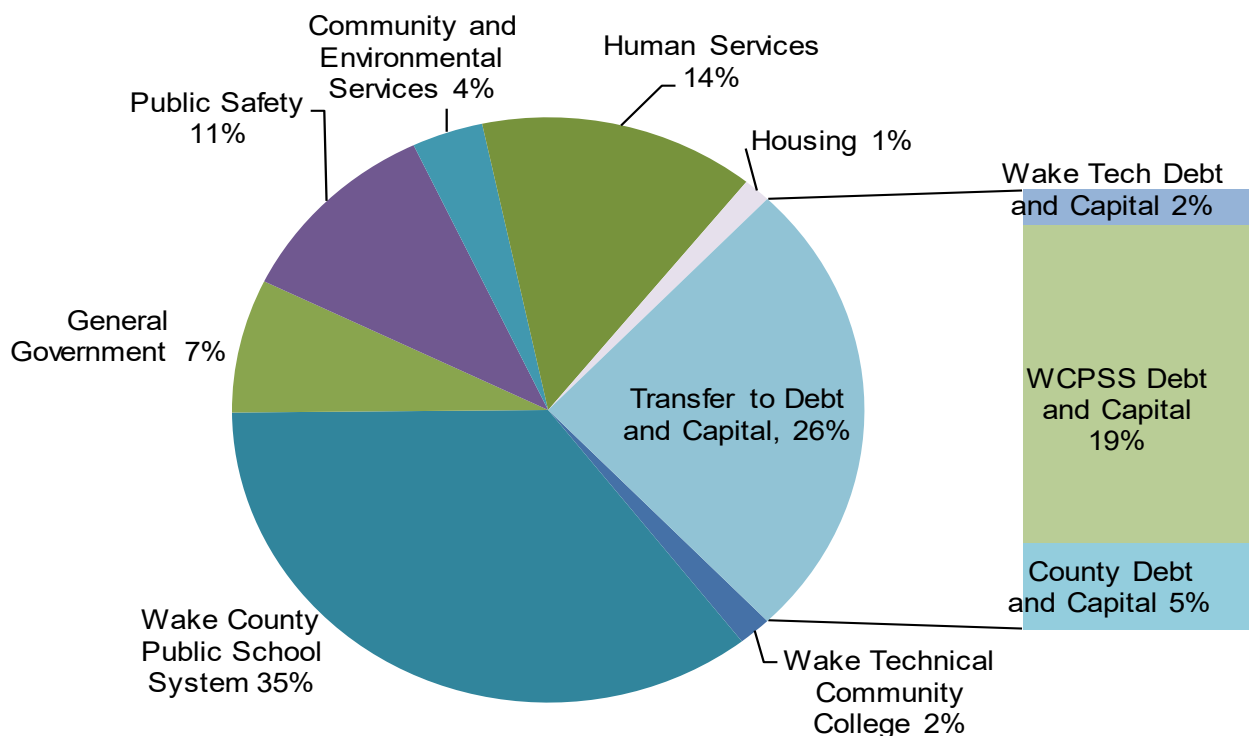


The General Fund supports education through Wake County Public School and Wake Tech operating and capital funding (54% WCPSS and 5% Wake Tech) for a total investment in education of 59%.

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 Component

By type of expenditure, the Wake County Public School system is the largest portion of the county



# Expenditure Overview

## Expenditures by Department

### Board of Commissioners

The Board of Commissioners' budget decreased by \$110,000 due to a decrease in salary and benefits through the elimination of the Clerk to Board position.

### Communications Office

The Communications Office budget includes reductions to software licensing, on-call pay, and staff professional development.

### Behavioral Health

The Behavioral Health budget decreased by \$1,098,000 from the prior year budget. \$726,000 is due to scaling back programs, including the forensic post release team and aligning contracts more closely with prior year actual spending patterns. Pilot programs will continue with funding from prior year unspent funds from previous Behavioral Health budgets.

### County Attorney

The County Attorney's budget includes funding reductions to eliminate paid internships, reduce contract services for claims review, and reducing general operating expenditures, including: professional development, software licensing for legal resources, and office funding for supplies, telephones, and postage.

### Budget and Management Services

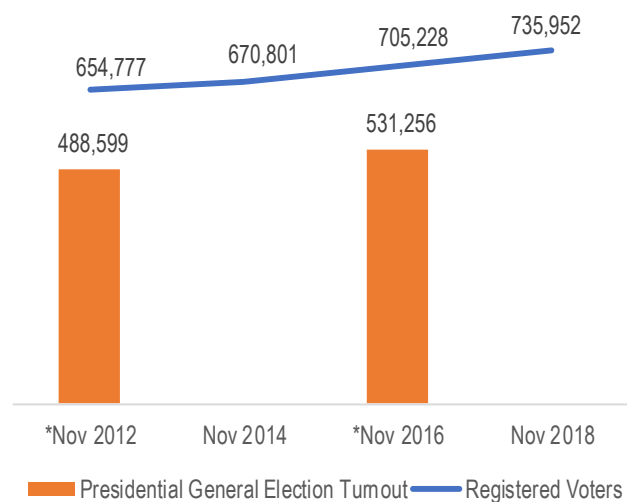
The Budget and Management Services budget includes funding reductions by delaying hiring of one vacant position, reduction in funding of a graduate assistant intern position, and reducing operating expenditures, included contracted funding for the production of the annual budget book, professional development, and office supplies.

### Board of Elections

The Board of Elections budget decreased by \$495,000 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 November elections.

Voter Turnout of Presidential Elections



### Facilities, Design & Construction

The Facilities, Design and Construction budget includes the reduction of a vacant Project Manager position.

### Finance

The Finance budget includes increases to banking credits, along with reductions to audit fees, staff professional development, and 0.500 FTE for an Internal Auditor position.

### Human Resources

The Human Resources budget decreased as a result of the elimination of two positions, a Business Manager and Benefits Technician, plus elimination of funding for a compensation management software tool to support hiring managers and inform countywide compensation decisions.

### Information Services

Information Services has eliminated 4.000 FTE, including IT Procurement Technician, IT Business Analyst, Land IT Business Analyst, and IT Engineer Land Systems positions. Funding for temporary staffing for an Information Services intern position and staff dedicated to the implementation of voice over IP phones has been eliminated. An Identity and Access Management Architect has been reclassified to a Data Engineer position. The vacant Innovations and Solutions Development Director position will delay in hiring to reduce salary expenditures.

# Expenditure Overview

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Contracted services funding for position recruitment has been eliminated.

Software licensing for the planned purchase of an enterprise public records keeping tool has been eliminated. The budget includes a reduction in software licensing for a multi-factor authentication system to match actual planned expenditures.

After-hours support for County SharePoint platforms has been eliminated. Staff professional development, office supplies, and equipment have been reduced in the budget.

## **Tax Administration**

The Tax Administration budget includes adjustments to the Reappraisal Reserve Sub-Fund, including a reduction in the intrafund transfer and funding for contracted appraisers.

## **Non-Departmental**

The Non-Departmental budget includes a reduction in to funding for the County's Community Organizations funding process, a reduction in funding for Historic Preservation, and eliminates funding for the Women's Commission that was dissolved via Board of Commissioner action in FY 2020.

## **Salaries and Benefits**

The budget does not include funding for an employee pay increase due to the current economic situation.

In FY 2020, a central \$2 million salary and benefit reserve was budgeted in anticipation of the implementation of consultant recommendations on the County compensation structure. The FY 2021 budget reflects the January 1, 2020 implementation of those changes with the salary and benefits budgeted directly within departments.

The County will continue to evaluate health and dental insurance and will provide the Board of Commissioners with any changes. The Health and Dental budget increased by \$2.14 million from the prior year budget from projected increased in health and prescription claims.

## **Community Services**

The Community Services budget decreased by \$2.1 million from the prior year budget. This decrease reflects library reductions of 32,000 FTE and \$2.77 million from reduced library hours and book budget as well as the elimination of the public book sale. Two vacant GIS positions were also eliminated. The salary and benefit increases from the compensation and benefit adjustments with the prior year budget increased the base budget.

## **Environmental Services**

The Environmental Services budget decreased by \$482,000 from the prior year, reflecting reductions across all four divisions of the department. The budget eliminates two positions: an Animal Control Officer and an Environmental Consultant focused on erosion and sedimentation control. The budget significantly reduced funding for optional staff training, temporary staffing, overtime and discretionary technology and supplies across all divisions. The Animal Services reductions may result in some operational changes at the Animal Center including the discontinuation of some feline testing, altered customer hours or required appointments for service, and a heavier reliance on donations for specialized blood work and consulting. The budget also eliminates weekday on-call hours for Environmental Health and Safety staff, slowing the response to issues reported after hours.

## **General Services**

The General Services Administration budget decreased by \$512,000 compared to the prior year. The Physical Plant budget includes funding for environmental cleanings at the Firearms Education and Training Center and reductions in contracted services and supplies. The Safety and Security budget includes funding to add 90 hours of sworn security coverage at Oak City Multi-Services Center and reductions to contracted security. Reductions in Field Services include the end of joint use agreements at four school parks, elimination of bronze restoration and window washing, supply and contract reductions, reduced mulching, and reduced landscaping frequency. The Utilities budget includes funding for a proposed energy rate increase and reductions from eliminating water irrigation and changes in network security.

# Expenditure Overview

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## Human Services

The Human Services budget sees a \$1.38 million expenditure increase. The bulk of this increase is related to the annualization of performance pay from the prior year budget. The increase is less than prior years due to reductions countywide, including each division in Human Services. At least half of all the reductions include aligning operating line item budgets more closely with prior year actual spending patterns.

The Economic Social Services division includes \$1,153,000 in reductions. More than ninety percent of the reduction relates to aligning operating line item budgets more closely with prior year actual spending patterns. This includes special assistance board supplements, legal expenses, telephone service, supplies, temporary staffing, and various contracts.

Also, \$1,294,000 was removed as reductions to the Child Welfare base budget, nearly three quarters of which relates to foster care board payment supplements, contracted services, office telephone, software purchases, and other operating budget line items. 1.000 FTE was also part of the reductions.

The Public Health division reductions are 6.000 FTEs and \$1,302,000. Half of the reduction is for supplies, contracted services, mileage, and other operating line item budgets. The other half of the reductions are for vacant positions in vacant County-funded positions.

Health Clinics were reduced by \$768,000, nearly seventy percent of which related to reductions in equipment, contracted services, medical and drug supplies, and other operating line item budgets.

Finally, 1.000 FTE and \$1,077,000 in Administration and Operations were removed as reductions. About half of that funding was removed from contracted services, supplies, training, and other operating line item budgets to more closely align with prior year actual spending patterns.

## Housing

The FY 2021 General Fund budget decreased \$606,000 due to the reduction of the transfer to the Housing CIP by \$1.45 million. The budget also includes 14.000 FTE and \$1,320,000 toward right-

sizing homeless and supportive services. There is also provision of \$1,178,000 for upfits at the Cornerstone building.

## Raleigh/Wake City-County Bureau of Identification

The City/County Bureau of Identification (CCBI) budget has eliminated 2.000 FTE, including a Civil Identification Specialist position and a Latent Print Examiner position. Further departmental budget reductions include reduced funding for general supplies and materials as well as the removal of an underutilized vehicle from the fleet.

## Office of the Sheriff

The Sheriff's Office budget decreased \$3.6 million compared to the prior adopted budget.

The Law Enforcement division budget includes the elimination of 8.000 FTE, including a Deputy County Attorney position, a Paralegal position, a Deputy Telecommunications Director position, Deputy Sheriff Senior Investigator position and four Deputy Sheriff positions and their corresponding vehicles. Further reductions included in the Law Enforcement division are the elimination of clothing allowances, reductions to department-wide travel and training, and the elimination of contract services and utility chargeback funding for public use of the Firearms Education Training Center. The Law Enforcement division budget also includes new funding for the implementation of Next Generation 911 services in the telecommunications unit. Next Generation 911 will improve public access to 911 services regardless of location or communications technology used.

The Detention division budget includes the elimination of 38.000 FTE, including 34 Detention Officer positions, one Detention Administrative Supervisor positions, two Detention Nursing positions, and one Certified Nurse's Aide position. The Detention division budget also includes new funding for the ongoing operating costs of the new Electronic Health Records system being implemented in the Detention Medical unit. The implementation of the Electronic Health Records system is the culmination of a multi-year capital effort that will improve the organization and coordination of care of those in the County's detention facilities.



# Expenditure Overview

## Fire Services

The Fire Services budget includes reductions for overtime, staff travel and training, and the use of the Wake County Fire Service Training Center which has experienced a drop in usage over recent years as the availability of online and virtual fire training as well as mobile training propose have increased.

## Emergency Medical Services

The Emergency Medical Services budget includes the loss of 4.00 FTE related to the EMT-to-Paramedic program and the loss of another 4.00 FTE for the staffing of an ambulance originally scheduled for initial deployment in the spring of 2020.

EMS' operating reductions include decreases to professional development and the reduction of funding for telecommunicators in the Raleigh-Wake Emergency Communication Center to improve dispatching services.

The budget includes transition of contract agency staff to Wake EMS county employees for a fully consolidated EMS agency.

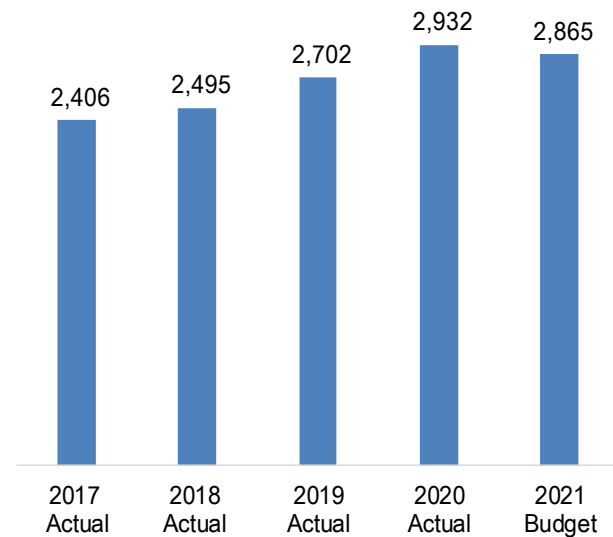
## Education

### Wake County Public School System

The County operating budget support for the school system totals \$515.96 million. This is comprised of the direct appropriation of \$515.03 million and \$929,728, which will be transferred from the Wake County Public Schools Capital Projects Fund to the operating budget for the Crossroads Administrative building lease.

There is no change in the operating appropriation over the prior year. With combined projected enrollment for WCPSS and charter students of

### Per Pupil Funding



180,067, the appropriation brings County per pupil funding to \$2,865, an decrease of \$66 over FY 2020.

### Wake Technical Community College

The County operating budget support for Wake Technical Community College is \$24.75 million, a \$168,000 increase from the prior year. The increase will provide staffing support for the Wake Works Apprenticeship Program, including an Executive Director, Apprenticeship Coordinator and Technical Assistant.

### Other Education Initiatives

The Other Education Initiatives Department was created with the FY 2021 Budget to capture funding for education initiatives in addition to the County's contribution to the Wake County Public Schools System and Wake Technical Community College. The budget includes continued funding to support 1,650 NC Pre-K slots.

### General Fund Transfers

The budget includes a dedication of 18.57 cents of the 60.00 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2021 these General Fund transfers represent about \$385.94 million.

Included in the transfer to County Capital CIP is \$2.00 million of ABC fund balance to support Human Services capital projects. This allows for a

# Expenditure Overview

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one-year reduction of \$2.00 million in property tax transfers.

The General Fund transfer of sales tax revenues to Debt Service Fund decreases from \$45.952 million in FY 2020 to \$38.804 million in FY 2021.

## 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. Current projected total outstanding debt for June 30, 2020 is \$2.381 billion. By purpose, this represents \$1.803 billion for WCPSS; \$266 million for WTCC; and \$312 million for County. The FY 2021 budget includes \$307.3 million funding to pay total projected expenditures of the Debt Service Fund, which includes \$293.8 million for total principal and interest on debt. By purpose, total principal and interest on debt represents \$222.6 million for Wake County Public School System; \$31.4 million for Wake Technical Community College; and \$39.8 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 budget includes \$4.43 million in the Grants and Donations fund. By department, this represents \$85,000 in the County Manager's Office; \$220,000 in Fire Services; and \$4.1 million in Human Services.

### Housing and Community Revitalization Fund

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

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 2021 appropriation totals \$7.14 million, an increase of \$386,000 from the prior year. There is a \$375,000 increase in Continuum of Care grants for rental assistance.

### 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. The district is served by 18 contract fire departments. Nine departments are fully-funded by the County and provide services primarily within the district. Nine "cost-share" departments serve municipal areas as well as the unincorporated areas surrounding their respective municipality. The County funds a portion of the cost share department budgets.

The Budget for the Fire Tax District totals \$29.65 million, an increase of \$1.38 million over the prior year. The majority of the increase is in direct appropriations to the contracted departments, which increased by \$751,000 over the prior year. The majority of increases were for full-time personnel, including retirement and healthcare benefit rate increases and annualization of prior year performance pay. FY2021 also includes the first full year of fire funding for the new Wendell Falls Public Safety Center.

The budget also includes \$3.07 million to be transferred for capital projects and debt service. These transfers increased by \$545,000, primarily because of increases in cash funded capital projects planned for FY 2021 and repayments made to the Debt Service Fund for the purchase of fire apparatus. The budget also includes \$1.42 million for

# Expenditure Overview

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systemwide expenses such as dispatch services, hazardous materials response and medical exam reimbursements. These expenses increased by \$85,000 from the prior year based on expected increases in emergency communications, computer aided dispatch (CAD), and data costs associated with the new Mobile Data Terminals in fire vehicles.

## 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 2020, the fund totals \$54.82 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. The following agencies receiving a significant portion of required distributions: \$5.97 million to the Greater Raleigh Convention and Visitors Bureau, \$2.77 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$1.14 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 2021, significant amounts will be directed to the following agencies: \$14.95 million to the Raleigh Convention Center, \$11.0 million to PNC Arena, \$5.36 million to the Town of Cary for sports venues, including \$2.36 million for a new indoor sports facility. In FY 2021, \$9.54 million will be transferred to Major Facilities Capital Fund and available to be awarded through a competitive process.

## 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 2021 Capital Area Workforce Development Budget is \$5.6 million. Each year, Workforce Development receives grant awards for four program areas: adult, dislocated workers, youth, and administration. The budget is based off of grant

awards received in the prior fiscal years until actual awards are announced.

## Solid Waste Operating 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, Feltonville, and North Wake Landfills), and performs other solid waste management activities. These initiatives are accounted for in the Solid Waste Operating Fund and funded through an annual household fee, sale of recyclable materials, state shared revenues, grants and interest income.

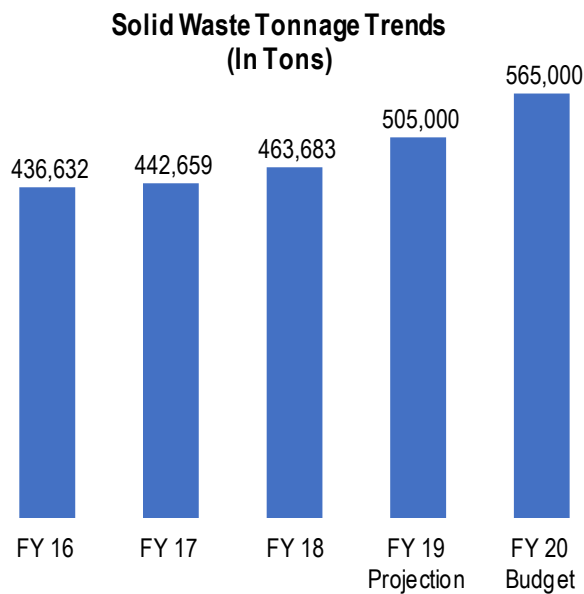
The budget totals \$19.05 million. Over 60 percent of the budget, or \$11.9 million, funds convenience centers, multi-material recycling and household hazardous waste programs. A \$2.4 million transfer to the Solid Waste Capital projects Fund for various capital projects. Administration of the Solid Waste Division programs including staff salaries and benefits and administrative transfers total \$2.2 million. Other funded programs include state mandated post-closure activities at closed landfills, education and outreach, school recycling and landfill gas to energy initiatives.

## South Wake Landfill Partnership Fund

The South Wake Landfill Partnership Fund was established to account for the activities associated with the South Wake Landfill and the East Wake Transfer Station. The landfill is the only active municipal solid waste landfill in the County and serves as the waste disposal facility for municipal solid waste from municipalities, unincorporated, and commercial sources in Wake County. The fund receives input from municipal partners including Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

The budget totals \$20.82 million. Of that, \$14.0 million directly supports operations of the South Wake Landfill and East Wake Transfer Station. The budget also includes \$2.75 million in anticipated rebates to partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows,

# Expenditure Overview



and actual tonnages. Contributions to capital reserves for the East Wake Transfer Station and closure and post-closure reserves are budgeted on a per-ton basis and total \$2.28 million. Transfers totaling \$1.77 million are also included for cost allocation, capital projects in FY 2021, and other items.

Planned capital projects include landfill gas system expansion and odor minimizing initiatives.

## Human Services Transportation Fund

The Human Services Transportation Fund 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 increased this year to provide more services across all areas of the program, comprising nearly 82% or approximately \$7.7 million of the total FY 2021 budget of \$9.3 million. Capital outlays comprise 7% or \$621,000 of the budget for the purchase of additional vehicles. The remaining budget is comprised of operating supplies and personnel dollars.

# 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.

County's FY 2020 tax rate was 72.07 cents (per \$100 of valuation), with 22.56 cents dedicated to support debt and capital. During FY 2020 the County completed a property reappraisal effort, now done every four years, to better align its assessed property valuation to market valuation. As a result of County's increased assessed property valuation through the reappraisal, the corresponding revenue neutral tax rate for FY 2021 was calculated at 60.00 cents, with 18.78 cents being the pro-rata equivalent calculation to support debt and capital in FY 2021.

However, two changes were made to the FY 2021 budget to further support the operating budget: 1) .21

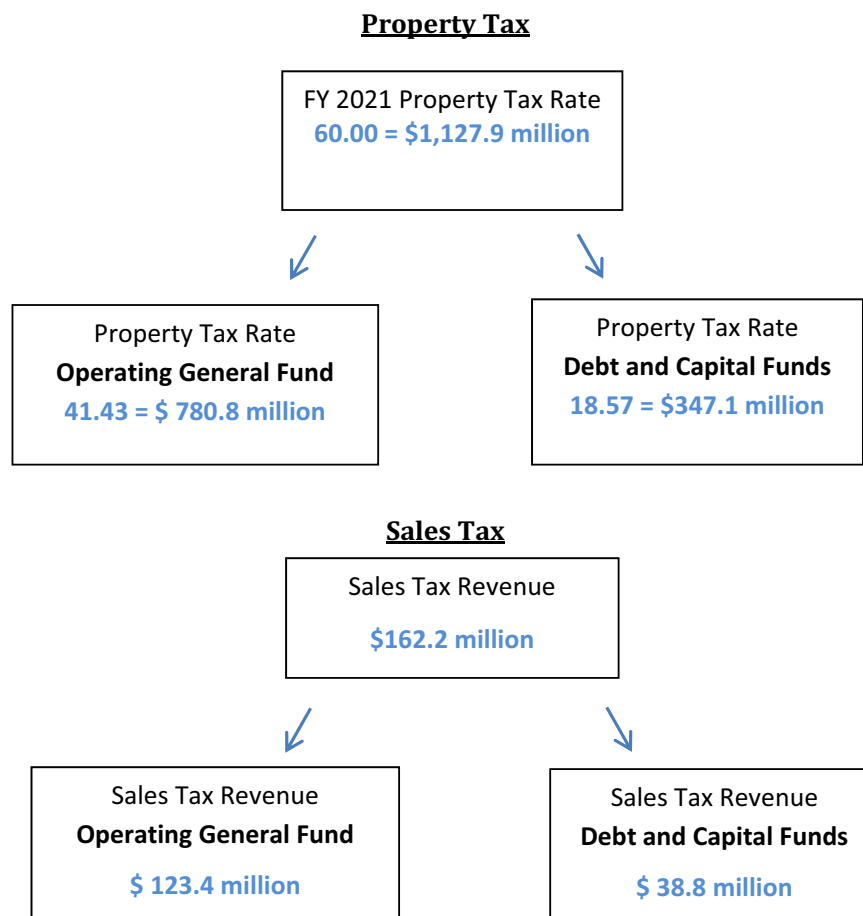
cents of the 18.78 cents dedicated to debt and capital was shifted to operating, and 2) a one-time appropriation of \$2.00 million of ABC fund balance was utilized.

Subsequent to these two changes, the equivalent of 18.57 of the 60.00 cent revenue neutral property tax rate for FY 2021 is now dedicated to support debt and capital.

## Sales Tax

The FY 2021 Sales Tax projection is \$162.2 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

| Transfers From                                                          | FY 2021            |
|-------------------------------------------------------------------------|--------------------|
| <b>General Fund</b>                                                     |                    |
| County Capital CIP                                                      | 34,873,000         |
| Debt Service (Property Tax)                                             | 251,376,000        |
| Debt Service (Sales Tax)                                                | 38,804,000         |
| Grants Fund                                                             | 1,045,654          |
| Housing CIP                                                             | 10,951,000         |
| Intrafund Transfers                                                     | 481,000            |
| Wake Tech CIP                                                           | 8,033,000          |
| WCPSS Capital Fund                                                      | 52,854,000         |
| <b>Total Transfers from General Fund</b>                                | <b>398,417,654</b> |
| <b>Fire Tax District</b>                                                |                    |
| Debt Service From Fire Tax                                              | 1,381,560          |
| Fire Tax CIP                                                            | 1,687,000          |
| <b>Total Transfers from Fire Tax District</b>                           | <b>3,068,560</b>   |
| <b>Major Facilities</b>                                                 |                    |
| General Fund                                                            | 1,400,000          |
| Major Facilities CIP                                                    | 10,540,000         |
| <b>Total Transfers from Major Facilities</b>                            | <b>11,940,000</b>  |
| <b>Debt Service</b>                                                     |                    |
| Fire Tax CIP                                                            | 1,394,000          |
| <b>Total Transfers from Debt Service</b>                                | <b>1,394,000</b>   |
| <b>County Capital Improvement Fund</b>                                  |                    |
| Intrafund Transfers                                                     | 0                  |
| <b>Total Transfers from County Capital Improvement Fund</b>             | <b>0</b>           |
| <b>Wake County Public Schools Capital Projects</b>                      |                    |
| General from WCPSS CIP                                                  | 929,728            |
| <b>Total Transfers from Wake County Public Schools Capital Projects</b> | <b>929,728</b>     |
| <b>Major Facilities Capital Trust</b>                                   |                    |
| County Capital CIP                                                      | 0                  |
| <b>Total Transfers from Major Facilities Capital Trust</b>              | <b>0</b>           |
| <b>Solid Waste Operating</b>                                            |                    |
| General Fund                                                            | 450,000            |
| Solid Waste CIP                                                         | 2,422,273          |
| <b>Total Transfers from Solid Waste Operating</b>                       | <b>2,872,273</b>   |
| <b>South Wake Landfill</b>                                              |                    |
| Solid Waste CIP                                                         | 567,000            |
| Solid Waste Enterprise                                                  | 1,209,838          |
| <b>Total Transfers from South Wake Landfill</b>                         | <b>1,776,838</b>   |
| <b>Total</b>                                                            | <b>420,399,053</b> |

# Schedule of Interfund Transfers

| Transfers To                                                                | FY 2021            |
|-----------------------------------------------------------------------------|--------------------|
| <b>General Fund</b>                                                         |                    |
| Intrafund Other Subfunds                                                    | 0                  |
| Intrafund Revaluation Reserve                                               | 481,000            |
| Major Facilities                                                            | 1,400,000          |
| Solid Waste Enterprise                                                      | 450,000            |
| WCPSS CIP                                                                   | 929,728            |
| <b>Total Transfers to General Fund</b>                                      | <b>3,260,728</b>   |
| <b>Grants and Donations</b>                                                 |                    |
| General Fund                                                                | 1,045,654          |
| <b>Total Transfers to Grants and Donations</b>                              | <b>1,045,654</b>   |
| <b>Debt Service</b>                                                         |                    |
| Fire Tax District                                                           | 1,381,560          |
| General Fund - Property Tax                                                 | 251,376,000        |
| General Fund - Sales Tax                                                    | 38,804,000         |
| <b>Total Transfers to Debt Service</b>                                      | <b>291,561,560</b> |
| <b>County Capital Improvement Fund</b>                                      |                    |
| Capital Reserve                                                             | 0                  |
| General Fund                                                                | 34,873,000         |
| Major Facilities CIP                                                        | 0                  |
| <b>Total Transfers to County Capital Improvement Fund</b>                   | <b>34,873,000</b>  |
| <b>Wake County Public Schools Capital Projects</b>                          |                    |
| General Fund                                                                | 52,854,000         |
| <b>Total Transfers to Wake County Public Schools Capital Projects</b>       | <b>52,854,000</b>  |
| <b>Wake Technical Community College Capital Projects</b>                    |                    |
| General Fund                                                                | 8,033,000          |
| <b>Total Transfers to Wake Technical Community College Capital Projects</b> | <b>8,033,000</b>   |
| <b>Fire Tax District Capital</b>                                            |                    |
| Debt Service                                                                | 1,394,000          |
| Fire Tax District                                                           | 1,687,000          |
| <b>Total Transfers to Fire Tax District Capital</b>                         | <b>3,081,000</b>   |
| <b>Major Facilities Capital Trust</b>                                       |                    |
| Major Facilities                                                            | 1,000,000          |
| MF - Competitive Projects                                                   | 2,000,000          |
| MF - Medium Competitive Projects (Section 1)                                | 3,140,000          |
| MF - Medium Competitive Projects (Section 3)                                | 4,400,000          |
| <b>Total Transfers to Major Facilities Capital Trust</b>                    | <b>10,540,000</b>  |
| <b>Solid Waste Capital</b>                                                  |                    |
| Solid Waste Enterprise                                                      | 2,422,273          |

# Schedule of Interfund Transfers

| Transfers To                                     | FY 2021            |
|--------------------------------------------------|--------------------|
| South Wake Landfill Fund                         | 567,000            |
| <b>Total Transfers to Solid Waste Capital</b>    | <b>2,989,273</b>   |
| <b>Affordable Housing CIP</b>                    |                    |
| General Fund                                     | 10,951,000         |
| <b>Total Transfers to Affordable Housing CIP</b> | <b>10,951,000</b>  |
| <b>Solid Waste Operating</b>                     |                    |
| Solid Waste Enterprise                           | 0                  |
| South Wake Landfill Fund                         | 1,209,838          |
| <b>Total Transfers to Solid Waste Operating</b>  | <b>1,209,838</b>   |
| <b>Total</b>                                     | <b>420,399,053</b> |



# General Fund Requests Funded

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## **TOTAL REQUESTS FUNDED - \$8,824,000**

### **GENERAL GOVERNMENT - \$2,874,000**

#### **Board of Elections \$2,874,000**

- ♦ 20 early voting locations for November 2020 General Election

### **GENERAL SERVICES - \$396,000**

- ♦ Proposed Duke Energy Rate Increase
- ♦ Environmental cleanings and filter replacement at Firearms Education and Training Center
- ♦ Sworn security coverage at Oak City Multi-Services Center

### **HUMAN SERVICES - \$250,000**

- ♦ Increase Juvenile Detention Contract based on Raise the Age implementation
- ♦ Transfer Ryan White grant position from Grants Fund to General Fund (1.000 FTE)

### **HOUSING - \$2,499,000**

- ♦ South Wilmington Street Shelter Team (7.000 FTEs)
- ♦ Housing Resource Team - WakePrevent! Program (4.000 FTEs)
- ♦ Cornerstone Program Team (3.000 FTEs)
- ♦ Provide single number for residents to access housing services
- ♦ Offset for Housing expansions within existing level of General Fund contributions

- ♦ Appropriation and transfer of Behavioral Health Fund Balance to Housing CIP for Cornerstone Upfits

### **BEHAVIORAL HEALTH - \$2,421,000**

- ♦ Continue Urgent Care Pilot Program supporting medication management and addressing emergent behavioral health needs to avoid crisis facilities
- ♦ Continue Enhanced Mobile Crisis Pilot Program to improve response to psychiatric crisis
- ♦ Continue Short Term Supportive Housing Pilot Program
- ♦ Increase Alliance administrative fee for fund balance supported programs from 1% to 2%
- ♦ Funds for services and individuals not covered by Medicaid or private insurance
- ♦ Technical consulting for Behavioral Health Programs
- ♦ Appropriated \$2,421,000 of Behavioral Health Fund Balance

### **SHERIFF - \$216,000**

- ♦ Electronic Health Records software maintenance
- ♦ Mandated 911 Upgraded Services

### **WAKE TECHNICAL COMMUNITY COLLEGE - \$168,000**

# General Fund Requests Not Funded

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## **TOTAL REQUESTS NOT FUNDED - \$63,223,016**

### **GENERAL GOVERNMENT - \$1,754,000**

#### **Board of Commissioners \$27,000**

- ♦ Additional Commissioner travel
- ♦ Office supplies and staff travel

#### **Communication \$5,000**

- ♦ Social media management tool support software

#### **County Manager \$260,000**

- ♦ Organization Development Director (1.000 FTE)
- ♦ Diversity and Inclusion Director (1.000 FTE)

#### **Board of Elections \$145,000**

- ♦ Precinct official increased compensation

#### **Finance \$183,000**

- ♦ Financial Service Manager (1.000 FTE)
- ♦ Internal Audit robotics software
- ♦ Convert part time Internal Auditor to full-time (0.500 FTE)

#### **Human Resources \$486,000**

- ♦ Employee Recognition Program
- ♦ Onboarding Specialists (3.000 FTE)
- ♦ Onboarding Manager (1.000 FTE)
- ♦ Corporate LinkedIn page
- ♦ Systems Administrator (1.000 FTE)
- ♦ inContact Call Center Application

#### **Information Services \$602,000**

- ♦ Microsoft Licensing
- ♦ Data Analysts (2.000 FTE)
- ♦ Innovation Project Manager (1.000 FTE)
- ♦ Risk management software
- ♦ Data warehouse software

#### **Quasi-Governmental \$46,000**

- ♦ Big Sweep Volunteer Coordinator (0.500 FTE)
- ♦ Keeping the Farm Workshop

## **ENVIRONMENTAL SERVICES - \$285,000**

- ♦ Animal Health Care Technician (1.000 FTE)
- ♦ Environmental Health and Safety Business Analyst (1.000 FTE)
- ♦ Water Quality Environmental Consultant (1.000 FTE)

## **GENERAL SERVICES - \$801,000**

- ♦ Housekeeping labor market increase
- ♦ Increased groundwater testing and reporting requirements for Pondersa permit
- ♦ Uninterruptable Power Supply preventative maintenance
- ♦ Facility Maintenance staff (2.000 FTE)
- ♦ Mail contract increase
- ♦ Verbal Judo de-escalation training
- ♦ Regional Library daytime restroom cleaning
- ♦ Oak City Cares daytime restroom cleaning

## **HUMAN SERVICES - \$2,903,000**

### **Economic Self-Sufficiency \$901,000**

- ♦ Food and Nutrition Supervisors (4.000 FTEs)
- ♦ Medicaid Services Supervisors (3.000 FTEs)
- ♦ Staff at Millbrook and Horizon Centers (3.000 FTEs)
- ♦ Adult Medicaid Senior Case Manager (1.000 FTE)

### **Child Welfare \$688,000**

- ♦ Prevention Supervisor and Social Workers (5.000 FTEs)
- ♦ Extended Foster Care Licensed Social Workers (3.000 FTEs)

### **Public Health \$770,000**

- ♦ Hepatitis C Social Workers (2.000 FTE)
- ♦ School Based Health Nurses (1.833 FTEs)

### **Administration and Operations \$430,000**

- ♦ Billing and Enrollment Specialists (3.000 FTEs)

# General Fund Requests Not Funded

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- ♦ Millbrook Customer Service Specialists (4.000 FTEs)

## Health Clinics \$114,000

- ♦ Convert temporary position to Certified Medical Assistant (1.000 FTE)
- ♦ Convert temporary position to Customer Services Representative (1.000 FTE)

## HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION - \$255,000

- ♦ Housing Social Workers for Housing Resource Team (2.000 FTE)
- ♦ Data Manager (1.000 FTE)

## BEHAVIORAL HEALTH - \$223,000

- ♦ Increase to Alliance administration fee

## CCBI - \$184,000

- ♦ Systems Senior Manager (1.000 FTE)
- ♦ Firearms Lab maintenance

## SHERIFF - \$8,040,000

- ♦ Evidence Technician (2.000 FTE)
- ♦ Social Media Specialist (1.000 FTE)
- ♦ Juvenile Crime Investigator (1.000 FTE)
- ♦ Internet Crimes Investigators (4.000 FTE)
- ♦ Detention Officers (40.000 FTE)
- ♦ Pre-Intake Assessment Nurses (4.000 FTE)
- ♦ Intake Assessment Screening Nurses (4.000 FTE)
- ♦ Nurse Educators (2.000 FTE)
- ♦ Medical Records Specialists (2.000 FTE)
- ♦ Temporary PRN Records Specialists
- ♦ Pepper Fog devices
- ♦ Kitchen equipment
- ♦ Temporary Cook (0.500 FTE)
- ♦ IT Technicians (8.000 FTE)
- ♦ Records unit (6.000 FTE)

- ♦ Computer Systems Administrator (1.000 FTE)
- ♦ Judicial Lieutenant (1.000 FTE)
- ♦ Customer Service Representatives (2.000 FTE)
- ♦ Execution/Eviction and Writ Process (3.000 FTE)
- ♦ Victim Services Investigators (4.000 FTE)
- ♦ Firing Range Administrative Assistant (1.000 FTE)
- ♦ Scheduling Specialist (1.000 FTE)
- ♦ IT Personnel Scheduling position (1.000 FTE)
- ♦ Body Worn Camera Personnel (1.000 FTE)
- ♦ WDCD residents equipment
- ♦ Deputy Lieutenant (1.000 FTE)

## EMS - \$2,085,000

- ♦ Two peak load 12-hour ambulance (8.000 FTE)
- ♦ Transition Cary EMS to the fleet lease program
- ♦ Apprenticeship Program Trainer (1.000 FTE)
- ♦ Eastern Wake spare fleet lease
- ♦ Public Wi-Fi for EMS Training Center

## NON-DEPARTMENTAL - \$13,044,000

- ♦ Historic Preservation increase
- ♦ Performance Pay
- ♦ Countywide contracts increase
- ♦ Chamber of Commerce increase
- ♦ Community Organizations increase

## WAKE COUNTY PUBLIC SCHOOL SYSTEM - \$29,936,016

## WAKE TECHNICAL COMMUNITY COLLEGE - \$2,515,000

## OTHER EDUCATION INITIATIVES - \$1,168,000

- ♦ Add 85 NC Pre-K slots
- ♦ Pilot transportation program

# General Fund Reductions

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## **TOTAL REDUCTIONS - \$23,147,000**

### **GENERAL GOVERNMENT - \$3,067,000**

#### **Board of Commissioners \$103,000**

- ♦ Clerk position (1.000 FTE)

#### **Communications \$58,000**

- ♦ Staff training and professional development
- ♦ Reduction in staff on-call duties
- ♦ Labor distribution of Videographer salary to Grants and Donations Fund
- ♦ Shift digital media asset tool to Grants and Donations Fund

#### **County Manager \$142,000**

- ♦ Staff training and professional development
- ♦ Labor distribution of Assistant County Manager for Transit salary to Human Services Transportation Fund

#### **County Attorney \$103,000**

- ♦ Office supplies, telephone costs, and postage
- ♦ Staff training and professional development
- ♦ Legal software
- ♦ Eliminate legal support intern
- ♦ Contract services for claims handling

#### **Budget and Management Services \$71,000**

- ♦ Hiring delay for Budget Systems Manager
- ♦ Office supplies, printing, equipment, and postage
- ♦ Cancel GFOA and ICMA memberships
- ♦ Reduction of budget book contract
- ♦ Eliminate intern
- ♦ Staff training and professional development

#### **Facilities Design and Construction \$131,000**

- ♦ Project Manager (1.000 FTE)

#### **Finance \$234,000**

- ♦ Banking fees
- ♦ Audit fees, supplies, and contracts
- ♦ Staff training and professional development

- ♦ Internal Auditor (0.500 FTE)

- ♦ Labor distribution of Chief Financial Officer salary to Debt Service Fund

#### **Human Resources \$181,000**

- ♦ Compensation management tool
- ♦ Department Business Manager (1.000 FTE)
- ♦ Benefits Technician (1.000 FTE)

#### **Information Services \$927,000**

- ♦ End temporary staff for VoIP transition project
- ♦ Security text message archival tool
- ♦ Eliminate after-hour SharePoint call support
- ♦ Equipment and supplies
- ♦ Eliminate administrative intern
- ♦ VPN multifactor authentication software license
- ♦ Staff training and professional development
- ♦ Eliminate contracted recruiting service
- ♦ Land IT Business Analyst (1.000 FTE)
- ♦ Solutions Development Business Analyst (1.000 FTE)
- ♦ Land IT Engineer (1.000 FTE)
- ♦ Help Desk IT Procurement Technician (1.000 FTE)
- ♦ Hiring delay of Innovations and Solutions Development Director
- ♦ Reclassifying Identity and Access Management Architect to Data Engineer

#### **Register of Deeds \$114,000**

- ♦ Register of Deeds Technician (1.000 FTE)
- ♦ Staff training and professional development
- ♦ Office supplies, printing, and postage
- ♦ Transfer IT position to ROD Automation Subfund offset by \$119,838 of revenues

#### **Tax Administration \$962,000**

- ♦ Revaluation reserve contract appraisers, partially offset by \$150,000 of revenues
- ♦ Reduce contribution to Revaluation Reserve
- ♦ Delay hiring of Appraiser

# General Fund Reductions

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## **Quasi-Governmental \$40,000**

- ♦ Soil and water salary adjustments

## **COMMUNITY SERVICES- \$2,922,000**

- ♦ Eliminate library book sale
- ♦ Reduce library book purchases
- ♦ GIS Engineer and Specialist (2.000 FTEs)
- ♦ Reduce Monday - Saturday library hours (32.000 FTEs)

## **ENVIRONMENTAL SERVICES- \$676,000**

- ♦ One Water membership dues
- ♦ Staff training and professional development
- ♦ On call policy change
- ♦ Private well water testing contract and supplies
- ♦ Office supplies, equipment, and software
- ♦ Temporary agency services
- ♦ Part-time customer services positions
- ♦ Animal shelter contract services
- ♦ Animal Service after hours care and relief veterinarian
- ♦ Shift Senior Accountant position to the Solid Waste Enterprise Operating Fund
- ♦ Overtime hours
- ♦ Animal Control Officer (1.000 FTE)
- ♦ Environmental Consultant (1.000 FTE)
- ♦ Anticipate \$63,750 decrease in well water testing revenue

## **GENERAL SERVICES- \$1,611,000**

- ♦ School park joint use agreement
- ♦ Transition from ISDN to E-Lan for security network connectivity
- ♦ Administrative temporary staff
- ♦ Special events contracted parking deck staff
- ♦ Align Emergency Services Education Center maintenance budget with historical costs
- ♦ End water irrigation at 15 county sites

- ♦ Eliminate window washing and bronze restoration
- ♦ Facility management consulting services
- ♦ Supply purchases and contracted services
- ♦ Landscaping services
- ♦ Screening and patrol hour adjustments
- ♦ Reduce projected fuel rate

## **HUMAN SERVICES - \$5,594,000**

### **Administration and Operations - \$1,077,000**

- ♦ Contracted services, supplies, equipment, and postage
- ♦ Staff training and professional development
- ♦ Organizational development contracts
- ♦ Automation and technology contracts
- ♦ Eliminate temporary staff position and convert temporary staff position to full-time (1.000 FTE)

### **Economic Self-Sufficiency - \$1,153,000**

- ♦ Legal expenses, supplies, software licenses, postage, and training
- ♦ Adjust special assistance board supplement
- ♦ Workforce Solutions contract
- ♦ Temporary staffing

### **Child Welfare - \$1,294,000**

- ♦ Contracted services, equipment, and software licenses
- ♦ Adjust foster care board payment supplement
- ♦ Temporary staffing
- ♦ Hope Center LINKS contract
- ♦ SAFEchild training contract
- ♦ Permanency Placement Social Worker (1.000 FTE)
- ♦ Anticipate \$22,00 reduction in state funding

### **Health Clinics - \$768,000**

- ♦ Contracted services, equipment, and supplies
- ♦ Medical supplies and prescriptions
- ♦ Temporary staffing

# General Fund Reductions

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- ♦ Contracted medical providers
- ♦ Maternal health imaging services

## **Public Health - \$1,302,000**

- ♦ Contracted services, supplies, printing, and temporary staffing services
- ♦ Care Coordinator (1.000 FTE)
- ♦ Maternal Women's Health Interpreters (2.000 FTEs)
- ♦ 4H Youth Development Supervisor (1.000 FTE)
- ♦ WIC Supervisor (1.000 FTE)
- ♦ Substance Abuse Center grant expiration, \$343,000 in reduced revenues and elimination of Community Testing Counselor (1.000 FTE)
- ♦ Mosquito and tick grant, \$16,000 in reduced grant revenue
- ♦ Public health overdose prevention Grant, \$29,000 reduced grant revenue

## **HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION - \$1,453,000**

- ♦ Reduce transfer to CIP for future housing development projects

## **BEHAVIORAL HEALTH- \$726,000**

- ♦ Reduced contract for specialized outpatient services
- ♦ Reduced foster care service flex funds
- ♦ Scaled back forensic post release team
- ♦ Reduced contract for adult outpatient services

## **CCBI - \$185,000**

- ♦ Eliminate major crimes vehicle and upfits
- ♦ Supplies and materials
- ♦ Civil ID Specialist (1.000 FTE)
- ♦ Latent Print Examiner (1.000 FTE)

## **SHERIFF - \$3,625,000**

- ♦ Firing range contract
- ♦ Staff training and professional development

- ♦ Clothing allowances
- ♦ Deputy County Attorney (1.000 FTE)
- ♦ Deputy Sheriff Senior Investigator (1.000 FTE)
- ♦ Certified Nurse's Aide (1.000 FTE)
- ♦ Detention Nurses (2.000 FTEs)
- ♦ Paralegal Position (1.000 FTE)
- ♦ Deputy Sheriff (4.000 FTEs)
- ♦ Detention Officer (34.000 FTEs)
- ♦ Deputy Telecommunications Director (1.000 FTE)
- ♦ Detention Administrative Supervisor (1.000 FTE)

## **FIRE SERVICES- \$94,000**

- ♦ Staff training and professional development
- ♦ Align Fire Training Center operation budget with projected usage
- ♦ Fire investigation overtime
- ♦ \$30,000 increase in reimbursements

## **EMERGENCY MEDICAL SERVICES - \$1,874,000**

- ♦ Raleigh-Wake Emergency Communications Center telecommunicators
- ♦ Staff professional development
- ♦ Uniforms, equipment, office supplies, and software
- ♦ Reduce EMT to Paramedic Initial Education Program (4.000 FTEs)
- ♦ Eliminate one 12-hour ambulance service (4.000 FTEs)
- ♦ Realign Cary and EWEMS contract agencies and transition to County positions (88.000 FTEs)

## **NON-DEPARTMENTAL - \$1,322,000**

- ♦ Eliminate Women's Commission
- ♦ Reduce Historic Preservation
- ♦ Reduce community organization funding

# Personnel Summary

## Personnel Summary

|                                        | FY2019<br>Adopted | FY2020<br>Adopted | FY2020<br>Amended or<br>Transferred<br>Positions | FY2020<br>Amended | FY2021<br>Amended<br>Positions | FY2021<br>Recommended |
|----------------------------------------|-------------------|-------------------|--------------------------------------------------|-------------------|--------------------------------|-----------------------|
| <b>General Government</b>              |                   |                   |                                                  |                   |                                |                       |
| Board of Commissioners                 | 4.000             | 4.000             | 0.000                                            | 4.000             | (1.000)                        | 3.000                 |
| Communications                         | 10.000            | 10.000            | 0.000                                            | 10.000            | 0.000                          | 10.000                |
| County Manager                         | 11.000            | 11.000            | 0.000                                            | 11.000            | 0.000                          | 11.000                |
| County Attorney                        | 20.000            | 20.000            | 0.000                                            | 20.000            | 0.000                          | 20.000                |
| Board of Elections                     | 26.000            | 32.000            | 0.000                                            | 32.000            | 0.000                          | 32.000                |
| Budget and Management Services         | 9.000             | 10.000            | 0.000                                            | 10.000            | 0.000                          | 10.000                |
| Facilities Design and Construction     | 13.000            | 16.000            | 0.000                                            | 16.000            | (1.000)                        | 15.000                |
| Finance                                | 31.000            | 31.000            | 0.000                                            | 31.000            | (0.500)                        | 30.500                |
| Human Resources                        | 33.000            | 36.000            | 2.000                                            | 38.000            | (2.000)                        | 36.000                |
| Information Services                   | 104.750           | 115.750           | 0.000                                            | 115.750           | (4.000)                        | 111.750               |
| Register of Deeds                      | 41.000            | 41.000            | 0.000                                            | 41.000            | (1.000)                        | 40.000                |
| Tax Administration                     | 73.000            | 76.000            | 0.000                                            | 76.000            | 0.000                          | 76.000                |
| Quasi-Government                       | 6.000             | 6.000             | 0.000                                            | 6.000             | 0.000                          | 6.000                 |
| <b>General Fund Total</b>              | <b>381.750</b>    | <b>408.750</b>    | <b>2.000</b>                                     | <b>410.750</b>    | <b>(9.500)</b>                 | <b>401.250</b>        |
| Debt Service Total                     | 3.000             | 3.000             | 0.000                                            | 3.000             | 0.000                          | 3.000                 |
| <b>General Government Total</b>        | <b>384.750</b>    | <b>411.750</b>    | <b>2.000</b>                                     | <b>413.750</b>    | <b>(9.500)</b>                 | <b>404.250</b>        |
| <b>Community Services</b>              |                   |                   |                                                  |                   |                                |                       |
| CS Management and Budget               | 7.000             | 7.000             | 0.000                                            | 7.000             | 0.000                          | 7.000                 |
| Parks, Recreation, and Open Space      | 34.000            | 36.000            | 0.000                                            | 36.000            | 0.000                          | 36.000                |
| Veterans Services                      | 4.000             | 4.000             | 0.000                                            | 4.000             | 0.000                          | 4.000                 |
| Geographic Information Services        | 19.000            | 19.000            | 0.000                                            | 19.000            | (2.000)                        | 17.000                |
| Libraries                              | 275.000           | 284.500           | 0.000                                            | 284.500           | (32.000)                       | 252.500               |
| Planning and Development               | 56.000            | 58.000            | 0.000                                            | 58.000            | 0.000                          | 58.000                |
| <b>Community Services Total</b>        | <b>395.000</b>    | <b>408.500</b>    | <b>0.000</b>                                     | <b>408.500</b>    | <b>(34.000)</b>                | <b>374.500</b>        |
| <b>Environmental Services</b>          |                   |                   |                                                  |                   |                                |                       |
| ES Administration                      | 9.000             | 10.000            | 2.000                                            | 12.000            | 0.000                          | 12.000                |
| Environmental Health & Safety          | 42.000            | 43.000            | 0.000                                            | 43.000            | 0.000                          | 43.000                |
| Water Quality Division                 | 45.000            | 47.000            | (2.000)                                          | 45.000            | (1.000)                        | 44.000                |
| Animal Care, Control and Adoption      | 45.000            | 46.000            | 0.000                                            | 46.000            | (1.000)                        | 45.000                |
| <b>General Fund Total</b>              | <b>141.000</b>    | <b>146.000</b>    | <b>0.000</b>                                     | <b>146.000</b>    | <b>(2.000)</b>                 | <b>144.000</b>        |
| Solid Waste Operating Fund Total       | 15.000            | 15.000            | 0.000                                            | 15.000            | 0.000                          | 15.000                |
| South Wake Landfill Fund Total         | 5.000             | 5.000             | 0.000                                            | 5.000             | 0.000                          | 5.000                 |
| <b>Environmental Services Total</b>    | <b>161.000</b>    | <b>166.000</b>    | <b>0.000</b>                                     | <b>166.000</b>    | <b>(2.000)</b>                 | <b>164.000</b>        |
| <b>General Services Administration</b> |                   |                   |                                                  |                   |                                |                       |
| Administration/Support                 | 19.000            | 19.000            | 0.000                                            | 19.000            | 0.000                          | 19.000                |
| Facility and Field Services            | 34.000            | 37.000            | 0.000                                            | 37.000            | 0.000                          | 37.000                |
| Physical Plant                         | 66.000            | 69.000            | 0.000                                            | 69.000            | 0.000                          | 69.000                |

# Personnel Summary

## Personnel Summary

|                                                          | FY2019<br>Adopted | FY2020<br>Adopted | FY2020<br>Amended or<br>Transferred<br>Positions | FY2020<br>Amended | FY2021<br>Amended<br>Positions | FY2021<br>Recommended |
|----------------------------------------------------------|-------------------|-------------------|--------------------------------------------------|-------------------|--------------------------------|-----------------------|
| Safety and Security                                      | 7.000             | 7.000             | 0.000                                            | 7.000             | 0.000                          | 7.000                 |
| <b>General Fund Total</b>                                | 126.000           | 132.000           | 0.000                                            | 132.000           | 0.000                          | 132.000               |
| Corporate Fleet Fund Total                               | 18.000            | 18.000            | 0.000                                            | 18.000            | 0.000                          | 18.000                |
| <b>General Services Administration<br/>Total</b>         | 144.000           | 150.000           | 0.000                                            | 150.000           | 0.000                          | 150.000               |
| <b>Human Services</b>                                    |                   |                   |                                                  |                   |                                |                       |
| Child Welfare                                            | 293.200           | 316.800           | (1.000)                                          | 315.800           | (1.000)                        | 314.800               |
| Public Health                                            | 341.134           | 341.297           | 4.500                                            | 345.797           | (6.000)                        | 339.797               |
| Health Clinics                                           | 175.400           | 175.400           | 0.000                                            | 175.400           | 1.000                          | 176.400               |
| Administration and Operations                            | 189.250           | 195.000           | 0.500                                            | 195.500           | 1.000                          | 196.500               |
| Social Services                                          | 583.000           | 593.500           | 3.000                                            | 596.500           | 0.000                          | 596.500               |
| <b>General Fund Total</b>                                | 1,581.984         | 1,621.997         | 7.000                                            | 1,628.997         | (5.000)                        | 1,623.997             |
| Grants and Donations Fund Total                          | 17.000            | 17.000            | 4.000                                            | 21.000            | (1.000)                        | 20.000                |
| Transportation Fund Total                                | 3.000             | 4.000             | 0.000                                            | 4.000             | 0.000                          | 4.000                 |
| <b>Human Services Total</b>                              | 1,601.984         | 1,642.997         | 11.000                                           | 1,653.997         | (6.000)                        | 1,647.997             |
| <b>Emergency Medical Services Total</b>                  | 317.000           | 341.000           | 0.000                                            | 341.000           | 80.000                         | 421.000               |
| <b>Fire Services</b>                                     |                   |                   |                                                  |                   |                                |                       |
| <b>General Fund Total</b>                                | 22.000            | 22.000            | 0.000                                            | 22.000            | 0.000                          | 22.000                |
| Grants and Donations Fund Total                          | 2.000             | 2.000             | 0.000                                            | 2.000             | 0.000                          | 2.000                 |
| <b>Fire Services Total</b>                               | 24.000            | 24.000            | 0.000                                            | 24.000            | 0.000                          | 24.000                |
| <b>Housing and Community<br/>Revitalization</b>          |                   |                   |                                                  |                   |                                |                       |
| <b>General Fund Total</b>                                | 60.350            | 68.000            | 0.000                                            | 68.000            | 14.000                         | 82.000                |
| Housing and Community Revitalization<br>Fund Total       | 10.000            | 8.000             | 0.000                                            | 8.000             | 1.000                          | 9.000                 |
| <b>Housing and Community<br/>Revitalization Total</b>    | 70.350            | 76.000            | 0.000                                            | 76.000            | 15.000                         | 91.000                |
| <b>City-County Bureau of Identification<br/>Total</b>    | 81.000            | 83.000            | 0.000                                            | 83.000            | (2.000)                        | 81.000                |
| <b>Sheriff</b>                                           |                   |                   |                                                  |                   |                                |                       |
| Law Enforcement                                          | 455.000           | 461.000           | 0.000                                            | 461.000           | (8.000)                        | 453.000               |
| Detention                                                | 569.000           | 571.000           | 0.000                                            | 571.000           | (38.000)                       | 533.000               |
| <b>Sheriff Total</b>                                     | 1,024.000         | 1,032.000         | 0.000                                            | 1,032.000         | (46.000)                       | 986.000               |
| <b>Capital Area Workforce Development<br/>Fund Total</b> | 18.000            | 18.000            | 0.000                                            | 18.000            | 0.000                          | 18.000                |
| <b>Grand Total</b>                                       | 4,221.084         | 4,353.247         | 13.000                                           | 4,366.247         | (4.500)                        | 4,361.747             |



# Personnel Changes Summary

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## Position Changes from FY 2020 Adopted to FY 2020 Amended Budget

The following details specify 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: 9.000 FTEs**

#### **General Government: 2.000 FTEs**

##### **Human Resources: 2.000 FTEs**

- ♦ 2.000 FTEs - Increased positions to establish the HR call center

#### **Environmental Services: 0.000 FTEs**

##### **Administrative Services: 2.000 FTEs**

- ♦ 2.000 FTEs - Transfer Wastewater Manager and Computer System Administrator positions to Administrative Services

##### **Water Quality: (2.000) FTEs**

- ♦ (2.000) FTEs - Transfer Wastewater Manager and Computer System Administrator positions to Administrative Services

#### **Human Services: 7.000 FTEs**

##### **Economic Services: 3.000 FTEs**

- ♦ 2.000 FTEs - Increased positions for Medicaid eligibility determination and case management

- ♦ 1.000 FTE - Transfer from Child Welfare to Economic Services

##### **Child Welfare: (1.000) FTEs**

- ♦ (1.000) FTEs - Transfer from Child Welfare to Economic Services

##### **Public Health: 4.500 FTEs**

- ♦ 5.000 FTEs - Increased positions funded through the Improving Community Outcomes Grant to address infant mortality and disparity
- ♦ (0.500) FTEs - Transfer from Public Health to Administration and Operations

##### **Administration and Operations: 0.500 FTEs**

- ♦ 0.500 FTEs - Transfer from Public Health to Administration and Operations

### **GRANTS AND DONATIONS FUND: 4.000 FTEs**

- ♦ 4.000 FTEs - Addition of Human Services Child Welfare nurses funded by the Duke Endowment

### **TOTAL POSITION CHANGE:**

- ♦ **13.000**

# Personnel Changes Summary

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## **\*Departments with no change to FTE authorization FY 2020 Adopted to FY 2020 Amended Budget:**

- ♦ Board of Commissioners
- ♦ Communications
- ♦ County Manager
- ♦ County Attorney
- ♦ Board of Elections
- ♦ Budget and Management Services
- ♦ Facilities Design and Construction
- ♦ Finance
- ♦ Information Services
- ♦ Register of Deeds
- ♦ Tax Administration
- ♦ Quasi-Governmental
- ♦ Community Services
- ♦ General Services Administration
- ♦ Housing Affordability and Community Revitalization
- ♦ Emergency Medical Services
- ♦ Fire Services
- ♦ Capital Area Workforce Development
- ♦ City-County Bureau of Identification
- ♦ Sheriff

# Personnel Changes Summary

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## Position Changes from FY 2020 Amended to FY 2021 Recommended

The following details specify 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: (4.500) FTEs**

#### **General Government (9.500) FTEs**

##### **Board of Commissioners: (1.000) FTE**

- ♦ (1.000 FTE) - Eliminate a clerk position and transition supervision of administrative staff to the County Manager department

##### **Facilities Design and Construction: (1.000) FTE**

- ♦ (1.000 FTE) - Eliminate vacant Project Manager position

##### **Finance: (0.500) FTE**

- ♦ (0.500) FTE - Eliminate vacant Internal Auditor position

##### **Human Resources: (2.000) FTEs**

- ♦ (1.000) FTE - Eliminate vacant Business Manager position
- ♦ (1.000) FTE - Eliminate vacant Benefits Technician, shifting workload to Customer Service Representatives

##### **Information Services: (4.000) FTEs**

- ♦ (1.000) FTE - Eliminate IT Business Analyst - Business Systems Position
- ♦ (1.000) FTE - Eliminate vacant IT Business Analyst in Solutions Development I
- ♦ (1.000) FTE - Eliminate IT Engineer Land Systems position supporting Real Estate Data Management Platform
- ♦ (1.000) FTE - Eliminate Help Desk IT Procurement Technician assisting with procurement and asset management of County IT resources

##### **Register of Deeds: (1.000) FTE**

- ♦ (1.000) FTE - Eliminate vacant Technician position

### **Community Services: (34.000) FTEs**

#### **Libraries: (32.000) FTEs**

- ♦ (32.000) FTEs - Eliminate 13.000 Librarian and 19.000 Library Assistant positions associated with reduced library hours

#### **Geographic Information Services: (2.000) FTEs**

- ♦ (2.000) FTEs - Eliminate GIS Engineer and GIS Specialist supporting ArcGIS

### **Environmental Services: (2.000) FTEs**

#### **Water Quality: (1.000) FTE**

- ♦ (1.000) FTE - Eliminate Watershed Management Environmental Consultant position

#### **Animal Care, Control, and Adoption: (1.000) FTE**

- ♦ (1.000) FTE - Eliminate vacant Animal Control Officer position

### **Human Services: (5.000) FTEs**

#### **Child Welfare: (1.000) FTE**

- ♦ (1.000) FTE - Eliminate vacant Permanency Placement Social Worker

#### **Public Health: (6.000) FTEs**

- ♦ (1.000) FTE - Eliminate vacant Care Coordinator for Child Health Supervisor position
- ♦ (2.000) FTEs - Eliminate vacant Maternal Women's Health Interpreters
- ♦ (1.000) FTE - Eliminate vacant 4-H Youth Development Supervisor
- ♦ (1.000) FTE - Eliminate vacant WIC Supervisor
- ♦ (1.000) FTE - Eliminate Test Coordinator position

#### **Health Clinics: 1.000 FTE**

- ♦ 1.000 FTE - Transfer Senior Administrative Coordinator Position from Grants Fund to General Fund

#### **Administration and Operations: 1.000 FTE**

- ♦ 1.000 FTE - Converting temporary billing/credentialing staff to Credentialing Analyst position to support Health Clinics

# Personnel Changes Summary

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## Housing: 14.000 FTEs

- ♦ 3.000 FTEs - 1.000 Program Manager, 1.000 Employment Counselor, and 1.000 Housing Social Worker for Cornerstone Program Team
- ♦ 7.000 FTEs - 5.000 Housing Social Workers, 1.000 Housing Navigator, and 1.000 Licensed Clinical Social Worker to provide services at South Wilmington Street Center
- ♦ 4.000 FTEs - 2.000 Housing Social Workers, 1.000 Housing Navigator, and 1.000 Diversion Specialist for Housing Resource Team

## City-County Bureau of Identification: (2.000) FTEs

- ♦ (1.000) FTE - Eliminate Civil ID Specialist
- ♦ (1.000) FTE - Eliminate vacant Latent Print Examiner

## Sheriff: (46.000) FTEs

### Law Enforcement: (8.000) FTEs

- ♦ (1.000) FTE - Eliminate vacant Senior Deputy Sheriff Investigator position
- ♦ (1.000) FTE - Eliminate Paralegal position
- ♦ (4.000) FTEs - Eliminate vacant Deputy Sheriff positions
- ♦ (1.000) FTE - Eliminate vacant Deputy Telecommunications Director position
- ♦ (1.000) FTE - Eliminate vacant Deputy County Attorney position

### Detention: (38.000) FTEs

- ♦ (34.000) FTEs - Eliminate vacant Detention Officer positions

- ♦ (1.000) FTE - Eliminate vacant Administrative Supervisor position
- ♦ (2.000) FTEs - Eliminate vacant Detention Nursing positions
- ♦ (1.000) FTE - Eliminate vacant Certified Nurse's Aide position

## Emergency Medical Services: 80.000 FTEs

- ♦ (4.000) FTEs - Reduce EMT positions participating in EMT to Paramedic Program
- ♦ (4.000) FTEs - Eliminate 2.000 Paramedic and 2.000 EMT positions associated with one 12 hour ambulance
- ♦ 88.000 FTEs - 8.000 District Chief positions, 14.000 Paramedic Field Training Officer positions, 37.000 Paramedic positions, and 29.000 EMT positions associated with single agency consolidation

## GRANTS AND DONATIONS FUND: (1.000) FTE

- ♦ (1.000) FTE - Transfer Senior Administrative Coordinator position from Grants Fund to General Fund

## HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION SPECIAL REVENUE FUND: 1.000 FTE

- ♦ 1.000 FTE - Equitable Housing Administrative Officer position to ensure compliance of growing affordable housing loan portfolio

## TOTAL POSITION CHANGE: (4.500) FTEs

# Personnel Changes Summary

---

**Departments with no change to FTE  
authorization FY 2020 Amended to FY 2021  
Recommended Budget:**

- ♦ Communications
- ♦ County Manager
- ♦ County Attorney
- ♦ Board of Elections
- ♦ Budget & Management Services
- ♦ Tax Administration
- ♦ Quasi-Governmental
- ♦ General Services Administration
- ♦ Fire Services
- ♦ Capital Area Workforce Development

# Total Revenues by Fund

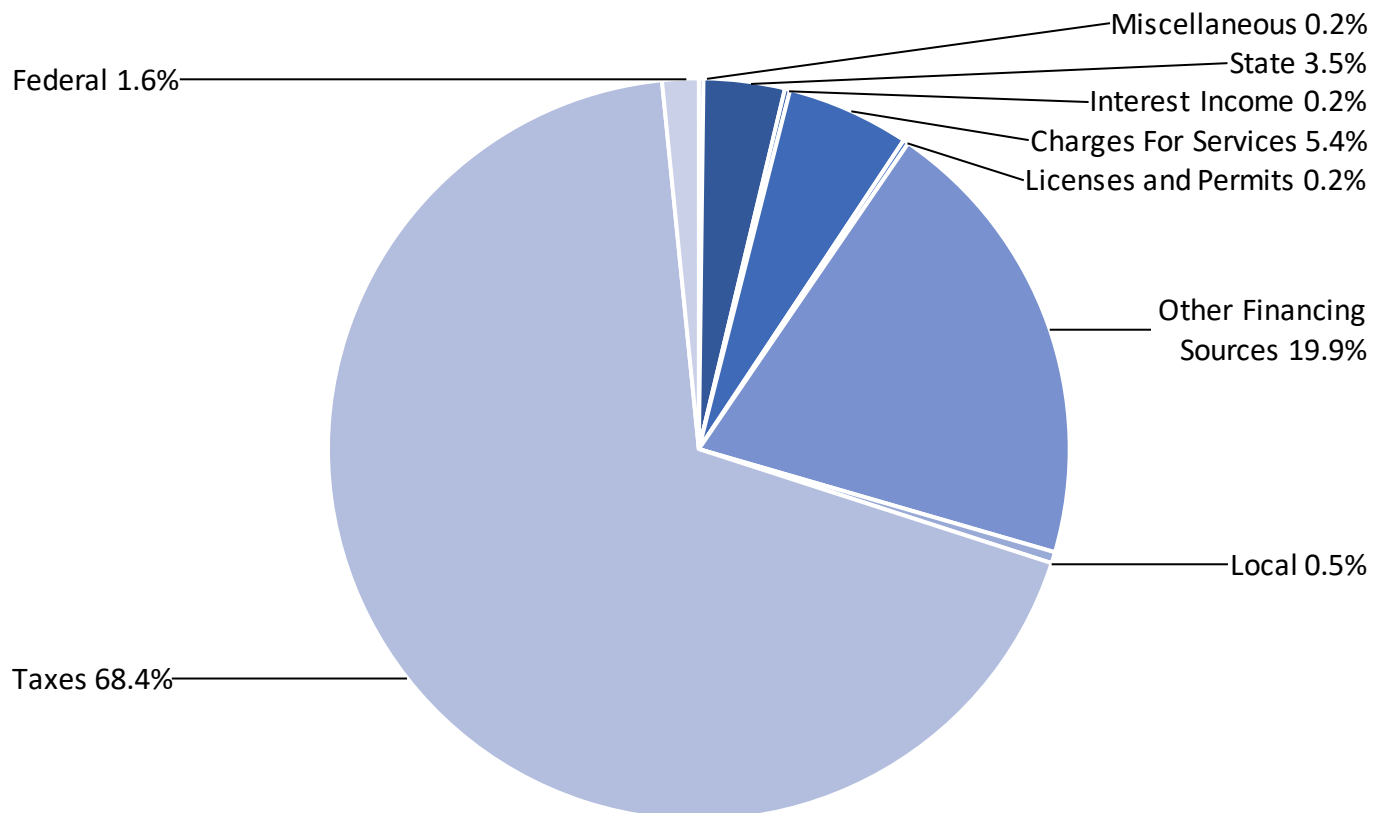
## Total Revenues by Fund

|                                                            | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended |
|------------------------------------------------------------|------------------|-------------------|-------------------|-----------------------|
| <b>General Fund</b>                                        |                  |                   |                   |                       |
| General Fund                                               | \$1,356,205,087  | \$1,473,980,000   | \$1,478,596,457   | \$1,456,796,000       |
| <b>Debt Service</b>                                        |                  |                   |                   |                       |
| Debt Service                                               | \$425,546,938    | \$326,130,000     | \$327,898,060     | \$307,345,000         |
| <b>Special Revenue Funds</b>                               |                  |                   |                   |                       |
| Capital Area Workforce Development                         | \$7,196,944      | \$5,795,000       | \$7,425,000       | \$5,603,000           |
| Fire Tax District                                          | \$26,623,919     | \$28,264,000      | \$28,264,000      | \$29,646,000          |
| Grants and Donations                                       | \$4,671,185      | \$3,079,000       | \$4,954,331       | \$4,427,000           |
| Housing and Community Revitalization                       | \$4,603,299      | \$6,749,000       | \$6,748,998       | \$7,135,000           |
| Major Facilities                                           | \$60,565,664     | \$62,260,000      | \$68,410,000      | \$54,819,000          |
| Transportation                                             | \$6,878,835      | \$8,812,000       | \$9,269,816       | \$9,434,000           |
| <b>Capital Improvement Funds</b>                           |                  |                   |                   |                       |
| Affordable Housing CIP                                     | \$15,547,112     | \$12,987,000      | \$12,987,000      | \$10,951,000          |
| County Capital Improvement Fund                            | \$53,235,285     | \$56,710,000      | \$72,389,149      | \$38,108,450          |
| Fire Tax District Capital                                  | \$6,822,756      | \$2,830,000       | \$2,015,696       | \$3,081,000           |
| Major Facilities Capital Trust                             | \$3,381,454      | \$3,862,800       | \$9,262,800       | \$10,811,000          |
| Solid Waste Capital                                        | \$183,749        | \$6,295,000       | \$15,002,307      | \$4,136,000           |
| Wake County Public Schools Capital Projects                | \$360,963,211    | \$305,437,650     | \$305,113,253     | \$348,647,782         |
| Wake Technical Community College Capital Projects          | \$13,975,050     | \$96,576,000      | \$96,575,998      | \$98,506,000          |
| <b>Internal Service Fund</b>                               |                  |                   |                   |                       |
| Corporate Fleet Fund                                       | \$9,951,428      | \$10,403,000      | \$11,032,135      | \$10,319,000          |
| <b>Enterprise Funds</b>                                    |                  |                   |                   |                       |
| Solid Waste Operating                                      | \$15,873,526     | \$19,146,000      | \$19,146,000      | \$19,051,000          |
| South Wake Landfill                                        | \$27,650,200     | \$20,900,000      | \$20,900,000      | \$20,816,000          |
| <b>Total Revenues</b>                                      | \$2,399,875,641  | \$2,450,216,450   | \$2,495,991,000   | \$2,439,632,232       |
| Less Interfund Transfers                                   | \$(367,474,143)  | \$(419,084,517)   | \$(423,564,913)   | \$(420,399,053)       |
| <b>Total Revenues All Funds Net of Interfund Transfers</b> | \$2,032,401,498  | \$2,031,131,933   | \$2,072,426,087   | \$2,019,233,179       |

# Total Revenue by Source

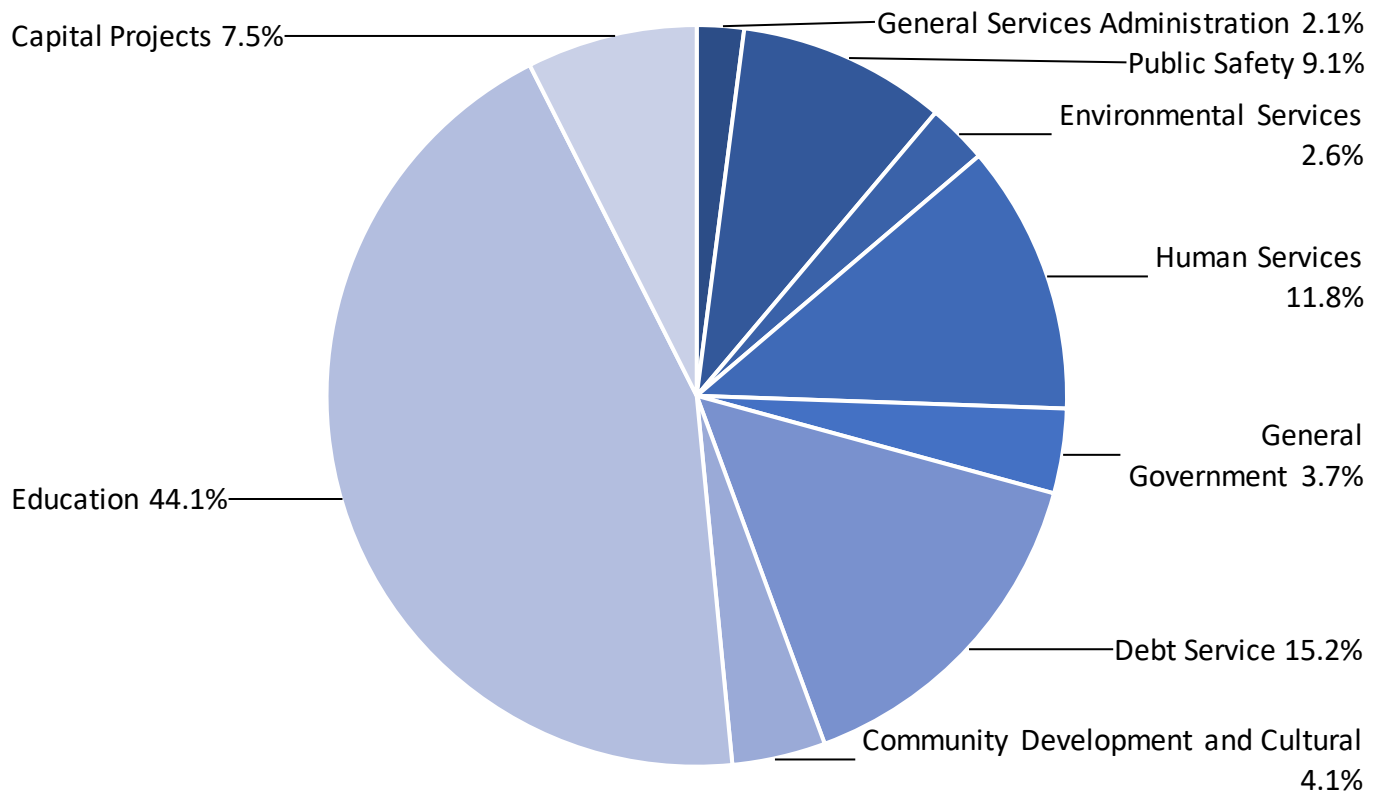
## Total Revenues by Source

|                                 | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  | % of<br>Total |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|---------------|
| <b>Revenues:</b>                |                        |                        |                        |                        |               |
| Taxes                           | \$1,282,185,782        | \$1,406,807,303        | \$1,407,557,303        | \$1,381,926,003        | 68.4%         |
| Federal                         | \$29,088,728           | \$29,804,921           | \$32,466,806           | \$32,072,350           | 1.6%          |
| State                           | \$69,822,255           | \$68,914,149           | \$70,784,034           | \$71,530,107           | 3.5%          |
| Local                           | \$12,005,814           | \$5,476,177            | \$12,042,707           | \$9,840,001            | 0.5%          |
| Charges For Services            | \$123,137,511          | \$110,467,027          | \$111,834,925          | \$108,172,319          | 5.4%          |
| Licenses & Permits              | \$5,807,659            | \$5,349,842            | \$5,349,842            | \$4,746,520            | 0.2%          |
| Fines & Forfeitures             | \$54                   | —                      | —                      | —                      | 0.0%          |
| Interest Income                 | \$21,779,651           | \$16,207,946           | \$15,813,642           | \$4,455,303            | 0.2%          |
| Miscellaneous                   | \$4,314,833            | \$4,601,548            | \$14,026,180           | \$3,946,123            | 0.2%          |
| Other Financing Sources         | \$500,408,705          | \$383,503,020          | \$438,747,864          | \$402,544,453          | 19.9%         |
| <b>Total Revenues by Source</b> | <b>\$2,048,550,993</b> | <b>\$2,031,131,933</b> | <b>\$2,108,623,303</b> | <b>\$2,019,233,179</b> |               |



## Expenditures by Use

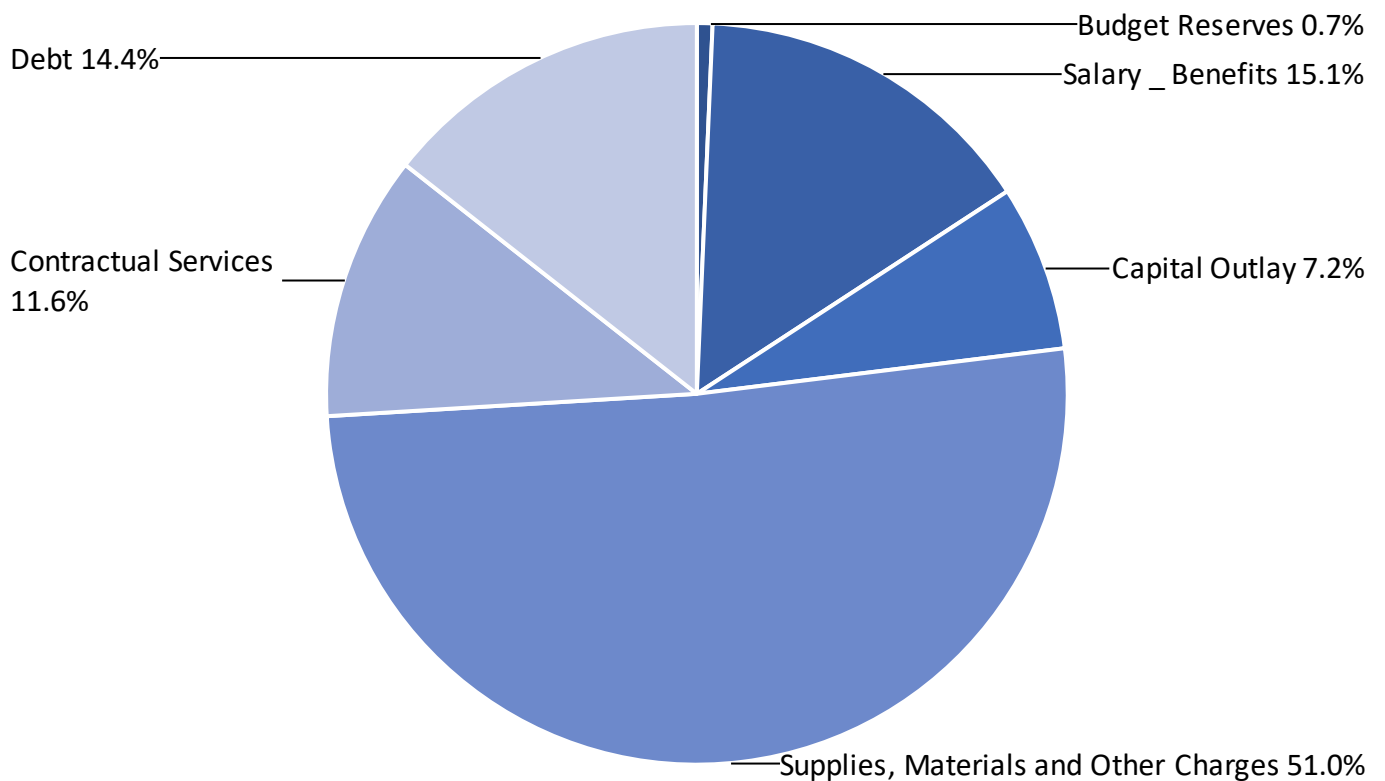
|                                    | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  | % of<br>Total |
|------------------------------------|------------------------|------------------------|------------------------|------------------------|---------------|
| <b>Expenditures:</b>               |                        |                        |                        |                        |               |
| Community Development and Cultural | \$91,695,734           | \$99,384,136           | \$100,528,318          | \$82,285,000           | 4.1%          |
| Debt Service                       | \$414,343,512          | \$324,590,102          | \$326,358,162          | \$305,951,000          | 15.2%         |
| Environmental Services             | \$46,921,717           | \$55,901,995           | \$64,668,213           | \$53,231,278           | 2.6%          |
| General Government                 | \$66,302,155           | \$80,005,390           | \$82,907,763           | \$74,497,486           | 3.7%          |
| General Services Administration    | \$39,869,923           | \$42,046,853           | \$42,704,187           | \$41,450,422           | 2.1%          |
| Human Services                     | \$205,974,435          | \$236,031,123          | \$240,431,843          | \$237,400,394          | 11.8%         |
| Public Safety                      | \$176,334,049          | \$188,139,951          | \$188,935,170          | \$183,801,936          | 9.1%          |
| Capital Projects                   | \$426,494,876          | \$198,359,800          | \$485,356,893          | \$150,506,450          | 7.5%          |
| Education                          | \$501,319,244          | \$806,672,583          | \$540,535,537          | \$890,109,213          | 44.1%         |
| <b>Total Operating Expenses</b>    | <b>\$1,969,255,645</b> | <b>\$2,031,131,933</b> | <b>\$2,072,426,086</b> | <b>\$2,019,233,179</b> |               |





## Expenditures by Type

|                                          | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  | % of<br>Total |
|------------------------------------------|------------------------|------------------------|------------------------|------------------------|---------------|
| <b>Expenditures:</b>                     |                        |                        |                        |                        |               |
| Salary / Benefits                        | \$279,261,041          | \$306,216,531          | \$307,018,855          | \$305,352,261          | 15.1%         |
| Contractual Services                     | \$207,124,615          | \$239,833,915          | \$268,480,213          | \$233,339,690          | 11.6%         |
| Supplies, Materials and<br>Other Charges | \$672,918,265          | \$1,004,139,991        | \$805,805,558          | \$1,030,083,689        | 51.0%         |
| Capital Outlay                           | \$396,681,165          | \$150,320,361          | \$361,334,611          | \$146,020,810          | 7.2%          |
| Debt                                     | \$413,270,560          | \$300,272,483          | \$300,272,483          | \$290,777,363          | 14.4%         |
| Budget Reserves                          | —                      | \$30,348,652           | \$29,514,366           | \$13,659,366           | 0.7%          |
| <b>Total Expenditures by<br/>Type</b>    | <b>\$1,969,255,645</b> | <b>\$2,031,131,933</b> | <b>\$2,072,426,086</b> | <b>\$2,019,233,179</b> |               |



# Summary of Revenue, Expenditures and Changes in Fund Balance

## General Fund

|                                                                           | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  |
|---------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Operating Revenues</b>                                                 |                        |                        |                        |                        |
| Taxes                                                                     | \$1,195,443,644        | \$1,317,810,303        | \$1,317,810,303        | \$1,304,273,003        |
| Federal                                                                   | \$12,037,111           | \$12,235,926           | \$12,614,893           | \$12,608,641           |
| State                                                                     | \$57,189,719           | \$54,083,012           | \$54,247,081           | \$56,711,872           |
| Local                                                                     | \$10,146,054           | \$4,107,110            | \$4,180,232            | \$4,101,444            |
| Charges For Services                                                      | \$64,901,400           | \$63,977,063           | \$63,833,950           | \$62,451,361           |
| Licenses & Permits                                                        | \$5,799,059            | \$5,342,342            | \$5,342,342            | \$4,737,920            |
| Fines & Forfeitures                                                       | —                      | —                      | —                      | —                      |
| Interest Income                                                           | \$266,443              | \$5,220                | \$5,220                | \$5,220                |
| Miscellaneous                                                             | \$1,680,206            | \$379,763              | \$379,763              | \$385,826              |
| <b>Revenue Totals</b>                                                     | <b>\$1,347,463,636</b> | <b>\$1,457,940,739</b> | <b>\$1,458,413,784</b> | <b>\$1,445,275,287</b> |
| <b>Operating Expenses</b>                                                 |                        |                        |                        |                        |
| General Government                                                        | \$66,229,024           | \$79,925,207           | \$82,827,580           | \$74,412,631           |
| Human Services                                                            | \$181,801,819          | \$199,019,707          | \$200,241,574          | \$200,155,612          |
| Education                                                                 | \$501,319,244          | \$540,535,537          | \$540,535,537          | \$542,391,159          |
| Community Development & Cultural                                          | \$37,277,205           | \$41,466,136           | \$41,860,318           | \$39,406,000           |
| Environmental Services                                                    | \$13,191,042           | \$14,359,874           | \$14,452,031           | \$13,877,389           |
| Public Safety                                                             | \$150,730,450          | \$162,126,873          | \$162,117,253          | \$157,004,133          |
| Debt Services                                                             | —                      | —                      | —                      | —                      |
| Capital Projects                                                          | —                      | —                      | —                      | —                      |
| General Services Administration                                           | \$29,807,675           | \$31,643,853           | \$31,659,353           | \$31,131,422           |
| <b>Expenditure Totals</b>                                                 | <b>\$980,356,459</b>   | <b>\$1,069,077,187</b> | <b>\$1,073,693,646</b> | <b>\$1,058,378,346</b> |
| <b>Revenues Over(Under) Expenditures</b>                                  | <b>\$367,107,177</b>   | <b>\$388,863,552</b>   | <b>\$384,720,138</b>   | <b>\$386,896,941</b>   |
| <b>Other Financing Sources (Uses)</b>                                     |                        |                        |                        |                        |
| Transfers In                                                              | \$8,723,505            | \$3,769,604            | \$3,769,604            | \$3,260,728            |
| Transfers Out                                                             | \$(341,596,338)        | \$(404,902,813)        | \$(404,902,813)        | \$(398,417,654)        |
| Bond Proceeds and other financing transactions                            | —                      | —                      | —                      | —                      |
| <b>Total Other Financing Sources (Uses)</b>                               | <b>\$(332,872,833)</b> | <b>\$(401,133,209)</b> | <b>\$(401,133,209)</b> | <b>\$(395,156,926)</b> |
| <b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b> | <b>\$34,234,344</b>    | <b>\$(12,269,657)</b>  | <b>\$(16,413,071)</b>  | <b>\$(8,259,985)</b>   |
| <b>Fund Balance at Beginning of Year</b>                                  | <b>\$317,613,610</b>   | <b>\$351,847,954</b>   | <b>\$351,847,954</b>   | <b>\$335,434,883</b>   |
| <b>Fund Balance at End of Year</b>                                        | <b>\$351,847,954</b>   | <b>\$339,578,297</b>   | <b>\$335,434,883</b>   | <b>\$327,174,898</b>   |

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Debt Service Funds

|                                                                           | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  |
|---------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Operating Revenues</b>                                                 |                        |                        |                        |                        |
| Taxes                                                                     | —                      | —                      | —                      | —                      |
| Federal                                                                   | \$2,813,595            | \$2,783,013            | \$2,783,013            | \$2,783,013            |
| State                                                                     | \$8,469,888            | \$10,000,000           | \$10,000,000           | \$10,000,000           |
| Local                                                                     | —                      | —                      | —                      | —                      |
| Charges For Services                                                      | \$14,295               | —                      | —                      | —                      |
| Licenses & Permits                                                        | —                      | —                      | —                      | —                      |
| Fines & Forfeitures                                                       | —                      | —                      | —                      | —                      |
| Interest Income                                                           | \$18,466,725           | \$14,484,766           | \$14,484,766           | \$3,000,427            |
| Miscellaneous                                                             | —                      | —                      | —                      | —                      |
| <b>Revenue Totals</b>                                                     | <b>\$29,764,505</b>    | <b>\$27,267,779</b>    | <b>\$27,267,779</b>    | <b>\$15,783,440</b>    |
| <b>Operating Expenses</b>                                                 |                        |                        |                        |                        |
| General Government                                                        | —                      | —                      | —                      | —                      |
| Human Services                                                            | —                      | —                      | —                      | —                      |
| Education                                                                 | —                      | —                      | —                      | —                      |
| Community Development & Cultural                                          | —                      | —                      | —                      | —                      |
| Environmental Services                                                    | —                      | —                      | —                      | —                      |
| Public Safety                                                             | —                      | —                      | —                      | —                      |
| Debt Service                                                              | \$414,343,512          | \$324,590,102          | \$326,358,162          | \$305,951,000          |
| Capital Projects                                                          | —                      | —                      | —                      | —                      |
| General Services Administration                                           | —                      | —                      | —                      | —                      |
| <b>Expenditure Totals</b>                                                 | <b>\$414,343,512</b>   | <b>\$324,590,102</b>   | <b>\$326,358,162</b>   | <b>\$305,951,000</b>   |
| <b>Revenues Over(Under) Expenditures</b>                                  | <b>\$(384,579,007)</b> | <b>\$(297,322,323)</b> | <b>\$(299,090,383)</b> | <b>\$(290,167,560)</b> |
| <b>Other Financing Sources (Uses)</b>                                     |                        |                        |                        |                        |
| Transfers In                                                              | \$270,329,936          | \$298,862,221          | \$298,862,221          | \$291,561,560          |
| Transfers Out                                                             | \$(8,875,000)          | \$(1,539,898)          | \$(1,539,898)          | \$(1,394,000)          |
| Bond Proceeds and other financing transactions                            | —                      | —                      | —                      | —                      |
| <b>Total Other Financing Sources (Uses)</b>                               | <b>\$261,454,936</b>   | <b>\$297,322,323</b>   | <b>\$297,322,323</b>   | <b>\$290,167,560</b>   |
| <b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b> | <b>\$(123,124,071)</b> | <b>—</b>               | <b>\$(1,768,060)</b>   | <b>—</b>               |
| <b>Fund Balance at Beginning of Year</b>                                  | <b>\$108,974,619</b>   | <b>\$(14,149,452)</b>  | <b>\$(14,149,452)</b>  | <b>\$(15,917,512)</b>  |
| <b>Fund Balance at End of Year</b>                                        | <b>\$(14,149,452)</b>  | <b>\$(14,149,452)</b>  | <b>\$(15,917,512)</b>  | <b>\$(15,917,512)</b>  |

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Special Revenue Funds

|                                                                           | FY2019<br>Actual     | FY2020<br>Adopted    | FY2020<br>Amended     | FY2021<br>Recommended |
|---------------------------------------------------------------------------|----------------------|----------------------|-----------------------|-----------------------|
| <b>Operating Revenues</b>                                                 |                      |                      |                       |                       |
| Taxes                                                                     | \$86,742,121         | \$88,997,000         | \$89,747,000          | \$77,653,000          |
| Federal                                                                   | \$13,988,022         | \$14,785,982         | \$17,077,046          | \$16,680,696          |
| State                                                                     | \$1,684,575          | \$2,402,948          | \$2,407,476           | \$2,464,067           |
| Local                                                                     | \$1,859,761          | \$1,269,067          | \$7,762,475           | \$5,738,557           |
| Charges For Services                                                      | \$4,875,798          | \$5,445,190          | \$5,343,032           | \$4,807,026           |
| Licenses & Permits                                                        | —                    | —                    | —                     | —                     |
| Fines & Forfeitures                                                       | \$54                 | —                    | —                     | —                     |
| Interest Income                                                           | \$470,921            | \$51,000             | \$73,035              | \$51,000              |
| Miscellaneous                                                             | \$47,257             | \$138,000            | \$334,452             | \$138,000             |
| <b>Revenue Totals</b>                                                     | <b>\$109,668,507</b> | <b>\$113,089,187</b> | <b>\$122,744,516</b>  | <b>\$107,532,346</b>  |
| <b>Operating Expenses</b>                                                 |                      |                      |                       |                       |
| General Government                                                        | \$73,131             | \$80,183             | \$80,183              | \$84,855              |
| Human Services                                                            | \$23,152,911         | \$24,024,416         | \$27,203,269          | \$26,293,782          |
| Education                                                                 | —                    | —                    | —                     | —                     |
| Community Development & Cultural                                          | \$54,418,529         | \$57,918,000         | \$58,668,000          | \$42,879,000          |
| Environmental Services                                                    | \$20,120             | —                    | \$(33,245)            | —                     |
| Public Safety                                                             | \$25,603,600         | \$26,013,078         | \$26,817,917          | \$26,797,803          |
| Debt Service                                                              | —                    | —                    | —                     | —                     |
| Capital Projects                                                          | —                    | —                    | —                     | —                     |
| General Services Administration                                           | \$12,100             | —                    | \$12,700              | —                     |
| <b>Expenditure Totals</b>                                                 | <b>\$103,280,390</b> | <b>\$108,035,677</b> | <b>\$112,748,824</b>  | <b>\$96,055,440</b>   |
| <b>Revenues Over(Under) Expenditures</b>                                  | <b>\$6,388,117</b>   | <b>\$5,053,510</b>   | <b>\$9,995,692</b>    | <b>\$11,476,906</b>   |
| <b>Other Financing Sources (Uses)</b>                                     |                      |                      |                       |                       |
| Transfers In                                                              | \$871,338            | \$268,813            | \$268,813             | \$1,045,654           |
| Transfers Out                                                             | \$(6,943,936)        | \$(6,923,323)        | \$(12,323,323)        | \$(15,008,560)        |
| Bond Proceeds and other financing transactions                            | —                    | —                    | —                     | —                     |
| <b>Total Other Financing Sources (Uses)</b>                               | <b>\$(6,072,598)</b> | <b>\$(6,654,510)</b> | <b>\$(12,054,510)</b> | <b>\$(13,962,906)</b> |
| <b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b> | <b>\$315,519</b>     | <b>\$(1,601,000)</b> | <b>\$(2,058,818)</b>  | <b>\$(2,486,000)</b>  |
| <b>Fund Balance at Beginning of Year</b>                                  | <b>\$40,636,347</b>  | <b>\$40,951,866</b>  | <b>\$40,951,866</b>   | <b>\$38,893,048</b>   |
| <b>Fund Balance at End of Year</b>                                        | <b>\$40,951,866</b>  | <b>\$39,350,866</b>  | <b>\$38,893,048</b>   | <b>\$36,407,048</b>   |

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Internal Service Fund

|                                                                           | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended |
|---------------------------------------------------------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>Operating Revenues</b>                                                 |                     |                     |                     |                       |
| Taxes                                                                     | —                   | —                   | —                   | —                     |
| Federal                                                                   | —                   | —                   | —                   | —                     |
| State                                                                     | —                   | —                   | —                   | —                     |
| Local                                                                     | —                   | —                   | —                   | —                     |
| Charges For Services                                                      | \$9,270,096         | \$9,674,081         | \$9,674,081         | \$9,551,525           |
| Licenses & Permits                                                        | —                   | —                   | —                   | —                     |
| Fines & Forfeitures                                                       | —                   | —                   | —                   | —                     |
| Interest Income                                                           | \$103,924           | \$20,000            | \$20,000            | \$20,000              |
| Miscellaneous                                                             | \$577,407           | \$511,083           | \$511,083           | \$397,147             |
| <b>Revenue Totals</b>                                                     | <b>\$9,951,428</b>  | <b>\$10,205,164</b> | <b>\$10,205,164</b> | <b>\$9,968,672</b>    |
| <b>Operating Expenses</b>                                                 |                     |                     |                     |                       |
| General Government                                                        | —                   | —                   | —                   | —                     |
| Human Services                                                            | —                   | —                   | —                   | —                     |
| Education                                                                 | —                   | —                   | —                   | —                     |
| Community Development & Cultural                                          | —                   | —                   | —                   | —                     |
| Environmental Services                                                    | —                   | —                   | —                   | —                     |
| Public Safety                                                             | —                   | —                   | —                   | —                     |
| Debt Service                                                              | —                   | —                   | —                   | —                     |
| Capital Projects                                                          | —                   | —                   | —                   | —                     |
| General Services Administration                                           | \$10,050,148        | \$10,403,000        | \$11,032,134        | \$10,319,000          |
| <b>Expenditure Totals</b>                                                 | <b>\$10,050,148</b> | <b>\$10,403,000</b> | <b>\$11,032,134</b> | <b>\$10,319,000</b>   |
| <b>Revenues Over(Under) Expenditures</b>                                  | <b>\$(98,721)</b>   | <b>\$(197,836)</b>  | <b>\$(826,970)</b>  | <b>\$(350,328)</b>    |
| <b>Other Financing Sources (Uses)</b>                                     |                     |                     |                     |                       |
| Transfers In                                                              | —                   | —                   | —                   | —                     |
| Transfers Out                                                             | —                   | —                   | —                   | —                     |
| Bond Proceeds and other financing transactions                            | —                   | —                   | —                   | —                     |
| <b>Total Other Financing Sources (Uses)</b>                               | <b>—</b>            | <b>—</b>            | <b>—</b>            | <b>—</b>              |
| <b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b> | <b>\$(98,721)</b>   | <b>\$(197,836)</b>  | <b>\$(826,970)</b>  | <b>\$(350,328)</b>    |
| <b>Fund Balance at Beginning of Year</b>                                  | <b>\$3,502,359</b>  | <b>\$3,403,638</b>  | <b>\$3,403,638</b>  | <b>\$2,576,668</b>    |
| <b>Fund Balance at End of Year</b>                                        | <b>\$3,403,638</b>  | <b>\$3,205,802</b>  | <b>\$2,576,668</b>  | <b>\$2,226,340</b>    |

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Enterprise Funds

|                                                                           | FY2019<br>Actual    | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended |
|---------------------------------------------------------------------------|---------------------|----------------------|----------------------|-----------------------|
| <b>Operating Revenues</b>                                                 |                     |                      |                      |                       |
| Taxes                                                                     | —                   | —                    | —                    | —                     |
| Federal                                                                   | —                   | —                    | —                    | —                     |
| State                                                                     | \$2,278,073         | \$2,428,189          | \$2,428,189          | \$2,354,168           |
| Local                                                                     | —                   | —                    | —                    | —                     |
| Charges For Services                                                      | \$28,303,447        | \$30,729,393         | \$30,729,393         | \$30,536,407          |
| Licenses & Permits                                                        | \$8,600             | \$7,500              | \$7,500              | \$8,600               |
| Fines & Forfeitures                                                       | —                   | —                    | —                    | —                     |
| Interest Income                                                           | \$1,325,000         | \$460,614            | \$460,614            | \$448,928             |
| Miscellaneous                                                             | \$1,999,737         | \$2,927,702          | \$2,927,702          | \$2,767,150           |
| <b>Revenue Totals</b>                                                     | <b>\$33,914,857</b> | <b>\$36,553,398</b>  | <b>\$36,553,398</b>  | <b>\$36,115,253</b>   |
| <b>Operating Expenses</b>                                                 |                     |                      |                      |                       |
| General Government                                                        | —                   | —                    | —                    | —                     |
| Human Services                                                            | —                   | —                    | —                    | —                     |
| Education                                                                 | —                   | —                    | —                    | —                     |
| Community Development & Cultural                                          | —                   | —                    | —                    | —                     |
| Environmental Services                                                    | \$29,972,142        | \$35,247,121         | \$35,247,121         | \$35,217,889          |
| Public Safety                                                             | —                   | —                    | —                    | —                     |
| Debt Service                                                              | —                   | —                    | —                    | —                     |
| Capital Projects                                                          | —                   | —                    | —                    | —                     |
| General Services Administration                                           | —                   | —                    | —                    | —                     |
| <b>Expenditure Totals</b>                                                 | <b>\$29,972,142</b> | <b>\$35,247,121</b>  | <b>\$35,247,121</b>  | <b>\$35,217,889</b>   |
| <b>Revenues Over(Under) Expenditures</b>                                  | <b>\$3,942,715</b>  | <b>\$1,306,277</b>   | <b>\$1,306,277</b>   | <b>\$897,364</b>      |
| <b>Other Financing Sources (Uses)</b>                                     |                     |                      |                      |                       |
| Transfers In                                                              | \$9,608,869         | \$1,186,879          | \$1,186,879          | \$1,209,838           |
| Transfers Out                                                             | \$(10,058,869)      | \$(4,798,879)        | \$(4,798,879)        | \$(4,649,111)         |
| Bond Proceeds and other financing transactions                            | —                   | —                    | —                    | —                     |
| <b>Total Other Financing Sources (Uses)</b>                               | <b>\$(450,000)</b>  | <b>\$(3,612,000)</b> | <b>\$(3,612,000)</b> | <b>\$(3,439,273)</b>  |
| <b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b> | <b>\$3,492,715</b>  | <b>\$(2,305,723)</b> | <b>\$(2,305,723)</b> | <b>\$(2,541,909)</b>  |
| <b>Fund Balance at Beginning of Year</b>                                  | <b>\$30,212,520</b> | <b>\$33,705,235</b>  | <b>\$33,705,235</b>  | <b>\$31,399,512</b>   |
| <b>Fund Balance at End of Year</b>                                        | <b>\$33,705,235</b> | <b>\$31,399,512</b>  | <b>\$31,399,512</b>  | <b>\$28,857,603</b>   |

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Capital Improvement Funds

|                                                                           | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  |
|---------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Operating Revenues</b>                                                 |                        |                        |                        |                        |
| Taxes                                                                     | \$17                   | —                      | —                      | —                      |
| Federal                                                                   | \$250,000              | —                      | \$(8,146)              | —                      |
| State                                                                     | \$200,000              | —                      | \$1,701,288            | —                      |
| Local                                                                     | —                      | \$100,000              | \$100,000              | —                      |
| Charges For Services                                                      | \$15,772,475           | \$641,300              | \$2,254,469            | \$826,000              |
| Licenses & Permits                                                        | —                      | —                      | —                      | —                      |
| Fines & Forfeitures                                                       | —                      | —                      | —                      | —                      |
| Interest Income                                                           | \$1,146,637            | \$1,186,346            | \$770,007              | \$929,728              |
| Miscellaneous                                                             | \$10,226               | \$645,000              | \$9,873,180            | \$258,000              |
| <b>Revenue Totals</b>                                                     | <b>\$17,379,355</b>    | <b>\$2,572,646</b>     | <b>\$14,690,798</b>    | <b>\$2,013,728</b>     |
| <b>Operating Expenses</b>                                                 |                        |                        |                        |                        |
| General Government                                                        | —                      | —                      | —                      | —                      |
| Human Services                                                            | \$1,019,705            | \$12,987,000           | \$12,987,000           | \$10,951,000           |
| Education                                                                 | —                      | \$266,137,046          | —                      | \$347,718,054          |
| Community Development & Cultural                                          | —                      | —                      | —                      | —                      |
| Environmental Services                                                    | \$3,738,413            | \$6,295,000            | \$15,002,306           | \$4,136,000            |
| Public Safety                                                             | —                      | —                      | —                      | —                      |
| Debt Services                                                             | —                      | —                      | —                      | —                      |
| Capital Projects                                                          | \$426,494,876          | \$198,359,800          | \$485,356,893          | \$150,506,450          |
| General Services Administration                                           | —                      | —                      | —                      | —                      |
| <b>Expenditure Totals</b>                                                 | <b>\$431,252,994</b>   | <b>\$483,778,846</b>   | <b>\$513,346,199</b>   | <b>\$513,311,504</b>   |
| <b>Revenues Over(Under) Expenditures</b>                                  | <b>\$(413,873,639)</b> | <b>\$(481,206,200)</b> | <b>\$(498,655,401)</b> | <b>\$(511,297,776)</b> |
| <b>Other Financing Sources (Uses)</b>                                     |                        |                        |                        |                        |
| Transfers In                                                              | \$61,791,000           | \$114,997,000          | \$83,280,180           | \$123,321,273          |
| Transfers Out                                                             | —                      | \$(919,604)            | —                      | \$(929,728)            |
| Bond Proceeds and other financing transactions                            | \$374,938,261          | \$364,070,046          | \$415,375,225          | \$385,337,054          |
| <b>Total Other Financing Sources (Uses)</b>                               | <b>\$436,729,261</b>   | <b>\$478,147,442</b>   | <b>\$498,655,405</b>   | <b>\$507,728,599</b>   |
| <b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b> | <b>\$22,855,623</b>    | <b>\$(3,058,758)</b>   | <b>\$4</b>             | <b>\$(3,569,177)</b>   |
| <b>Fund Balance at Beginning of Year</b>                                  | <b>\$299,834,452</b>   | <b>\$322,690,075</b>   | <b>\$322,690,075</b>   | <b>\$322,690,079</b>   |
| <b>Fund Balance at End of Year</b>                                        | <b>\$322,690,075</b>   | <b>\$319,631,317</b>   | <b>\$322,690,079</b>   | <b>\$319,120,902</b>   |

# Summary of Revenue, Expenditures and Changes in Fund Balance

## All Funds

|                                                                           | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  |
|---------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Operating Revenues</b>                                                 |                        |                        |                        |                        |
| Taxes                                                                     | \$1,282,185,782        | \$1,406,807,303        | \$1,407,557,303        | \$1,381,926,003        |
| Federal                                                                   | \$29,088,728           | \$29,804,921           | \$32,466,806           | \$32,072,350           |
| State                                                                     | \$69,822,255           | \$68,914,149           | \$70,784,034           | \$71,530,107           |
| Local                                                                     | \$12,005,814           | \$5,476,177            | \$12,042,707           | \$9,840,001            |
| Charges For Services                                                      | \$123,137,511          | \$110,467,027          | \$111,834,925          | \$108,172,319          |
| Licenses & Permits                                                        | \$5,807,659            | \$5,349,842            | \$5,349,842            | \$4,746,520            |
| Fines & Forfeitures                                                       | \$54                   | —                      | —                      | —                      |
| Interest Income                                                           | \$21,779,651           | \$16,207,946           | \$15,813,642           | \$4,455,303            |
| Miscellaneous                                                             | \$4,314,833            | \$4,601,548            | \$14,026,180           | \$3,946,123            |
| <b>Revenue Totals</b>                                                     | <b>\$1,548,142,288</b> | <b>\$1,647,628,913</b> | <b>\$1,669,875,439</b> | <b>\$1,616,688,726</b> |
| <b>Operating Expenses</b>                                                 |                        |                        |                        |                        |
| General Government                                                        | \$66,302,155           | \$80,005,390           | \$82,907,763           | \$74,497,486           |
| Human Services                                                            | \$205,974,435          | \$236,031,123          | \$240,431,843          | \$237,400,394          |
| Education                                                                 | \$501,319,244          | \$806,672,583          | \$540,535,537          | \$890,109,213          |
| Community Development & Cultural                                          | \$91,695,734           | \$99,384,136           | \$100,528,318          | \$82,285,000           |
| Environmental Services                                                    | \$46,921,717           | \$55,901,995           | \$64,668,213           | \$53,231,278           |
| Public Safety                                                             | \$176,334,049          | \$188,139,951          | \$188,935,170          | \$183,801,936          |
| Debt Service                                                              | \$414,343,512          | \$324,590,102          | \$326,358,162          | \$305,951,000          |
| Capital Projects                                                          | \$426,494,876          | \$198,359,800          | \$485,356,893          | \$150,506,450          |
| General Services Administration                                           | \$39,869,923           | \$42,046,853           | \$42,704,187           | \$41,450,422           |
| <b>Expenditure Totals</b>                                                 | <b>\$1,969,255,645</b> | <b>\$2,031,131,933</b> | <b>\$2,072,426,086</b> | <b>\$2,019,233,179</b> |
| <b>Revenues Over(Under) Expenditures</b>                                  | <b>\$(421,113,357)</b> | <b>\$(383,503,020)</b> | <b>\$(402,550,647)</b> | <b>\$(402,544,453)</b> |
| <b>Other Financing Sources (Uses)</b>                                     |                        |                        |                        |                        |
| Transfers In                                                              | \$351,324,648          | \$419,084,517          | \$387,367,697          | \$420,399,053          |
| Transfers Out                                                             | \$(367,474,143)        | \$(419,084,517)        | \$(423,564,913)        | \$(420,399,053)        |
| Bond Proceeds and other financing transactions                            | \$500,408,705          | \$364,070,046          | \$415,375,225          | \$385,337,054          |
| <b>Total Other Financing Sources (Uses)</b>                               | <b>\$484,259,210</b>   | <b>\$364,070,046</b>   | <b>\$379,178,009</b>   | <b>\$385,337,054</b>   |
| <b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b> | <b>\$63,145,853</b>    | <b>\$(19,432,974)</b>  | <b>\$(23,372,638)</b>  | <b>\$(17,207,399)</b>  |
| <b>Fund Balance at Beginning of Year</b>                                  | <b>\$800,773,907</b>   | <b>\$863,919,760</b>   | <b>\$863,919,760</b>   | <b>\$840,547,122</b>   |
| <b>Fund Balance at End of Year</b>                                        | <b>\$863,919,760</b>   | <b>\$844,486,786</b>   | <b>\$840,547,122</b>   | <b>\$823,339,723</b>   |



# Overview of Changes in Fund Balance

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For FY 2021, 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

Behavioral Health appropriated \$2.42 million in fund balance to continue piloting several projects, including Behavioral Health Urgent Care and Mobile Crisis for First Responders.

The Housing department also appropriated \$1.18 million of the Behavioral Health fund balance allocated to supportive housing to fund an upfit to Cornerstone to utilize the space for Permanent Supportive Housing services.

Tax Administration is projected to use \$696,000 in fund balance to support the 2021 property reappraisal. This appropriation is part of the County's long-term funding strategy.

The Register of Deeds is projected to use \$120,000 in Automation sub-fund balance to support automation initiatives in the Register of Deeds.

The Human Services budget appropriates \$846,000 of ABC fund balance to continue the Drug Overdose Prevention Program for another two years.

The Non-Departmental budget includes the use of \$2.00 million in ABC fund balance to transfer to County Capital for future Human Services Master Plan projects. The health insurance budget projects \$1.00 million in fund balance to be used from prior year plan savings.

## Debt Service

The County utilizes a Debt Service Fund for payment of all principal and interest on short-term and long-term debt. Portions of property tax and sales tax are

specifically dedicated as funding sources for the debt service fund. While these tax revenue streams can be relatively consistent, debt service expenditures do fluctuate from year to year. To accommodate expenditure fluctuations, excess fund balance in the Debt Service Fund is planned to be strategically utilized as a funding source in certain years when revenues are not expected to fully fund debt service expenditures, all while ensuring minimum fund balance is maintained at desired levels to support the County's triple-A bond ratings.

The County's fund balance policies include: (1) maintain fund balance of at least 19 percent of following year's projected debt service expenditures, and (2) maintain fund balance of at least 30 percent of combined general fund and debt service fund revenues. The County's long-range Debt and Capital Financial Model ("model") projects long-term revenues and expenditures to ensure the dedicated portions of property tax and sales tax will be sufficient to fund the County's existing debt and future capital needs. In FY 2021, it is estimated that fund balance in the Debt Service Fund will increase approximately \$13.5 million. The projected change in fund balance for FY 2021 is considered in the County's model and is a component of the County's overall long-term debt and capital plan.

## Special Revenue Funds

The Fire Tax District Fund includes a \$1.48 million appropriation of fund balance for capital projects.

The Human Services Transportation budget includes \$125,00 in fund balance contribution in FY 2021. The contribution provides program flexibility across fiscal years.

The Major Facilities budget includes \$2.36 million appropriation of fund balance for capital projects.

## Internal Service Fund

The FY 2021 Corporate Fleet Fund budget decreased over the prior year from increases in projected vehicle operating costs and decreases in projected fuel costs. 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

# Overview of Changes in Fund Balance

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are also the primary source of revenues in the Fleet Fund. The projected beginning unreserved fund balance for FY 2021 is \$3,435,000. The Fleet Fund includes \$350,000 of appropriated fund balance for the purchase of an ambulance to support EMS.

## Enterprise Funds

The use of fund balance is included in the budget to support long-term capital needs for solid waste collection and disposal systems. The Solid Waste

Financial Model is used to ensure there is a sustainable capital and operating plan for the next seven years. Solid Waste Fund Balance is primarily reserved for capital improvements to Solid Waste facilities. The budget includes \$2.18 million in Solid Waste Operating and \$361,000 in the South Wake Landfill in appropriated fund balance to cover the costs of capital projects in the County's solid waste management services.

# General Fund Revenue Summary

|                                     | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  | Change<br>from<br>FY20<br>Adopted |
|-------------------------------------|------------------------|------------------------|------------------------|------------------------|-----------------------------------|
| <b>Taxes</b>                        |                        |                        |                        |                        |                                   |
| Property Taxes                      | \$972,809,715          | \$1,096,777,300        | \$1,096,777,300        | \$1,127,859,000        | 2.8%                              |
| Sales Tax                           | \$202,550,086          | \$204,001,000          | \$204,001,000          | \$162,189,000          | (20.5)%                           |
| Lease/Rental Vehicle Tax            | \$3,815,659            | \$2,550,000            | \$2,550,000            | \$3,350,000            | 31.4%                             |
| Lease/Rental Heavy<br>Equipment Tax | \$(268)                | —                      | —                      | —                      | 0.0%                              |
| Payment in Lieu of Taxes            | \$1,962,837            | \$1,222,003            | \$1,222,003            | \$1,222,003            | 0.0%                              |
| Real Property Transfer Tax          | \$14,305,615           | \$13,260,000           | \$13,260,000           | \$9,653,000            | (27.2)%                           |
| <b>Subtotal</b>                     | <b>\$1,195,443,644</b> | <b>\$1,317,810,303</b> | <b>\$1,317,810,303</b> | <b>\$1,304,273,003</b> | <b>(1.0)%</b>                     |
| <b>Federal</b>                      |                        |                        |                        |                        |                                   |
| Human Services                      | \$11,781,211           | \$12,035,588           | \$12,314,555           | \$12,308,303           | 2.3%                              |
| Public Safety                       | \$255,900              | \$200,338              | \$200,338              | \$200,338              | 0.0%                              |
| Transportation                      | —                      | —                      | \$100,000              | \$100,000              | 0.0%                              |
| <b>Subtotal</b>                     | <b>\$12,037,111</b>    | <b>\$12,235,926</b>    | <b>\$12,614,893</b>    | <b>\$12,608,641</b>    | <b>3.0%</b>                       |
| <b>State</b>                        |                        |                        |                        |                        |                                   |
| ABC 5 Cent Bottle                   | \$366,783              | \$255,000              | \$255,000              | \$255,000              | 0.0%                              |
| Beer & Wine                         | \$892,609              | \$877,200              | \$877,200              | \$877,200              | 0.0%                              |
| Environmental                       | \$139,343              | \$125,000              | \$125,000              | \$125,000              | 0.0%                              |
| Human Services                      | \$53,667,402           | \$50,700,312           | \$50,864,381           | \$53,329,172           | 5.2%                              |
| Libraries                           | \$586,681              | \$600,000              | \$600,000              | \$600,000              | 0.0%                              |
| Other - State                       | \$1,536,900            | \$1,525,500            | \$1,525,500            | \$1,525,500            | 0.0%                              |
| <b>Subtotal</b>                     | <b>\$57,189,719</b>    | <b>\$54,083,012</b>    | <b>\$54,247,081</b>    | <b>\$56,711,872</b>    | <b>4.9%</b>                       |
| <b>Local</b>                        |                        |                        |                        |                        |                                   |
| ABC Board                           | \$9,880,884            | \$4,000,000            | \$4,000,000            | \$4,000,000            | 0.0%                              |
| Libraries                           | \$35                   | —                      | \$56,668               | \$28,334               | 0.0%                              |
| Public Safety                       | \$11,480               | —                      | —                      | —                      | 0.0%                              |
| Transit                             | \$33,905               | \$34,000               | \$34,000               | \$34,000               | 0.0%                              |
| Other Local                         | \$219,750              | \$73,110               | \$89,564               | \$39,110               | (46.5)%                           |
| <b>Subtotal</b>                     | <b>\$10,146,054</b>    | <b>\$4,107,110</b>     | <b>\$4,180,232</b>     | <b>\$4,101,444</b>     | <b>(0.1)%</b>                     |
| <b>Charges For Services</b>         |                        |                        |                        |                        |                                   |
| Environmental                       | \$345,802              | \$371,423              | \$371,423              | \$371,423              | 0.0%                              |
| Client Fees                         | \$1,416,262            | \$1,105,318            | \$1,105,318            | \$1,324,279            | 19.8%                             |
| Insurance                           | \$585,494              | \$504,838              | \$504,838              | \$614,635              | 21.7%                             |
| Medicaid Fees                       | \$12,831,269           | \$11,387,314           | \$11,387,314           | \$11,468,830           | 0.7%                              |
| Medicare Fees                       | \$51,111               | \$49,410               | \$49,410               | \$44,203               | (10.5)%                           |
| HS Reimbursements                   | \$668,705              | \$531,018              | \$557,525              | \$825,081              | 55.4%                             |
| Other                               | \$7,050                | \$7,500                | \$7,500                | \$7,500                | 0.0%                              |
| Inspection Fees                     | \$1,018,312            | \$1,213,775            | \$1,213,775            | \$891,272              | (26.6)%                           |
| Library Fees                        | \$353,279              | \$111,000              | \$111,000              | \$111,000              | 0.0%                              |

# General Fund Revenue Summary

|                                        | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  | Change<br>from<br>FY20<br>Adopted |
|----------------------------------------|------------------------|------------------------|------------------------|------------------------|-----------------------------------|
| Parks & Recreation Fees                | \$138,101              | \$89,000               | \$89,000               | \$89,000               | 0.0%                              |
| EMS Fees                               | \$28,076,291           | \$27,083,474           | \$27,083,474           | \$26,215,000           | (3.2)%                            |
| Facility Use Fees                      | \$191,385              | \$275,900              | \$106,280              | \$22,000               | (92.0)%                           |
| Fire/Rescue Fees                       | \$135,098              | \$108,439              | \$108,439              | \$141,474              | 30.5%                             |
| Sheriff Fees                           | \$5,210,798            | \$4,589,300            | \$4,589,300            | \$4,589,300            | 0.0%                              |
| Planning Fees                          | \$836,235              | \$853,157              | \$853,157              | \$980,751              | 15.0%                             |
| Court Facility Fees                    | \$1,022,250            | \$1,000,000            | \$1,000,000            | \$1,010,000            | 1.0%                              |
| Parking Fees                           | \$1,157,628            | \$1,310,000            | \$1,310,000            | \$1,215,000            | (7.3)%                            |
| Rental/Lease Income                    | \$261,490              | \$285,325              | \$285,325              | \$285,325              | 0.0%                              |
| Record Fees                            | \$4,904,993            | \$5,347,210            | \$5,347,210            | \$5,412,284            | 1.2%                              |
| Reimbursements                         | \$1,807,054            | \$4,007,156            | \$4,007,156            | \$2,745,798            | (31.5)%                           |
| Tax Collection Fees                    | \$997,146              | \$1,005,000            | \$1,005,000            | \$1,035,000            | 3.0%                              |
| Vending Income                         | \$656,082              | \$655,000              | \$655,000              | \$655,000              | 0.0%                              |
| Other - Charges for<br>Services        | \$2,229,566            | \$2,086,506            | \$2,086,506            | \$2,397,206            | 14.9%                             |
| <b>Subtotal</b>                        | <b>\$64,901,400</b>    | <b>\$63,977,063</b>    | <b>\$63,833,950</b>    | <b>\$62,451,361</b>    | <b>(2.4)%</b>                     |
| <b>Licenses &amp; Permits</b>          |                        |                        |                        |                        |                                   |
| Licenses                               | \$276,284              | \$281,814              | \$281,814              | \$280,814              | (0.4)%                            |
| Permits                                | \$5,522,775            | \$5,060,528            | \$5,060,528            | \$4,457,106            | (11.9)%                           |
| <b>Subtotal</b>                        | <b>\$5,799,059</b>     | <b>\$5,342,342</b>     | <b>\$5,342,342</b>     | <b>\$4,737,920</b>     | <b>(11.3)%</b>                    |
| <b>Interest Income</b>                 |                        |                        |                        |                        |                                   |
| Interest                               | \$266,443              | \$5,220                | \$5,220                | \$5,220                | 0.0%                              |
| <b>Subtotal</b>                        | <b>\$266,443</b>       | <b>\$5,220</b>         | <b>\$5,220</b>         | <b>\$5,220</b>         | <b>0.0%</b>                       |
| <b>Miscellaneous</b>                   |                        |                        |                        |                        |                                   |
| Sale of Materials & Fixed<br>Assets    | \$248,751              | \$160,000              | \$160,000              | \$155,000              | (3.1)%                            |
| Miscellaneous Revenue                  | \$1,431,455            | \$219,763              | \$219,763              | \$230,826              | 5.0%                              |
| <b>Subtotal</b>                        | <b>\$1,680,206</b>     | <b>\$379,763</b>       | <b>\$379,763</b>       | <b>\$385,826</b>       | <b>1.6%</b>                       |
| <b>Other Financing Sources</b>         |                        |                        |                        |                        |                                   |
| Capital Lease/Installment<br>Purchases | \$17,946               | —                      | —                      | —                      | 0.0%                              |
| Appropriated Fund Balance              | —                      | \$12,269,657           | \$16,413,069           | \$8,259,985            | (32.7)%                           |
| <b>Subtotal</b>                        | <b>\$17,946</b>        | <b>\$12,269,657</b>    | <b>\$16,413,069</b>    | <b>\$8,259,985</b>     | <b>(32.7)%</b>                    |
| <b>Transfers</b>                       |                        |                        |                        |                        |                                   |
| Transfers From                         | \$8,723,505            | \$3,769,604            | \$3,769,604            | \$3,260,728            | (13.5)%                           |
| <b>Subtotal</b>                        | <b>\$8,723,505</b>     | <b>\$3,769,604</b>     | <b>\$3,769,604</b>     | <b>\$3,260,728</b>     | <b>(13.5)%</b>                    |
| <b>Total</b>                           | <b>\$1,356,205,087</b> | <b>\$1,473,980,000</b> | <b>\$1,478,596,457</b> | <b>\$1,456,796,000</b> | <b>(1.2)%</b>                     |

# General Fund Expenditure Summary

|                                                       | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | Change<br>from<br>FY20<br>Adopted |
|-------------------------------------------------------|---------------------|---------------------|---------------------|-----------------------|-----------------------------------|
| <b>General Government</b>                             |                     |                     |                     |                       |                                   |
| Board of Commissioners                                | \$692,823           | \$730,290           | \$742,190           | \$619,951             | (15.1)%                           |
| Communications Office                                 | \$1,000,688         | \$1,103,493         | \$1,103,493         | \$1,105,941           | 0.2%                              |
| County Manager                                        | \$1,886,708         | \$2,127,470         | \$2,127,470         | \$2,008,511           | (5.6)%                            |
| County Attorney                                       | \$2,888,953         | \$3,168,888         | \$3,168,888         | \$3,141,593           | (0.9)%                            |
| Board of Elections                                    | \$5,111,317         | \$8,347,873         | \$8,347,875         | \$7,852,497           | (5.9)%                            |
| Budget and Management<br>Services                     | \$1,056,807         | \$1,204,796         | \$1,205,556         | \$1,154,100           | (4.2)%                            |
| Facilities Design and<br>Construction                 | \$1,666,699         | \$2,099,110         | \$2,099,110         | \$2,025,791           | (3.5)%                            |
| Finance Department                                    | \$2,785,065         | \$3,342,147         | \$3,380,742         | \$3,106,106           | (7.1)%                            |
| Human Resources                                       | \$3,004,932         | \$3,831,676         | \$3,874,447         | \$3,731,458           | (2.6)%                            |
| Information Services                                  | \$17,191,531        | \$20,657,540        | \$20,764,418        | \$20,220,695          | (2.1)%                            |
| Register of Deeds                                     | \$3,016,444         | \$3,384,900         | \$3,593,442         | \$3,251,978           | (3.9)%                            |
| Tax Administration                                    | \$9,050,150         | \$12,183,341        | \$12,183,341        | \$10,419,899          | (14.5)%                           |
| Quasi-Government                                      | \$783,740           | \$813,287           | \$835,742           | \$803,428             | (1.2)%                            |
| <b>Subtotal</b>                                       | <b>\$50,135,856</b> | <b>\$62,994,811</b> | <b>\$63,426,714</b> | <b>\$59,441,948</b>   | <b>(5.6)%</b>                     |
| <b>Community Services</b>                             |                     |                     |                     |                       |                                   |
| Community Services<br>Management and Budget<br>Office | \$845,307           | \$907,460           | \$907,460           | \$895,482             | (1.3)%                            |
| Parks, Recreation and<br>Open Space                   | \$3,262,108         | \$3,393,866         | \$3,407,266         | \$3,420,047           | 0.8%                              |
| Planning, Development and<br>Inspections              | \$5,532,276         | \$5,836,742         | \$5,859,360         | \$5,975,783           | 2.4%                              |
| Veterans Services                                     | \$289,236           | \$310,853           | \$310,853           | \$313,155             | 0.7%                              |
| Geographic Information<br>Services                    | \$1,922,779         | \$2,175,880         | \$2,175,880         | \$2,039,170           | (6.3)%                            |
| Libraries                                             | \$25,425,498        | \$28,867,835        | \$29,225,999        | \$26,762,363          | (7.3)%                            |
| <b>Subtotal</b>                                       | <b>\$37,277,205</b> | <b>\$41,492,636</b> | <b>\$41,886,818</b> | <b>\$39,406,000</b>   | <b>(5.0)%</b>                     |
| <b>Environmental Services</b>                         |                     |                     |                     |                       |                                   |
| Environmental Services<br>Administrations             | \$1,289,270         | \$1,480,847         | \$1,482,416         | \$1,562,978           | 5.5%                              |
| Environmental Health &<br>Safety                      | \$3,566,227         | \$3,686,644         | \$3,694,876         | \$3,744,529           | 1.6%                              |
| Water Quality                                         | \$4,640,399         | \$5,282,741         | \$5,357,544         | \$4,856,481           | (8.1)%                            |
| Animal Care, Control and<br>Adoption Center           | \$3,695,147         | \$3,909,642         | \$3,917,195         | \$3,713,401           | (5.0)%                            |
| <b>Subtotal</b>                                       | <b>\$13,191,042</b> | <b>\$14,359,874</b> | <b>\$14,452,031</b> | <b>\$13,877,389</b>   | <b>(3.4)%</b>                     |
| <b>General Services Administration</b>                |                     |                     |                     |                       |                                   |
| Administration/Support                                | \$2,717,683         | \$2,759,584         | \$2,968,198         | \$2,707,242           | (1.9)%                            |

# General Fund Expenditure Summary

|                                                | FY2019<br>Actual     | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended | Change<br>from<br>FY20<br>Adopted |
|------------------------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------------------|
| Physical Plant                                 | \$8,749,213          | \$9,378,485          | \$9,383,343          | \$8,936,972           | (4.7)%                            |
| Safety and Security                            | \$3,747,202          | \$4,040,322          | \$4,071,921          | \$3,861,562           | (4.4)%                            |
| Criminal Justice/Central<br>Government         | \$777,834            | \$983,981            | \$991,495            | \$917,691             | (6.7)%                            |
| Facility and Field Services                    | \$7,352,889          | \$8,531,554          | \$8,494,469          | \$8,155,263           | (4.4)%                            |
| Utilities                                      | \$6,398,204          | \$5,879,159          | \$5,679,159          | \$6,360,924           | 8.2%                              |
| County Building<br>Agreements                  | \$64,650             | \$70,768             | \$70,768             | \$191,768             | 171.0%                            |
| <b>Subtotal</b>                                | <b>\$29,807,675</b>  | <b>\$31,643,853</b>  | <b>\$31,659,353</b>  | <b>\$31,131,422</b>   | <b>(1.6)%</b>                     |
| <b>Human Services</b>                          |                      |                      |                      |                       |                                   |
| Social Services Economic<br>Self-Sufficiency   | \$51,169,284         | \$54,790,278         | \$53,939,572         | \$54,822,981          | 0.1%                              |
| Child Welfare                                  | \$30,636,050         | \$34,556,999         | \$34,599,903         | \$34,291,677          | (0.8)%                            |
| Children, Youth and Family                     | \$995                | \$2,163              | —                    | —                     | (100.0)%                          |
| Public Health                                  | \$29,557,283         | \$30,781,940         | \$30,996,147         | \$31,220,630          | 1.4%                              |
| Health Clinics                                 | \$20,816,063         | \$20,461,547         | \$21,005,998         | \$20,837,055          | 1.8%                              |
| Administration and<br>Operations               | \$18,619,303         | \$20,300,858         | \$20,446,080         | \$21,101,990          | 3.9%                              |
| Human Services Reserved                        | —                    | —                    | \$793,533            | —                     | 0.0%                              |
| <b>Subtotal</b>                                | <b>\$150,798,978</b> | <b>\$160,893,785</b> | <b>\$161,781,233</b> | <b>\$162,274,333</b>  | <b>0.9%</b>                       |
| <b>Behavioral Health - Managed Care</b>        |                      |                      |                      |                       |                                   |
| Behavioral Health-Managed<br>Care Organization | \$27,210,559         | \$30,489,704         | \$30,505,539         | \$29,391,388          | (3.6)%                            |
| <b>Subtotal</b>                                | <b>\$27,210,559</b>  | <b>\$30,489,704</b>  | <b>\$30,505,539</b>  | <b>\$29,391,388</b>   | <b>(3.6)%</b>                     |
| <b>Emergency Medical Services</b>              |                      |                      |                      |                       |                                   |
| Emergency Medical<br>Services                  | \$43,622,373         | \$49,949,809         | \$50,076,004         | \$47,949,052          | (4.0)%                            |
| <b>Subtotal</b>                                | <b>\$43,622,373</b>  | <b>\$49,949,809</b>  | <b>\$50,076,004</b>  | <b>\$47,949,052</b>   | <b>(4.0)%</b>                     |
| <b>Fire Services</b>                           |                      |                      |                      |                       |                                   |
| Fire Services                                  | \$2,535,875          | \$2,914,637          | \$2,922,783          | \$2,820,561           | (3.2)%                            |
| <b>Subtotal</b>                                | <b>\$2,535,875</b>   | <b>\$2,914,637</b>   | <b>\$2,922,783</b>   | <b>\$2,820,561</b>    | <b>(3.2)%</b>                     |
| <b>Housing</b>                                 |                      |                      |                      |                       |                                   |
| Housing                                        | \$21,237,513         | \$20,823,184         | \$21,141,768         | \$20,486,545          | (1.6)%                            |
| <b>Subtotal</b>                                | <b>\$21,237,513</b>  | <b>\$20,823,184</b>  | <b>\$21,141,768</b>  | <b>\$20,486,545</b>   | <b>(1.6)%</b>                     |
| <b>Emergency Communications</b>                |                      |                      |                      |                       |                                   |
| PS Communications                              | \$1,618,260          | \$1,361,692          | \$1,361,692          | \$1,992,077           | 46.3%                             |
| <b>Subtotal</b>                                | <b>\$1,618,260</b>   | <b>\$1,361,692</b>   | <b>\$1,361,692</b>   | <b>\$1,992,077</b>    | <b>46.3%</b>                      |
| <b>CCBI</b>                                    |                      |                      |                      |                       |                                   |
| CCBI                                           | \$6,584,022          | \$7,230,366          | \$7,239,080          | \$7,138,798           | (1.3)%                            |

# General Fund Expenditure Summary

|                                     | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | Change<br>from<br>FY20<br>Adopted |
|-------------------------------------|------------------|-------------------|-------------------|-----------------------|-----------------------------------|
| <b>Subtotal</b>                     | \$6,584,022      | \$7,230,366       | \$7,239,080       | \$7,138,798           | (1.3)%                            |
| <b>Sheriff</b>                      |                  |                   |                   |                       |                                   |
| Law Enforcement                     | \$46,037,164     | \$48,167,479      | \$48,010,808      | \$46,993,895          | (2.4)%                            |
| Detention                           | \$50,482,864     | \$52,545,237      | \$52,549,233      | \$50,109,750          | (4.6)%                            |
| <b>Subtotal</b>                     | \$96,520,028     | \$100,712,716     | \$100,560,041     | \$97,103,645          | (3.6)%                            |
| <b>Non-Departmental</b>             |                  |                   |                   |                       |                                   |
| Public Agencies                     | \$3,107,592      | \$3,494,028       | \$3,494,028       | \$500,000             | (85.7)%                           |
| Memberships                         | \$500,216        | \$547,006         | \$547,006         | \$573,500             | 4.8%                              |
| Non-departmental                    | \$3,236,316      | \$5,054,994       | \$7,433,245       | \$3,220,669           | (36.3)%                           |
| Health Benefits                     | \$7,409,805      | \$7,474,368       | \$7,286,222       | \$9,609,368           | 28.6%                             |
| Risk Management - Cost of<br>Claims | \$2,121,293      | \$1,360,000       | \$1,640,365       | \$1,548,146           | 13.8%                             |
| <b>Subtotal</b>                     | \$16,375,222     | \$17,930,396      | \$20,400,866      | \$15,451,683          | (13.8)%                           |
| <b>Capital Lease</b>                |                  |                   |                   |                       |                                   |
| Capital Lease                       | \$17,946         | —                 | —                 | —                     | 0.0%                              |
| <b>Subtotal</b>                     | \$17,946         | —                 | —                 | —                     | 0.0%                              |
| <b>Transfers to Other Funds</b>     |                  |                   |                   |                       |                                   |
| Transfers                           | \$323,701,000    | \$390,647,000     | \$390,647,000     | \$385,940,000         | (1.2)%                            |
| <b>Subtotal</b>                     | \$323,701,000    | \$390,647,000     | \$390,647,000     | \$385,940,000         | (1.2)%                            |
| <b>Education</b>                    |                  |                   |                   |                       |                                   |
| Wake County Public School<br>System | \$475,919,244    | \$515,955,101     | \$515,955,101     | \$515,955,101         | 0.0%                              |
| Wake Technical Community<br>College | \$25,400,000     | \$24,580,436      | \$24,580,436      | \$24,748,030          | 0.7%                              |
| Other Education Initiatives         | —                | —                 | —                 | \$1,688,028           | 0.0%                              |
| <b>Subtotal</b>                     | \$501,319,244    | \$540,535,537     | \$540,535,537     | \$542,391,159         | 0.3%                              |
| <b>Total</b>                        | \$1,321,952,797  | \$1,473,980,000   | \$1,478,596,459   | \$1,456,796,000       | (1.2)%                            |





# General Government

|                                     | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Expenditures:</b>                |                     |                     |                     |                       |               |
| Board of Commissioners              | \$692,823           | \$730,290           | \$742,190           | \$619,951             | 1.0%          |
| Communications Office               | \$1,000,688         | \$1,103,493         | \$1,103,493         | \$1,105,941           | 1.9%          |
| County Manager                      | \$1,886,708         | \$2,127,470         | \$2,127,470         | \$2,008,511           | 3.4%          |
| County Attorney                     | \$2,888,953         | \$3,168,888         | \$3,168,888         | \$3,141,593           | 5.3%          |
| Board of Elections                  | \$5,111,317         | \$8,347,873         | \$8,347,875         | \$7,852,497           | 13.2%         |
| Budget and Management<br>Services   | \$1,056,807         | \$1,204,796         | \$1,205,556         | \$1,154,100           | 1.9%          |
| Facilities Design &<br>Construction | \$1,666,699         | \$2,099,110         | \$2,099,110         | \$2,025,791           | 3.4%          |
| Finance Department                  | \$2,785,065         | \$3,342,147         | \$3,380,742         | \$3,106,106           | 5.2%          |
| Human Resources                     | \$3,004,932         | \$3,831,676         | \$3,874,447         | \$3,731,458           | 6.3%          |
| Information Services                | \$17,191,531        | \$20,657,540        | \$20,764,418        | \$20,220,695          | 34.0%         |
| Register of Deeds                   | \$3,016,444         | \$3,384,900         | \$3,593,442         | \$3,251,978           | 5.5%          |
| Tax Administration                  | \$9,050,150         | \$12,183,341        | \$12,183,341        | \$10,419,899          | 17.5%         |
| Quasi-Governmental                  | \$783,740           | \$813,287           | \$835,742           | \$803,428             | 1.4%          |
| <b>Expenditure Totals</b>           | <b>\$50,135,856</b> | <b>\$62,994,811</b> | <b>\$63,426,714</b> | <b>\$59,441,948</b>   |               |

## Board of Commissioners

### Department Summary

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Salary / Benefits                        | \$589,360        | \$631,260         | \$631,260         | \$491,271             | 79.2%         |
| Contractual Services                     | \$10,928         | \$19,998          | \$19,998          | \$50,548              | 8.2%          |
| Supplies, Materials and<br>Other Charges | \$92,536         | \$79,032          | \$90,932          | \$78,132              | 12.6%         |
| <b>Expenditure Totals</b>                | <b>\$692,823</b> | <b>\$730,290</b>  | <b>\$742,190</b>  | <b>\$619,951</b>      |               |
| <b>Number of FTEs</b>                    | <b>4.000</b>     | <b>4.000</b>      | <b>4.000</b>      | <b>3.000</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.

### Major Accomplishments

For the first time ever, the Board allocated more than a half billion dollars in total operating funds to the school district, supporting more than 160,000 students. In addition, over half a billion dollars in bond funding passed last year, which will fund new school construction and renovation of existing schools.

The Board along with their partners collaboratively developed and rehabilitated more than 750 housing units in Garner, Raleigh, Wake Forest, and Wendell

through tax credit approval from the State. They also reduced homelessness by supporting the one-stop services at Oak City Cares, creating a dedicated space for veterans at South Wilmington Street Center, and launching new homelessness prevention efforts that have served more than 200 families.

The commissioners championed Behavioral Health pilot programs through partnerships to expand intervention opportunities. These include the operations of the first behavioral health urgent care in the County and a program for education and job-training for detainees reentering the community.

Together with Wake County Economic Development, the commissioners continued to support job growth and investment by adding a new upward mobility bonus to the Business Development policy. The policy rewards businesses who follow the County's lead by paying a living wage, implementing anti-

# Board of Commissioners

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discrimination policies, and offering employees and their families health insurance. The policy intends to reward employers who create an ecosystem of inclusion, diversity, and equitable economic development.

The Board approved a two-year, \$475,000 grant agreement with the State to improve community outcomes for maternal and child health. The project aims to focus on African American babies and looks to improve birth outcomes, reduce infant mortality, and improve health among children aged 0-5.

## FY21 Discussion

The Board of Commissioners' budget decreased \$110,000 from the prior year budget largely because of the elimination of a position. Board of Commissioners administrative staff will be supervised by the County Manager's Office (1.000 FTE, \$103,000).

## Horizon Issues

The Board of Commissioners annually update their goals, objectives and initiatives to prioritize policies, emphasize specific programs, and guide budget recommendations and resource allocation. The current goals may be found at the Wake County Transparency Portal ([wakegov.com/transparency/goals](https://wakegov.com/transparency/goals)). A portion of the Board's priorities include:

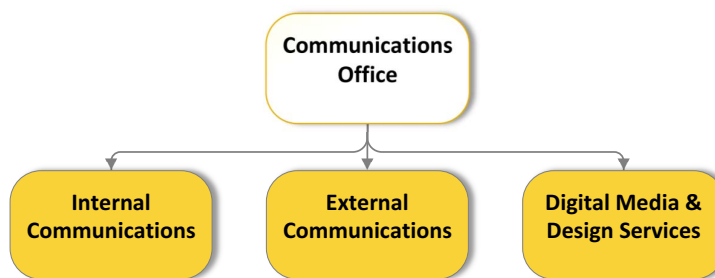
For Community Health, the County seeks to consolidate the Community Health Needs Assessment and Population Health Task Force recommendations into a new Live Well Wake community collaborative to improve residents' health and well-being. The Board will also receive recommendations from the Best Babies initiative to enhance health outcomes for babies and moms and reduce disparities.

For Education, the County continues to implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four-year olds. A new initiative in 2020 seeks to improve the educational outcomes for WCPSS students affected by homelessness.

In Growth and Sustainability, the County will collaborate with the Water Partnership to identify a multiyear sustainable water supply. Also, the County will monitor and oversee the transit governance interlocal agreement and search for opportunities to create affordable housing along transit corridors.

Wake County will continue to implement the Affordable Housing Plan to increase and preserve the County's affordable housing inventory by 2,500 units by 2024. The County will also convene municipal elected officials to identify strategies for increasing county-wide overall affordable housing supply.

# Communications Office



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Transfers                                | \$12,000           | \$12,000           | \$12,000           | \$12,000              | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$12,000</b>    | <b>\$12,000</b>    | <b>\$12,000</b>    | <b>\$12,000</b>       |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$913,274          | \$997,180          | \$997,180          | \$1,028,728           | 93.0%         |
| Contractual Services                     | \$49,340           | \$75,116           | \$75,116           | \$51,016              | 4.6%          |
| Supplies, Materials and<br>Other Charges | \$38,074           | \$31,197           | \$31,197           | \$26,197              | 2.4%          |
| <b>Expenditure Totals</b>                | <b>\$1,000,688</b> | <b>\$1,103,493</b> | <b>\$1,103,493</b> | <b>\$1,105,941</b>    |               |
| <b>Number of FTEs</b>                    | <b>10.000</b>      | <b>10.000</b>      | <b>10.000</b>      | <b>10.000</b>         |               |

## Department Purpose and Goals

The Communications Office mission is to engage and educate the community 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.

## Major Accomplishments

The Communications Office assisted in the annual State of the County address. The Communications team coordinated logistics, drafted the remarks,

promoted the event in news releases and on social media, and developed all the signage.

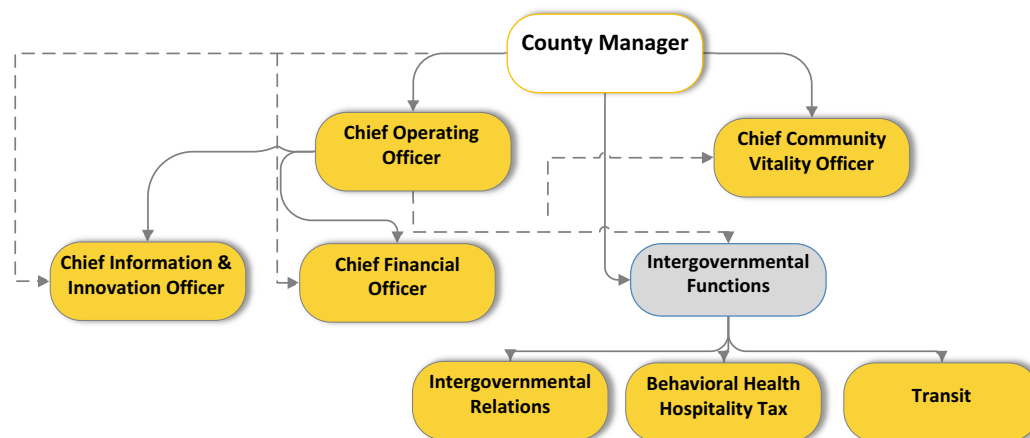
## FY21 Discussion

The digital media asset tool will be funded through public, educational, and governmental (PEG) funds in the Grants and Donations Fund (\$22,000).

A portion of the Videographer's salary will be labor distributed to PEG funds in the Grants and Donations Fund (\$22,000).

Funding for professional development training, memberships and staff on-call hours has been reduced (\$14,000).

## County Manager



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$1,775,823        | \$2,052,247        | \$2,052,247        | \$1,942,288           | 96.7%         |
| Contractual Services                     | \$23,201           | \$4,000            | \$4,000            | \$2,000               | 0.1%          |
| Supplies, Materials and<br>Other Charges | \$86,382           | \$69,921           | \$69,921           | \$62,921              | 3.1%          |
| Debt                                     | \$1,301            | \$1,302            | \$1,302            | \$1,302               | 0.1%          |
| <b>Expenditure Totals</b>                | <b>\$1,886,708</b> | <b>\$2,127,470</b> | <b>\$2,127,470</b> | <b>\$2,008,511</b>    |               |
| <b>Number of FTEs</b>                    | 11.000             | 11.000             | 11.000             | 11.000                |               |

## Department Purpose and Goals

The County Manager's Office is responsible for the executive leadership of Wake County Government services. The County Manager serves as the Chief Executive Officer for the County and is appointed by the County's elected Board of Commissioners. The County Manager's Office advises the Board of Commissioners on matters of policy and recommends courses of action. The County Manager's Office accomplishes its responsibilities through sound organizational and regional leadership, effective communication and frequent collaboration to ensure county services are provided in a timely, efficient, and fiscally responsible manner.

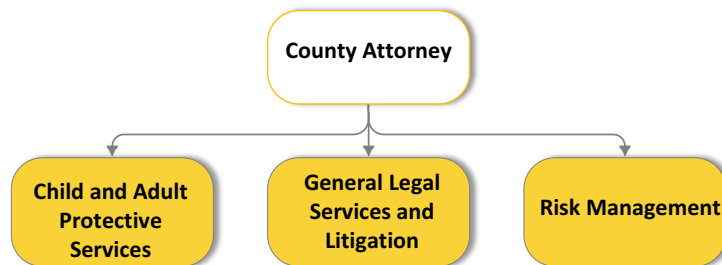
## FY21 Discussion

The budget decreased by \$119,000 from the prior year, reflecting the net impact of reductions detailed below, plus annualization of salary and benefit adjustments made in FY 2020.

The budget shifts the most of the funding for the Assistant County Manager for Transit position to federal funding within the Human Services Transportation Fund (\$133,000).

The budget also reduces funding for travel and training, catering, and office phones (\$9,000).

# County Attorney



## Department Summary

|                                       | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|---------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Expenditures:</b>                  |                    |                    |                    |                       |               |
| Salary / Benefits                     | \$2,748,791        | \$2,941,225        | \$2,941,225        | \$3,004,500           | 95.6%         |
| Contractual Services                  | \$22,996           | \$80,308           | \$80,308           | \$60,408              | 1.9%          |
| Supplies, Materials and Other Charges | \$117,166          | \$147,355          | \$147,355          | \$76,685              | 2.4%          |
| <b>Expenditure Totals</b>             | <b>\$2,888,953</b> | <b>\$3,168,888</b> | <b>\$3,168,888</b> | <b>\$3,141,593</b>    |               |
| <b>Number of FTEs</b>                 | <b>20.000</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.

## FY21 Discussion

The budget includes a reduction in staff professional development, including training, travel, dues, and

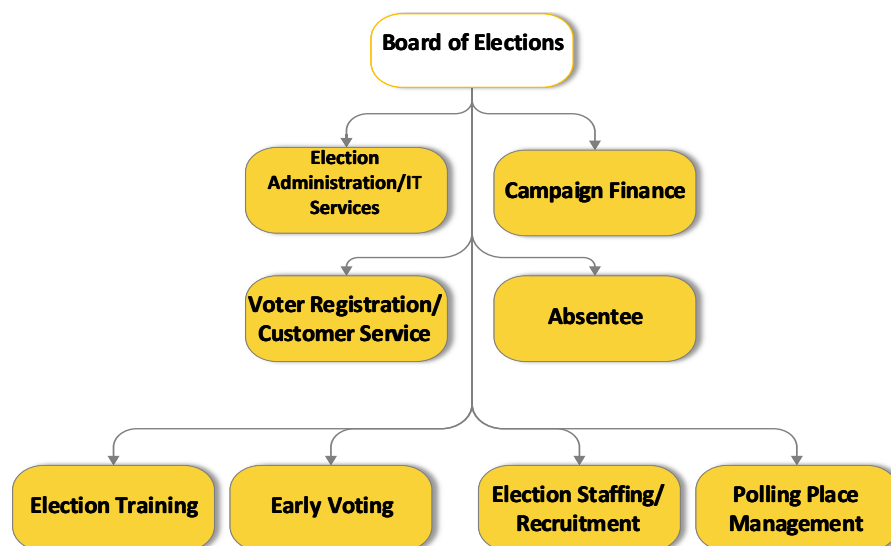
memberships (\$33,000). The budget maintains certifications and continuing education credits.

Funding is eliminated for contracted risk claims consulting (\$20,000) and software licensing (\$28,000).

Funding for legal internships is eliminated in this budget. Internships will be offered on an unpaid basis (\$13,000).

Various department operating expenditures have been reduced, including office supplies, telephones, and postage(\$10,000).

# Board of Elections



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$1,230            | \$1,931,998        | \$1,931,998        | \$5,000               | 100.0%        |
| Miscellaneous                            | \$30               | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$1,260</b>     | <b>\$1,931,998</b> | <b>\$1,931,998</b> | <b>\$5,000</b>        |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$1,962,309        | \$2,601,872        | \$2,601,872        | \$2,597,850           | 33.1%         |
| Contractual Services                     | \$2,074,946        | \$4,025,933        | \$4,096,968        | \$3,836,748           | 48.9%         |
| Supplies, Materials and<br>Other Charges | \$1,074,062        | \$1,720,068        | \$1,629,151        | \$1,417,899           | 18.1%         |
| Capital Outlay                           | —                  | —                  | \$19,884           | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$5,111,317</b> | <b>\$8,347,873</b> | <b>\$8,347,875</b> | <b>\$7,852,497</b>    |               |
| <b>Number of FTEs</b>                    | <b>26.000</b>      | <b>32.000</b>      | <b>32.000</b>      | <b>32.000</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 2019 Municipal Elections and 2020 Primary Election.

# Board of Elections

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Completed mandatory election training for 4,179 precinct officials for the 2019 Municipal Elections and 2020 Primary Election.

Processed and mailed 8,119 absentee ballots for the 2019 Municipal Elections and 2020 Primary Election.

Maintained 42,673 voter address district segments and 478 updated individual street segments in response to Wake County population growth.

Performed logic and accuracy testing on 515 voting and tabulator machines.

## FY21 Discussion

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

The FY 2021 budget includes funding for the November general election (\$2,874,000 for early voting). The FY 2020 budget contained funding for reimbursed October and November municipal

elections as well as a spring presidential early primary election.

## Horizon Issues

The Wake County Board of Elections evaluates new legislation and the impact it has on funding and staffing level requirements, including changing board dynamics, early voting time periods, voter identification, absentee-by-mail procedures, and redistricting.

Current events and media heighten public interest in elections. The Board of Elections anticipates an increase in public records requests.

County growth trends impact all areas of election administration. As voter population increases, more voter transactions are required for processing. This also impacts the demand for polling locations that can accommodate high voter precinct volume. Once precincts reach the recommended voter threshold, precincts may be split resulting in the need for additional facilities.



# Board of Elections

## Summary of Services and Performance Measures

### Service Area: Voter Registration

**Description:** State law requires that County Board of Elections maintain voter registration records for all voters in the county. The Wake County 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                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>               |                  |                     |                  |                  |
| Number of voters registered | 719,838          | 770,000             | 780,000          |                  |

### 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 to reduce voting equipment incidents.

| Key Measures                                                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                                       |                  |                     |                  |                  |
| Number of election equipment incidents on election day and early voting | 3                | 9                   | 0                |                  |

### Service Area: Precinct Management

**Description:** State law requires that all precincts containing eligible voters be open for each election. Wake County currently has over 200 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 each polling place.

| Key Measures                                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                                                     |                  |                     |                  |                  |
| Percent of polling places with accurate supplies for election day and/or early voting | 94               | 96                  | 100              |                  |

# Board of Elections

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## 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 over 200 polling places that must be adequately staffed. Wake County currently has a pool of over 5,500 precinct officials which require a significant amount of planning and execution to make sure officials are prepared for election assignments.

| Key Measures                                                              | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                                         |                  |                     |                  |                  |
| Number of recruited active officials for election day and/or early voting | 6,560            | 7,000               | 7,500            |                  |

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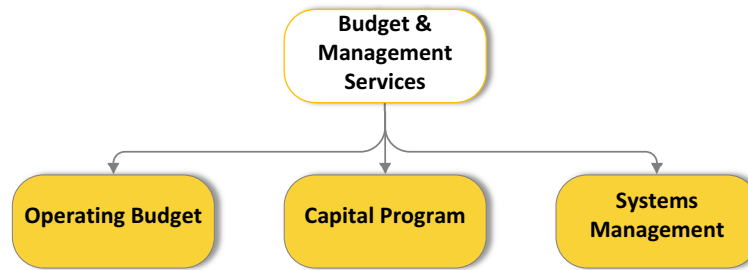
## Service Area: Training

**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                                                                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                  |                  |                     |                  |                  |
| Percent of precinct judges that reported they were either satisfied or extremely satisfied with the training provided | 96               | 95                  | 100              |                  |

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# Budget and Management Services



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$997,201          | \$1,132,784        | \$1,132,784        | \$1,123,379           | 97.3%         |
| Contractual Services                     | \$26,165           | \$24,273           | \$25,033           | —                     | 0.0%          |
| Supplies, Materials and<br>Other Charges | \$33,069           | \$47,739           | \$47,739           | \$30,721              | 2.7%          |
| Debt                                     | \$372              | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$1,056,807</b> | <b>\$1,204,796</b> | <b>\$1,205,556</b> | <b>\$1,154,100</b>    |               |
| <b>Number of FTEs</b>                    | <b>9.000</b>       | <b>10.000</b>      | <b>10.000</b>      | <b>10.000</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 department's 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 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 served an active role in coordinating and assisting departments in their preparation for annual business plan meetings. Department business plans focus on service delivery, performance measurement, and strategies to meet desired outcomes. Business plan meetings allow departments, the County Manager's Office, and Budget and Management Services to have a shared understanding of department resource needs and to preview potential requests in the next budget development cycle.

Budget and Management Services provided budget process, business case, and budget systems training to

# Budget and Management Services

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departments to promote the skillsets needed for effective budget development and management in the County.

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 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 with Information Services, Finance, and Human Resources staff to keep Wake County's systems functioning at the highest level of performance.

## FY21 Discussion

The Budget and Management Services budget decreased from prior year. The reductions accepted

in the Budget and Management Services budget include:

Delay hiring of the vacant Budget Systems Manager position (\$20,000).

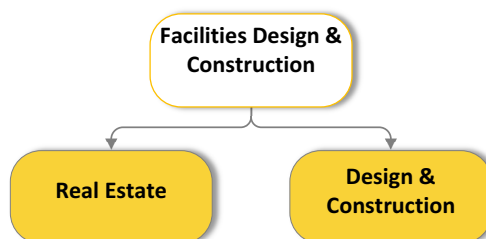
Reduction of funding for a graduate assistant intern position (\$14,000).

Reduction in funding for contract hours with vendor for development and printing of annual budget book (\$24,000).

Reduction in travel, training, and professional membership funding (\$8,000).

Reduction in equipment such as MiFi devices and office supplies (\$5,000).

# Facilities Design & Construction



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>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                        | \$1,603,089        | \$1,966,385        | \$1,935,576        | \$1,927,607           | 95.2%         |
| Contractual Services                     | —                  | \$2,491            | \$27,891           | \$78                  | 0.0%          |
| Supplies, Materials and<br>Other Charges | \$63,610           | \$130,234          | \$129,834          | \$98,106              | 4.8%          |
| Capital Outlay                           | —                  | —                  | \$5,809            | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$1,666,699</b> | <b>\$2,099,110</b> | <b>\$2,099,110</b> | <b>\$2,025,791</b>    |               |
| <b>Number of FTEs</b>                    | <b>13.000</b>      | <b>16.000</b>      | <b>16.000</b>      | <b>15.000</b>         |               |

## Department Purpose and Goals

The department of 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. The department focuses on successful outcomes through four key service functions: long-term capital improvement program planning; capital improvement program implementation; real estate and land rights

management; and project collaboration and partnerships.

## Major Accomplishments

Constructed and opened Fuquay-Varina Community Library and Cary Regional Library. Cary Regional Library also included a parking deck in partnership with the Town of Cary. Renovated Eva Perry Regional Library and Olivia Raney Community Library. The North Carolina Public Library Directors Association recognized Wake Forest Library as the state's Best New or Renovated Facility for 2019.

Continued implementation of the Wake EMS System Master Plan by opening the New Hope EMS Station

# Facilities Design & Construction

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in September 2019 and opening the Wendell Falls Public Safety Center in April 2020. The new Wendell Falls facility houses response services for Wendell Volunteer Fire Department and Eastern Wake EMS.

Renovated several non-library facilities: Human Services related functions of the Community Services Center, the second floor of the Wake County Office Building, the newly leased Board of Elections building, three of the five Agricultural Services Center office suites, and the restrooms and stadium entrance of Five County Stadium.

Completed the Master Plan for the new Beech Bluff County Park and completed construction of Robertson Millpond Preserve Phase 2. The Phase 2 project enhanced public access with trails, boardwalks and overlooks.

Executed two long-term leases for Human Services. The first lease will accommodate the relocation of the Millbrook Services Center to a larger facility on Departure Drive, opening in July 2020. The second lease on Somerset Drive will open in October 2020, relocating staff currently at the leased Horizon Center, Swinburne Center, the leased space for Capital Area Workforce Development, and the Veterans Affairs Office. These two leases fulfill the first two steps of the 2017 Human Services Master Plan.

## FY21 Discussion

The budget decreased compared to the prior year. Facilities Design & Construction's base budget increased from salary and benefit adjustments netted against \$131,000 in reductions.

Eliminated vacant Project Manager position added in FY 2020 to support parks, greenway and open space and other bond projects (1.000 FTE, \$131,000).

## Horizon Issues

Facilities Design & Construction operations are influenced by an increased demand for services and facilities brought on by continued population growth and demographic diversity. This growth has increased construction and commodity costs over the past four years. The construction labor pool continues to be limited, especially with intense development occurring in and around the Triangle Area. This continues to cause construction costs to escalate as both private and public sectors continue to accelerate building programs. This creates a significant challenge to economically build more durable and energy efficient public facilities, as well as renovating and maintaining existing facilities with important life cycle systems upgrades.

Continued growth has also driven a significant increase in Wake County staff expansions. These expansions are impacting space in two major areas: Human Services facilities and downtown administrative space. Implementation of the Human Services Plan has begun with acquisition of the above leased space and advanced planning for a new Public Health Center.

A new Master Plan study was initiated late in FY 2020 to evaluate the space requirements, adjacencies, and capacities for administrative space currently in and around the downtown area, with an eye toward future staff relocations.

Human Services, Public Safety, Parks/Open Space and Administrative Space Master Plans will impact the department workload over the next several years.

# Facilities Design & Construction

## Summary of Services and Performance Measures

### Service Area: Capital Program Planning and Implementation

**Description:** Successfully manage planning, design and construction of Capital Improvement Plan projects. Assuring that projects meet functional requirements, construction timeline, project budget, and high industry standards of quality.

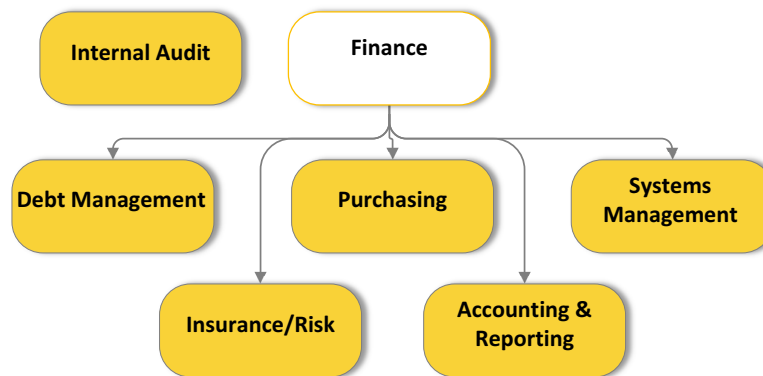
| Key Measures                                                                              | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                             |                  |                     |                  |                  |
| Average percentage of minority business enterprise participation on construction projects | 18               | 19                  | 15               | 15               |
| Percent of actively managed projects with financial partnerships                          | 40               | 27                  | 30               | 30               |
| <b>Effectiveness</b>                                                                      |                  |                     |                  |                  |
| Percent of construction projects completed within budget                                  | 99               | 100                 | 100              | 100              |
| Percent of construction projects completed within schedule                                | 88               | 94                  | 90               | 90               |
| Percent of projects designed per design guidelines                                        | 98               | 98                  | 98               | 95               |
| Percent of projects designed per energy guidelines                                        | 96               | 90                  | 100              | 100              |

### Service Area: Real Estate and Landrights Management

**Description:** Manage landrights and real estate assignments for the County in the following areas: capital improvement plan project site acquisitions; Open Space acquisitions; school acquisitions; surplus property dispositions; Housing & Community Revitalization projects and property Dispositions; and miscellaneous landrights assignments.

| Key Measures                                               | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                              |                  |                     |                  |                  |
| Percent of land acquisitions within 10% of appraised value | 100              | 100                 | 100              | 95               |
| Percent of leases below market rate                        | 100              | 100                 | 100              | 100              |
| <b>Effectiveness</b>                                       |                  |                     |                  |                  |
| Number of real estate landrights assignments               | 287              | 362                 | 357              | 225              |

# Finance Department



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$1,826            | \$2,600            | \$2,600            | \$2,600               | 1.3%          |
| Miscellaneous                            | \$204,771          | \$194,432          | \$194,432          | \$204,260             | 98.7%         |
| <b>Revenue Totals</b>                    | <b>\$206,597</b>   | <b>\$197,032</b>   | <b>\$197,032</b>   | <b>\$206,860</b>      |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$2,526,549        | \$3,090,530        | \$3,068,530        | \$3,006,441           | 96.8%         |
| Contractual Services                     | \$116,773          | \$155,505          | \$190,840          | \$13,276              | 0.4%          |
| Supplies, Materials and<br>Other Charges | \$97,268           | \$96,112           | \$121,372          | \$86,389              | 2.8%          |
| Capital Outlay                           | \$44,475           | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$2,785,065</b> | <b>\$3,342,147</b> | <b>\$3,380,742</b> | <b>\$3,106,106</b>    |               |
| <b>Number of FTEs</b>                    | <b>31.000</b>      | <b>31.000</b>      | <b>31.000</b>      | <b>30.500</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 modernize 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 Finance Department continues to emphasize and transition the County to e-commerce with the goal of providing departments and customers with a better experience through easier and more efficient methods of doing business and making payments to the County.

Began the implementation of the electronic content management system for contracts. This system automates initiation, document development, approval, and signature application for all County contracts.



# Finance Department

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The department also collaborated with the County's enterprise resource planning vendor to upgrade the vendor self-service portal, which will improve ease of vendor registration and allowed the County to begin to receive online solicitations.

Finance processed 92 bid packages in calendar year 2019. Wake County Procurement division received the 2019 Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing for the 16th consecutive year.

Wake County received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for its comprehensive annual financial report for the fiscal year ending June 30, 2018. This marks the 35th consecutive year in which the County has received this recognition.

## FY21 Discussion

An Internal Auditor position has been eliminated from the department (0.500 FTE, \$48,000).

Banking credits are increased following renegotiation with banking services provider. The credit is used to offset banking fees (\$125,000).

The Chief Financial Officer salary will be labor distributed to the Debt Service Fund to account for the time this position dedicates to supporting the Debt Service Fund (\$35,000).

Staff travel and training (\$10,000) and various operating costs have been reduced, including audit fees and supplies (\$16,000).

## Horizon Issues

The ever-evolving business environment creates additional methods of payment and ways of transacting business. Finance will continue to examine digital or mobile payment solutions to provide citizens increased access while mitigating risk. The County hopes to implement its first mobile-pay application within the next fiscal year.

Finance will continue to 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 Finance department is currently working with Information Services to automate the procurement card approval process and eliminate paper statements.

The County is in the process of embarking in an upgrade to its enterprise resource planning system. This multi-year effort will include Countywide efforts to integrate processes between budget, finance, and human resource system components to improve efficiency and further reduce manual processing.

# 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 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                                                                      | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                                                 |                  |                     |                  |                  |
| Percentage of county collections sites with a receipting system                   | 58               | 70                  | 100              | 100              |
| <b>Effectiveness</b>                                                              |                  |                     |                  |                  |
| Percent of time that deposits are reconciled in the system within 5 business days | 78               | 80                  | 95               | 100              |
| Percent of vendors enrolling via VSS                                              | 50               | 70                  | 80               | 90               |

### Service Area: Debt Management

**Description:** Support the Board of Commissioner's objective to maintain the County's Triple-A bond ratings. In collaboration with County's Financial Advisor, utilize the County's comprehensive Debt and Capital Model to perform financial analysis and provide ongoing capital planning and debt guidance. Advise on debt affordability matters to ensure County's stated debt policies and guidelines are followed, and County's high bond ratings are maintained. Issue necessary debt with optimal and appropriate timing, level, and debt structure. Manage existing debt by ensuring debt service principal and interest payments are made timely. Process capital project reimbursement requests of both internal and external stakeholders with appropriate debt proceeds. Maintain partnerships with parties integral to County's successful debt issuance and debt management efforts, including banks, financial professionals, legal professionals, and the Local Government Commission. Adhere to ongoing compliance requirements of partnering banks, the Local Government Commission, the IRS, and the Securities and Exchange Commission.

| Key Measures                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                          |                  |                     |                  |                  |
| Percent of debt service payments made on time | 100              | 100                 | 100              | 100              |

# Finance Department

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## 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, liquidity then yield adhering to NC General Statutes and County policies. Maintain relationships with partner banks to utilize new services and technologies that will improve business processes in accordance with the Finance Department Business Plan.

| Key Measures                                                                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                   |                  |                     |                  |                  |
| Percent of time yield on portfolio exceeds the North Carolina Capital Management Trust | 90               | 100                 | 100              | 100              |

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## 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. Enhance opportunities for on-line bidding and bid submission utilizing Vendor Self-Service.

| Key Measures                                                                                              | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                      |                  |                     |                  |                  |
| Percent of solicitations posted electronically using the County's VSS portal                              | 0                | 10                  | 10               | 15               |
| Percent of time that bid awards are overturned as a result of procedural errors or misapplication of law. | 0                | 0                   | 0                |                  |

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# 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 (ECM) system through partnership with external vendor and Information Services. Create effective learning programs for staff, both for the systems managed by Finance and as department liaison to LMS. Improve system efficiencies through the use of automation. Expedite e-commerce County-wide. Monitor adherence to Payment Card Industry (PCI) Standards. Manage system enhancements that improve end-user experience.

| Key Measures                                                   | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                  |                  |                     |                  |                  |
| Number of credit card/on-line payment implementations          | 0                | 5                   | 5                | 6                |
| Number of departments utilizing ECM for contract processing    | 0                | 21                  | 23               | 23               |
| Number of departments utilizing eTravel                        | 22               | 23                  | 23               | 23               |
| <b>Effectiveness</b>                                           |                  |                     |                  |                  |
| Percent of employees completing Payment Card Industry training | 100              | 100                 | 100              | 100              |

## 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                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                        |                  |                     |                  |                  |
| Number of days required to process invoices              | 12               | 10                  | 8                | 8                |
| <b>Effectiveness</b>                                     |                  |                     |                  |                  |
| Percent of vendor payments that are made electronically. | 71               | 75                  | 80               | 90               |

# Finance Department

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## Service Area: Reporting

**Description:** Required timely completion of comprehensive annual financial report (CAFR) using GAAP reporting and receiving unmodified opinion from external auditors. Timely, accurate completion of 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. Research and implement new pronouncements from the Governmental Accounting Standards Board (GASB). Continue to work with departments to enhance reporting functionality by utilizing our new reporting tools and technologies.

| Key Measures                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                               |                  |                     |                  |                  |
| Percent of annual audit that is issued an unmodified audit opinion | 100              | 100                 | 100              | 100              |

## Service Area: Risk Management

**Description:** Support the Risk Management 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                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                                     |                  |                     |                  |                  |
| Average number of days after month end to complete claims chargebacks | 33               | 29                  | 30               | 30               |
| <b>Effectiveness</b>                                                  |                  |                     |                  |                  |
| Number of auto claims per million miles driven                        | 30.0             | 29.0                | 28.0             | 27.0             |
| Number of worker's compensation claims per 100,000 worked             | 5.8              | 5.5                 | 5.4              | 5.3              |

# Finance Department

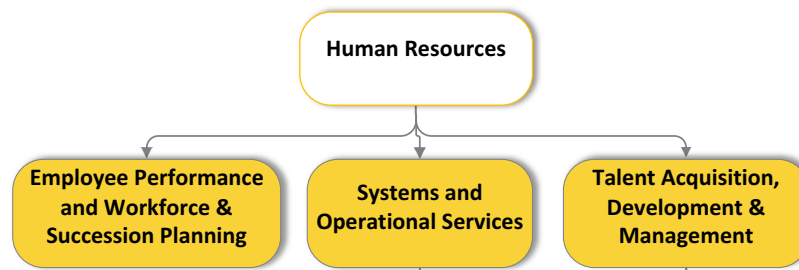
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## Service Area: Internal Audit

**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. Review audit reports for various departments, as requested. 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                                   | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                  |                  |                     |                  |                  |
| Number of internal audit projects completed    | 26               | 22                  | 24               | 25               |
| <b>Effectiveness</b>                           |                  |                     |                  |                  |
| Percent of projects that resulted in value add | 100              | 100                 | 100              | 90               |

# Human Resources



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$214              | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$214</b>       | <b>—</b>           | <b>—</b>           | <b>—</b>              |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$2,835,194        | \$3,589,432        | \$3,589,432        | \$3,541,271           | 94.9%         |
| Contractual Services                     | \$72,593           | \$75,877           | \$94,798           | \$41,464              | 1.1%          |
| Supplies, Materials and<br>Other Charges | \$97,145           | \$166,367          | \$185,359          | \$148,723             | 4.0%          |
| Capital Outlay                           | —                  | —                  | \$4,858            | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$3,004,932</b> | <b>\$3,831,676</b> | <b>\$3,874,447</b> | <b>\$3,731,458</b>    |               |
| <b>Number of FTEs</b>                    | <b>33.000</b>      | <b>36.000</b>      | <b>38.000</b>      | <b>36.000</b>         |               |

## Department Purpose and Goals

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

The purpose of Wake County Human Resources is to support the County in creating and maintaining a

work environment that allows employees to effectively deliver services to citizens. The Department has six central goals that guide our work objectives: (1) Deliver services and programs which are highly valued by our customers and viewed by other organizations as a model; (2) Aggressively manage benefit plans so that they are competitive and affordable; (3) Recruit, reward and retain diverse top talent as evidenced by being an employer of choice; (4) Champion the career and professional growth of employees to enhance the performance of the organization; (5) Promote a culture of diversity, respect, health and well-being; and (6) Maintain the integrity and compliance of our Human Resources' policies, procedures and programs.

## Major Accomplishments

One of the Human Resources Department goals is to deliver services and programs which are highly valued by our customers and viewed by other organizations as a model. The Department is well on its way to achieving that goal in FY 2021. Beginning in Fall of 2018, Human Resources partnered with Mercer and the Wake County leadership team to modernize the County's Classification, Compensation and Employee Performance Management systems, which will transform the County's approach to pay and performance management while creating a culture of high performance and accountability.

As part of this project, Human Resources updated the job classification and compensation systems to improve the way the County classifies and compensates employees and provided clarity on individual career growth at Wake County. Organized by Career Streams, Job Families, Job Sub-families and Job Titles, the new Career Structure better captures the diverse and important work being done by each member of Team Wake.

While it is typical for organizations to conduct reviews of this nature every 10 years or so, Wake County's Classification, Compensation and Performance Management systems had not been comprehensively reviewed in more than 20 years. The goals of the study were to: (1) Establish a clear compensation and employee performance management philosophy that supports the attraction, retention and development of a highly qualified, motivated, and diverse workforce of public servants; (2) Develop a modern classification and compensation system that is capable of meeting growing and evolving workforce needs; and (3) Create a modern employee performance management system that focuses on the growth and development of employees. The new Career Structure became effective Jan. 1, 2020.

Over the last three years and into the following year, the Department has developed new and updated current Human Resources policies. These policies and procedures assist the County in establishing and maintaining consistent practices in the workplace, ensuring compliance with employment legislation and informing employees of their responsibilities and

the County's expectations. To better prepare for the needs of the County, numerous HR staff gained certifications in EEO, Diversity, Conducting Investigations, Mental Health First Aid, and SAFe Agile.

As part of the Department's goal to champion the career and professional growth of our employees, Human Resources created a new supervisor training program called Foundations of Supervision. The newly designed program is concentrated into one full week and based on core competencies identified as essential for supervisors. Participants complete pre-course and post-course tests and are assessed on each competency. Test scores have shown remarkable improvement and over one hundred supervisors have completed the required training.

The Department developed and implemented 15 new e-learning training modules. E-learning is training that is provided via a computer or other digital device, allowing technology to facilitate learning anytime, anywhere. E-learning is a greener, more cost-effective way to provide training, is convenient and flexible, provides easy access to information, and can improve productivity and performance by allowing employees to participate anytime and revisit key information when they need it. It not only expands the Department's training reach, but it also provides the learner with learning opportunities they may not have because of travel, time or workload constraints. Through this endeavor, the Department tripled the number of training sessions completed annually from 4,000 in 2016 to just over 9,725 in 2019.

In an effort to continuously improve employee benefit offerings for our employees, the County added coverage for adult orthodontia. Wellness programs were expanded to include a full-time behavioral health staff and the County increased the EHC Wellness Coach from part-time to full-time. The County also added two new programs, Living Connected and Omada, to assist employees with pre-diabetes and diabetes. Finally, with a goal of extending the hours of health and medical services and breaking down walls to those services, the Department added the option for virtual



appointments during normal hours of operation and telehealth services 24 hours a day, 7 days a week. This allows employees to receive services anytime and from anywhere. The County was awarded Cigna Wellbeing Award for the Carolinas for the County's continued commitment to employee health and wellness. As part of the County's commitment to our employees, the Department also added paid Family Illness Leave for employees and expanded the type of leave that rolls to sick leave.

The Department met the deadline for ACA 1095 reporting to employees. Each year the Department continues to improve this process by developing a project plan, anticipating issues, and collaborating with Information Services and vendors to ensure a smooth process. In addition, the HRSM, Payroll and Benefits teams successfully implemented Advantage 3.11 upgrade, processed 5,251 W2s for employees, and the County had an active open enrollment for 4,200 employees and retirees.

## **FY21 Discussion**

The budget decreased by \$100,000 from the prior year, reflecting the net impact of three reductions detailed below, plus annualization of salary and benefit adjustments from the prior year.

The budget eliminates the Business Manager position added FY 2020 to manage the countywide benefits and wellness budget and execute the department's budget development, financial management and contract management duties (1.000 FTE, \$95,000).

The budget also eliminates funding for a compensation management software tool that supports hiring managers and informs countywide compensation decisions (\$26,000).

A Benefits Technician is eliminated, shifting workload to Customer Service Representative positions added in FY 2020 (1.000 FTE, \$59,000).

## **Horizon Issues**

HR will continue to leverage technology to enhance services and streamline processes. Potential technology projects include mobile apps for timesheets, a new recruitment system, and a new performance management system.

Another initiative will involve designing and expanding implementation of E-learning. E-learning saves cost in personnel, time, printing, and travel. It also provides the learner with opportunities despite time constraints and workload.

Human Resources is in the process of implementing training programs for managers to better prepare employees for these significant roles. The new training will be more focused, with a shorter time commitment, to allow a greater number of employees to participate.

# Human Resources

## Summary of Services and Performance Measures

### Service Area: Recruitment, Classification and Compensation

**Description:** Surveys, analyzes and recommends 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 assists departments with recruiting strategies. Maintains records management of employees and positions for compliance, accuracy, and FLSA compliance.

| Key Measures                                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                          |                  |                     |                  |                  |
| Number of days to fill position from posting (average) | 59               | 50                  | 50               | 45               |
| <b>Efficiency</b>                                      |                  |                     |                  |                  |
| Percent of voluntary turnover                          | 12               | 10                  | 8                | 8                |
| <b>Effectiveness</b>                                   |                  |                     |                  |                  |
| Percent of new hires retained through probation        | 94               | 95                  | 95               | 95               |
| Percent of positions filled first time posted          | 84               | 85                  | 85               | 85               |

### Service Area: Benefits and Wellness

**Description:** Design, selects, implements, administers and evaluates 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                                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                   |                  |                     |                  |                  |
| Percent of employees using Employee Health Center      | 64               | 60                  | 65               | 65               |
| Percent of participation in biometric health screening | 95               | 95                  | 95               | 95               |
| Percent of Participation in Biometric Health Screening | 97               | 90                  | 90               | 93               |

### 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                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                  |                  |                     |                  |                  |
| Percent of grievances resolved internally             | 88               | 85                  | 85               | 85               |
| Percent of employees participating in exit interviews | 26               | 30                  | 40               | 40               |
| Percent of Unemployment Insurance Liability Reduced   | 97               | 80                  | 80               | 80               |

# Human Resources

## Service Area: Training and Organizational Development

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

| Key Measures                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                      |                  |                     |                  |                  |
| Number of training sessions completed by employees | 9,725            | 10,000              | 8,000            | 8,000            |
| <b>Effectiveness</b>                               |                  |                     |                  |                  |
| Score for training evaluation out of 5 (average)   | 4                | 4                   | 4                | 4                |

## Service Area: Payroll

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

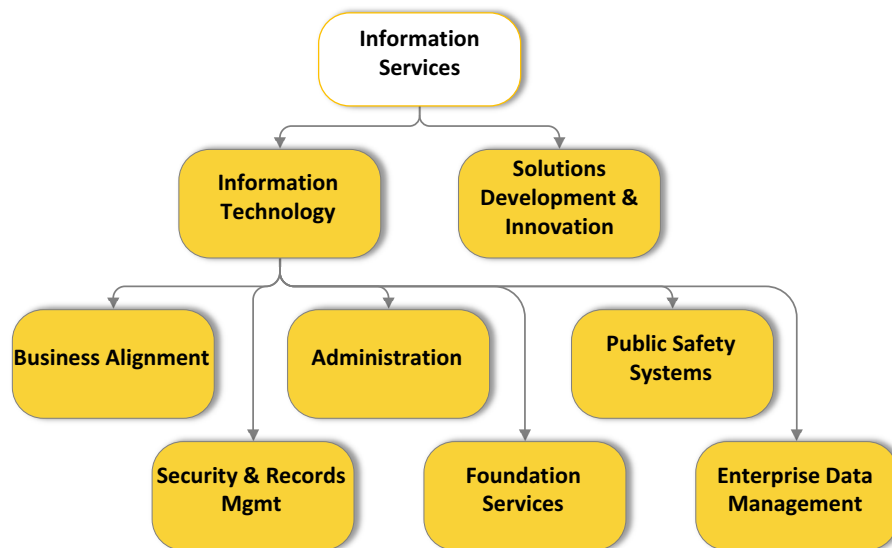
| Key Measures                        | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                       |                  |                     |                  |                  |
| Percent of time payroll is accurate | 99               | 99                  | 99               | 99               |
| <b>Efficiency</b>                   |                  |                     |                  |                  |
| Percent of paper checks reduced     | 6                | 5                   | 10               | 10               |

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

**Description:** Provides 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                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                           |                  |                     |                  |                  |
| Percent of electronic W-2 participation | 35               | 40                  | 40               | 40               |

# Information Services



## Department Summary

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Charges For Services                     | \$65                | —                   | —                   | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$65</b>         | <b>—</b>            | <b>—</b>            | <b>—</b>              |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$11,854,481        | \$13,909,045        | \$13,862,545        | \$13,541,696          | 67.0%         |
| Contractual Services                     | \$4,522,368         | \$6,106,984         | \$6,277,362         | \$5,983,373           | 29.6%         |
| Supplies, Materials and<br>Other Charges | \$514,683           | \$597,117           | \$580,117           | \$695,626             | 3.4%          |
| Capital Outlay                           | —                   | \$44,394            | \$44,394            | —                     | 0.0%          |
| Transfers Out                            | \$300,000           | —                   | —                   | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$17,191,531</b> | <b>\$20,657,540</b> | <b>\$20,764,418</b> | <b>\$20,220,695</b>   |               |
| <b>Number of FTEs</b>                    | <b>104.750</b>      | <b>115.750</b>      | <b>115.750</b>      | <b>111.750</b>        |               |

## Department Purpose and Goals

Information Services provides innovative, reliable, and responsible technology solutions. As the primary technology provider for County departments, IS is responsible for managing and administering technology systems and services. The department 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 has four goals: Provide, maintain, update, and expand technical infrastructure to create a foundation for the County's business operations; collaborate with customers to design and implement effective and sustainable solutions in support of business needs; identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by County departments; and improve access to County information and services.

## Major Accomplishments

Wake County is consistently recognized as an innovative nationwide technology leader among large counties. The Information Services Department has ranked among the top 5 counties with populations of 1 million or more in the Digital Counties Survey, an annual competition sponsored by the National Association of Counties and the Center for Digital Government. A strong focus on innovation, being an open data pioneer, and improving cybersecurity are just a few reasons Wake County ranked 5th Place in 2019.

Information Services introduced several initiatives in FY 2020 to improve transparency and public access to the Wake County Board of Commissioners. The room used for BOC work sessions was upfitted with camera and microphones, and the devices were integrated into the current video streaming platform. BOC work sessions can now be live streamed and published to the Wake County website the same as regular meetings. A new website was introduced in February that allows members of the public to sign up electronically to speak during public hearings and Board meeting comment periods. The public may sign up using a mobile device or the kiosk located outside the boardroom. Information Services also developed an electronic application process to facilitate community organization funding requests.

Risk must be constantly assessed to keep up with the ever-evolving threat landscape. In FY 2020, Information Services launched major cybersecurity enhancement projects. Initiatives include endpoint protection, expanded use of multi-factor authentication, and micro-segmentation.

Information Services continued to enhance cybersecurity awareness training and compliance for County employees. Employees must complete mandatory quarterly training in order to maintain access to County systems. This has increased the on-time completion rate from 73% to 98%. In addition, the percent of user susceptible to phishing simulations continues to decrease and remains well below the baseline for government entities.

An Enterprise Data Management Program was introduced in FY20. A newly hired Chief Data Officer is leading efforts to implement data practices

that promote data driven decision making, and enhance the County's open data portal in support of public transparency and data storytelling. Initial achievements include selection of an enterprise data analytics tool, development of a data governance council, and creation of "aWake," a peer group that provides online and in-person opportunities to collaborate and learn about data related subjects.

Significant investments were made in FY20 to modernize critical information technology resources. These include expansion of Microsoft Office 365 tools, major upgrades of the County's enterprise resource planning system and computer aided dispatch system, and complete re-writes of critical tax administration applications, including property tax billing and collections, appraisals, and revaluations.

## FY21 Discussion

The Information Services budget decreased from prior year. The reductions accepted in the Information Services budget include:

Reclassification of an Identity and Access Management (IAM) Architect that had been a long-term vacancy to a lower salary Data Engineer position to shift resources to Enterprise Data Management program (\$23,000).

Elimination of a temporary staffing contract for implementation of voice over IP phones (\$48,000).

Elimination of planned purchase of an enterprise tool that would close gaps in public records keeping (\$80,000).

Elimination of after-hours support for County SharePoint platforms (\$18,000).

Elimination of an Information Services intern position (\$18,000).

Reduction of funding for a multi-factor authentication system for the County's VPN network to match actual contract expenditures (\$110,000).

Reduction of employee professional development, including continuing education training, professional conference attendance, subscriptions to training

# Information Services

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resources, and memberships in professional organizations (\$45,000).

Elimination of contracted recruitment and job placement services that help Information Services recruit technical skillsets required for difficult-to-hire positions (\$52,000).

Reduction in equipment and supply costs such as licensing for software such as Visio, printing/office supplies, and food for department meetings (\$19,000)

Delay in hiring for vacant Innovations and Solutions Development Director position (\$36,000).

Elimination of one vacant IT Procurement Technician that handles the procurement and asset management of County IT resources (1.000 FTE, 92,000).

Elimination of one vacant IT Business Analyst position in the County's Solutions Development program (1.000 FTE, 124,000).

Reduction in force of one Land IT Business Analyst position that added capacity to the implementation of County land systems (1.000 FTE, 119,000).

Reduction in force of one Land IT Engineer Land Systems position that assists the development and implementation of Tax Administration systems (1.000 FTE, 142,000)

## Horizon Issues

The Raleigh metro area is consistently rated one of the best places to work in the United States. Hiring IT

professionals in the increasingly competitive job market continues to be difficult, particularly attracting Security, SQL and .Net Developer resources.

As the workforce becomes more mobile, demand increases for device portability, and applications become more mobile friendly, Information Services 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. There are several related initiatives and processes in place today: document management, content management and public records management. 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

## Service Area: Network Services

**Description:** Wide Area Network and Local Area Network services for County facilities. Wide Area Network services are also provided to municipalities and the ABC Board. Services include Internet service (primary and backup), wired and wireless network design, network upgrades, virtual private network, remote access, and support.

| Key Measures                                                                                                                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                               |                  |                     |                  |                  |
| Percent of network Support Requests: requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent). | 99.00            | 100.00              | 99.00            | 99.00            |
| Percent of time Internet is available, except for published maintenance periods                                                                                    | 100.00           | 94.00               | 99.00            | 99.00            |
| Percent of time network is available for critical facilities and campuses, except for published maintenance periods                                                | 99.90            | 99.90               | 99.90            | 99.90            |

## Service Area: Server Services

**Description:** Provide and manage network server hardware, server operating systems, and server virtualization platforms, including backup-and-recovery services and patch management. Provide and manage enterprise data storage systems. Manage network directory services that provide authentication and authorization for access to hosted resources. Manage an enterprise fax system, and network file and print services.

| Key Measures                                                                                                                                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                   |                  |                     |                  |                  |
| Percent of server support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 99.00            | 100.00              | 99.00            | 99.00            |

# Information Services

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## Service Area: Security Services

**Description:** Provide design, management, monitoring and support of security systems and policies. Platforms include workstation, server and gateway anti-virus, firewall log monitoring, email content filtering (spam) services, email and flash drive encryption, secure sockets layer encryption, network traffic load balancing, intrusion prevention, Internet traffic filtering and usage reporting, domain name management, security awareness training for staff, vulnerability management, and server/desktop patch recommendations.

| Key Measures                                                                                                                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                     |                  |                     |                  |                  |
| Percent of security support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 70.00            | 38.00               | 58.00            | 75.00            |
| Percent of staff that have completed mandatory security awareness training modules                                                                       | 93.00            | 100.00              | 99.00            | 99.00            |

## Service Area: Enterprise Messaging

**Description:** Provide e-mail, calendaring, instant messaging and employee directory management. This includes the provisioning and de-provisioning of network and e-mail accounts and managing the integration of email and the employee directory with other County platforms.

| Key Measures                                                                                                                                                         | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                                 |                  |                     |                  |                  |
| Percent of enterprise messaging support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 99.50            | 99.60               | 100.00           | 100.00           |



# Information Services

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## Service Area: Telecom Services

**Description:** Provide consultation and implementation services for telecommunications services including telephone set provisioning, call management systems, voice mail, etc. Provide management of wiring and cabling service contracts, installations of voice and data wiring and management of wiring jobs for County owned and leased facilities. Manage contracts for the provision of local, long distance services.

| Key Measures                                                                                                                                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                          |                  |                     |                  |                  |
| Percent of mobile device support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 96.00            | 94.00               | 99.00            | 99.00            |
| Percent of telecom support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)       | 94.00            | 97.00               | 99.00            | 99.00            |

## Service Area: Desktop Support

**Description:** Provide computer equipment hardware, software, and hand-held device support and maintenance, configuration and installation services, equipment moves and remote and on-site diagnostic, repair, troubleshooting, and replacement services. Also, provides system and application specific technical support including upgrades, documentation, training of end users, report creation, troubleshooting and issue resolution.

| Key Measures                                                                                                                                                 | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                         |                  |                     |                  |                  |
| Percent of time desktop support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 99.90            | 99.90               | 99.00            | 99.00            |

# Information Services

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

**Description:** Provide hardware and software telephone and email-based support including service request management, problem resolution, and desktop technician or other specialist dispatching for services not able to be provided remotely. Procurement services including ordering, receiving, inventorying, and surplus management of computer hardware and software components.

| Key Measures                                                                                                                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                     |                  |                     |                  |                  |
| Percent of helpdesk support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 56.00            | 93.00               | 99.00            | 99.00            |

## Service Area: Applications Development

**Description:** Provide application development, management and support focused on Microsoft products, including the .Net Framework and SharePoint. Manage enterprise SharePoint environment including WakeGOV.com, WakeEmployees.com and team sites, and provide support for the County web and collaboration environment. Manage and support http application traffic using the County traffic management platform.

| Key Measures                                                                                                                                                    | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                            |                  |                     |                  |                  |
| Percent of time SharePoint support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 100.00           | 100.00              | 99.90            | 99.90            |
| Percent of time WakeGOV application is available, 24/7, except for published maintenance periods                                                                | 95.00            | 97.00               | 99.00            | 99.00            |

# Information Services

## Service Area: eWake - ERP

**Description:** Support is outsourced to the vendor (CGI) with County staff assigned for system security, reporting, vendor management, interfaces, and other responsibilities.

| Key Measures                                                                                                                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                                  |                  |                     |                  |                  |
| Percent of time Advantage finance and budget application is available, except for published maintenance periods                                                       | 99.90            | 99.90               | 99.80            | 99.80            |
| Percent of time Advantage human resources application is available, except for published maintenance periods                                                          | 99.30            | 99.70               | 99.80            | 99.80            |
| Percent of time eWake Enterprise support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 87.00            | 94.00               | 99.00            | 99.00            |
| Percent of time Information Advantage application is available, except for published maintenance periods                                                              | 100.00           | 100.00              | 99.80            | 99.80            |
| Percent of time Self-Service application is available, except for published maintenance periods                                                                       | 99.90            | 100.00              | 99.80            | 99.80            |

## Service Area: Human Services Systems

**Description:** Provide computer system administration, business analysis, project management, contract review and creation, RFP creation, staff training, organizational project review and prioritization, application, portfolio management, and strategic and business planning for public health and social services applications.

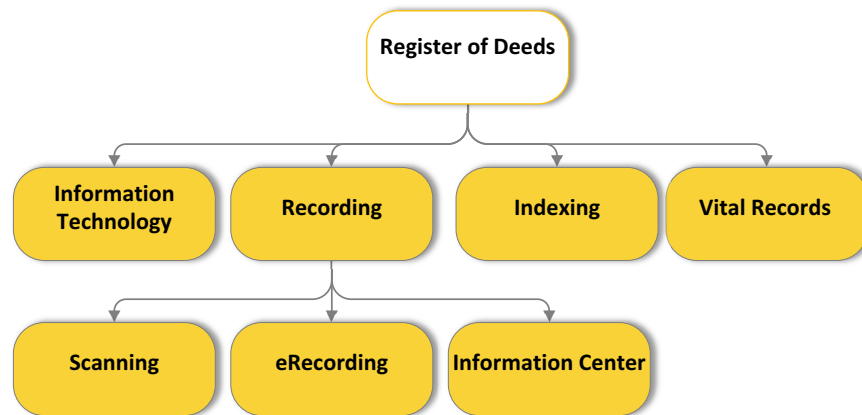
| Key Measures                                                                                                                                               | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                                                                       |                  |                     |                  |                  |
| Percent of time GE Centricity requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent) | 99.90            | 99.90               | 99.90            | 99.90            |

## Service Area: Innovation

**Description:** Collaborate with customers to design and implement effective and sustainable solutions in support of business needs. Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers.

| Key Measures                                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                            |                  |                     |                  |                  |
| Number of information technology projects completed within the last year | 99               | 100                 | 99               | 99               |

# Register of Deeds



## Department Summary

|                                       | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                      |                     |                     |                     |                       |               |
| Taxes                                 | \$14,305,615        | \$13,260,000        | \$13,260,000        | \$9,653,000           | 61.6%         |
| Charges For Services                  | \$5,197,418         | \$5,617,816         | \$5,617,816         | \$5,682,890           | 36.3%         |
| Licenses & Permits                    | \$169,670           | \$209,814           | \$209,814           | \$208,814             | 1.3%          |
| Interest Income                       | \$26,313            | \$5,020             | \$5,020             | \$5,020               | 0.0%          |
| Miscellaneous                         | \$(6,337)           | —                   | —                   | —                     | 0.0%          |
| Other Financing Sources               | —                   | \$45,184            | \$275,843           | \$119,838             | 0.8%          |
| <b>Revenue Totals</b>                 | <b>\$19,692,680</b> | <b>\$19,137,834</b> | <b>\$19,368,493</b> | <b>\$15,669,562</b>   |               |
| <b>Expenditures:</b>                  |                     |                     |                     |                       |               |
| Salary / Benefits                     | \$2,468,616         | \$2,798,105         | \$2,798,105         | \$2,747,277           | 84.5%         |
| Contractual Services                  | \$447,531           | \$386,364           | \$587,877           | \$361,129             | 11.1%         |
| Supplies, Materials and Other Charges | \$100,297           | \$200,431           | \$207,460           | \$143,572             | 4.4%          |
| <b>Expenditure Totals</b>             | <b>\$3,016,444</b>  | <b>\$3,384,900</b>  | <b>\$3,593,442</b>  | <b>\$3,251,978</b>    |               |
| <b>Number of FTEs</b>                 | <b>41.000</b>       | <b>41.000</b>       | <b>41.000</b>       | <b>40.000</b>         |               |

## Department Purpose and Goals

The Wake County Register of Deeds Office 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 and other documents such as deeds, deeds of trust, satisfactions, assumed business names, agreements, and memos. They make them available for inspection online. Additionally, the Register of Deeds is responsible for issuing marriage licenses and issuing certified copies of birth, marriage, and death certificates to members of the public. This requires recording, scanning, and indexing all births, marriage, and deaths that occur in Wake County. The Register of Deeds office prides

# Register of Deeds

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itself on providing great customer services while making sure all public records are securely maintained.

## Major Accomplishments

The Register of Deeds implemented a new vital records application designed to streamline the input and requests for birth and death certificates and modernize the application and issuance of marriage licenses. Ease of access for vital records throughout the office has increased, and staff efficiency and accuracy continues to improve in locating applications when customers arrive, reducing wait time. Continued efforts to encourage customers to apply for certified copies of marriage licenses or birth certificates online have been successful. Online ordering has resulted in a more accurate capture of information and a better customer experience.

To improve the archiving of historic documents, the Register of Deeds undertook the preservation of maps from 1885-1927. The restored maps were delivered to the Register of Deeds office in December and are being scanned into the system with anticipated completion by the end of FY 2020. Once the project has been completed the public will have access to high quality scans of plat maps from the turn of the 20th century.

## FY21 Discussion

The budget decreased by \$133,000 from the prior year from reductions detailed below.

A Register of Deeds Technician position supporting the department's property and vital records functions is eliminated (1.000 FTE, \$57,000).

Funding for employee training and associated travel was decreased (\$16,000).

The budget decreases funding for office supplies to more closely align the budget with prior year actual spending patterns (\$15,000).

Printing with outside vendors is decreased to align with recent actual spending patterns (\$15,000).

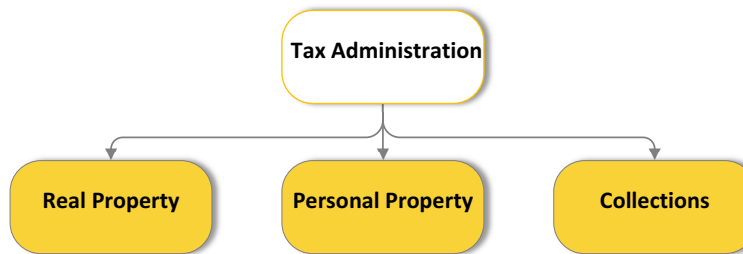
The budget also decreases funding for postage (\$10,000). The department has experienced reduced postage costs as e-recording has increased.

An IT position in the Register of Deeds department is transferred to the department's Automation subfund (\$119,000).

## Horizon Issues

The Register of Deeds will work to maximize the benefits from improved functionality of the new vital records application while continuing to improve recording operations and index searchability.

# Tax Administration



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                     |                     |                       |               |
| Charges For Services                     | \$997,146          | \$1,005,000         | \$1,005,000         | \$1,035,000           | 28.7%         |
| Interest Income                          | \$111,598          | —                   | —                   | —                     | 0.0%          |
| Miscellaneous                            | \$493              | \$500               | \$500               | \$500                 | 0.0%          |
| Other Financing Sources                  | —                  | \$1,431,873         | \$1,431,873         | \$695,959             | 19.3%         |
| Transfers                                | \$2,400,000        | \$2,400,000         | \$2,400,000         | \$1,881,000           | 52.1%         |
| <b>Revenue Totals</b>                    | <b>\$3,509,237</b> | <b>\$4,837,373</b>  | <b>\$4,837,373</b>  | <b>\$3,612,459</b>    |               |
| <b>Expenditures:</b>                     |                    |                     |                     |                       |               |
| Salary / Benefits                        | \$5,252,816        | \$5,691,215         | \$5,691,215         | \$5,706,499           | 54.8%         |
| Contractual Services                     | \$1,388,413        | \$2,607,798         | \$2,607,798         | \$1,415,659           | 13.6%         |
| Supplies, Materials and<br>Other Charges | \$2,405,578        | \$2,881,158         | \$2,881,158         | \$2,812,971           | 27.0%         |
| Debt                                     | \$3,344            | \$3,170             | \$3,170             | \$3,770               | 0.0%          |
| Transfers Out                            | —                  | \$1,000,000         | \$1,000,000         | \$481,000             | 4.6%          |
| <b>Expenditure Totals</b>                | <b>\$9,050,150</b> | <b>\$12,183,341</b> | <b>\$12,183,341</b> | <b>\$10,419,899</b>   |               |
| <b>Number of FTEs</b>                    | <b>73.000</b>      | <b>76.000</b>       | <b>76.000</b>       | <b>76.000</b>         |               |

## Department Purpose and Goals

Tax Administration 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.

Tax Administration 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, the office works as

# Tax Administration

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efficiently as possible to increase productivity and control costs.

## Major Accomplishments

Wake County Tax Administration remains a consistent leader in County property tax collection within North Carolina and achieved an overall collection rate of 99.90% for FY 2019. This was the department's highest collection rate to date and exceeded all other North Carolina counties.

Tax Administration completed the 2020 countywide reappraisal. Notices of appraised value were mailed to real property owners in January 2020. Tax Administration and Wake County Information Services collaborated to design and implement a Revenue Neutral Tax Calculator that was released in partnership with the mailing of the notices of appraised value.

An essential priority of Tax Administration is to provide timely, accurate and professional customer service. For FY 2019, department staff responded to 81,310 calls with 3,960 inbound calls abandoned, which is a 95.13% call response rate.

## FY21 Discussion

Funding for contract appraisers utilized for reappraisal is reduced. County staff appraisers will be redirected to fill the gap of this reduction (\$369,000).

The intrafund transfer to the Revaluation Sub-Fund has been reduced (\$519,000). This reduction results in an increased use of uncommitted funds in FY 2021 (\$150,000).

The department will delay hiring one vacant Appraiser position (\$74,000).

## Horizon Issues

The property tax billing and collection software is currently undergoing a redesign to allow for improved performance, increased security, and features to increase efficiency. The system redesign is anticipated to be completed by end of 2022.

The Wake County Board of Commissioners opted to shorten the countywide reappraisal cycle to four years in the spring of 2016, creating a need to increase appraisal staff. Eight full time staff appraiser positions have been added to reduce the reliance on contract appraisal staff. If shortening the reappraisal cycle to fewer than four years is anticipated, additional permanent staff would be investigated to eliminate the need for contract appraisal staff in any part of the reappraisal process.

### Projected Revenue and Expenditures for the 2021 Reappraisal Cycle

|                            | FY 2018 Actuals | FY 2019 Actuals | FY 2020 Estimate | FY 2021 Budget |
|----------------------------|-----------------|-----------------|------------------|----------------|
| <b>Revenues:</b>           |                 |                 |                  |                |
| Transfer from General Fund | 1,000,000       | 1,000,000       | 1,000,000        | 481,000        |
| Interest Revenues          | 39,663          | 111,598         |                  |                |
| Revenues Total             | 1,039,663       | 1,111,598       | 1,000,000        | 481,000        |
| <b>Expenditures:</b>       |                 |                 |                  |                |
| Temporary Staffing         | -               | 27,045          | 130,000          | 100,000        |
| Contracted Services        | 557,039         | 1,176,262       | 1,682,817        | 1,037,159      |
| Operating Expenses         | 50,262          | 69,782          | 115,643          | 39,800         |
| Expenditures Total         | 607,301         | 1,273,089       | 1,928,460        | 1,176,959      |

# Tax Administration

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## Projected Revenue and Expenditures for the 2021 Reappraisal Cycle

### Fund Balance:

|                            |           |           |           |           |
|----------------------------|-----------|-----------|-----------|-----------|
| Beginning Fund Balance     | 3,187,080 | 3,619,442 | 3,457,951 | 2,529,491 |
| Increase Uncommitted Funds | 432,362   |           |           |           |
| Use of Uncommitted Funds   |           | (161,491) | (928,460) | (695,959) |
| Ending Fund Balance        | 3,619,442 | 3,457,951 | 2,529,491 | 1,833,532 |

**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.

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## Service Area: Collection of Property Taxes

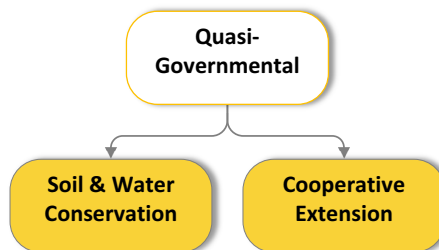
**Description:** Properly post and deposit current taxes and exercise every lawful method to collect delinquent taxes. Provide automated and in-person payment options that are convenient to taxpayers.

| Key Measures                                               | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                       |                  |                     |                  |                  |
| Percent of real estate and personal property tax collected | 99.90            | 0.00                | 0.00             |                  |

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# Quasi-Governmental



## Department Summary

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                  |                   |                   |                       |               |
| State                                    | \$25,500         | \$25,500          | \$25,500          | \$25,500              | 96.2%         |
| Charges For Services                     | —                | \$1,000           | \$1,000           | \$1,000               | 3.8%          |
| <b>Revenue Totals</b>                    | <b>\$25,500</b>  | <b>\$26,500</b>   | <b>\$26,500</b>   | <b>\$26,500</b>       |               |
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Salary / Benefits                        | \$470,563        | \$488,682         | \$488,682         | \$476,793             | 59.3%         |
| Contractual Services                     | \$254,156        | \$256,443         | \$283,439         | \$259,561             | 32.3%         |
| Supplies, Materials and<br>Other Charges | \$59,020         | \$68,162          | \$63,621          | \$67,074              | 8.3%          |
| <b>Expenditure Totals</b>                | <b>\$783,740</b> | <b>\$813,287</b>  | <b>\$835,742</b>  | <b>\$803,428</b>      |               |
| <b>Number of FTEs</b>                    | <b>6.000</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. These functions were reflected in Non-Departmental before FY 2018.

## FY21 Discussion

The budget decreased from the prior year as the Soil and Water Conservation District was reduced by 7%.

## Soil & Water Conservation District

### Division Summary - Quasi-Governmental

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                  |                   |                   |                       |               |
| State                                    | \$25,500         | \$25,500          | \$25,500          | \$25,500              | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$25,500</b>  | <b>\$25,500</b>   | <b>\$25,500</b>   | <b>\$25,500</b>       |               |
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Salary / Benefits                        | \$470,563        | \$488,682         | \$488,682         | \$476,793             | 89.3%         |
| Contractual Services                     | —                | \$10,000          | \$20,044          | \$10,000              | 1.9%          |
| Supplies, Materials and<br>Other Charges | \$45,516         | \$48,076          | \$49,592          | \$47,063              | 8.8%          |
| <b>Expenditure Totals</b>                | <b>\$516,079</b> | <b>\$546,758</b>  | <b>\$558,318</b>  | <b>\$533,856</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 Wake Soil and Water Conservation District works to ensure healthy watersheds and healthy communities through science-based application of watershed management principals. The mission is to conserve Wake County's soil, water, and natural resources by providing education, information, technical assistance, and economic incentives to county citizens. The district also establishes 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 sustainably working lands, protecting natural resources, promoting environmental stewardship, and innovative leadership during changing times.

### Major Accomplishments

Applied conservation practices, such as engineered grassed waterways, field borders, or cover crops to 3,900 acres to reduce the amount of sediment and nutrients entering surface waters. Development of conservation plans on 1,800 acres to reduce soil erosion and improve soil quality. In livestock agriculture, assisted farms with pasture renovations and provided nutrient management technical assistance to improve water quality by preventing runoff of animal waste to creeks and streams.

Wake Soil and Water Conservation District conducted public outreach to 2,900 citizens on soil health and water quality at schools and various events. Training was also provided to 18 Wake County middle and high school teams in preparation for the annual Envirothon competition.

Conservation staff work with partners to provide technical workshops throughout the year. Meetings are held in rural Wake County between farmers and the Soil and Water Conservation District. Over 140 farm and forest landowners attended the 14th Annual Keeping the Farm Workshop, which provides conservation, easement, and estate planning information for landowners.

Volunteers donated over 3,400 hours and removed 24,200 lbs. of litter from watersheds in Wake County as part of the Soil and Water coordinated Big Sweep program.

### FY21 Discussion

The budget decreased by \$13,000 to match the salaries and benefits of current staff, as well as reducing the budgeted salary of a vacant Natural Resource Conservationist position.

### Horizon Issues

Wake County Soil and Water Conservation District provides technical assistance to landowners of of

farm and forestry parcels that, according to NC 2012 Agricultural Census Data, is a greater amount of land in farm and forest than 58 other counties in North Carolina. With 1.1 million residents in Wake County, the number of clients contacting the department continues to increase.

In 2018, a new Farm Bill passed with increased requirements for conservation compliance to Federal programs. All farms are required to follow conservation measures to reduce soil loss on erosion-prone lands to participate in USDA federal programs. The district expects to see a significant increase in requests for conservation plans through 2022.

The Soil and Water Conservation District continues to focus on outreach to increase the amount of cover crops and no-till best management practices on cropland over the next three years. The deluge of rainfall during the spring and fall of 2018 created an increase of sediment runoff from plowed fields, which was preventable. The increased rainfall from tropical storms and hurricanes have created a substantial amount of damage to crop fields and increased the sediment runoff from plowed fields. The department will focus on changes in farming operations to include more winter/summer cover crops and increased amounts of ground residue on crop fields to protect them from large storms.

# Quasi-Governmental

## Summary of Services and Performance Measures

### Service Area: Conservation & Technical Fieldwork

**Description:** Natural Resource Conservationists provide technical assistance to landowners throughout the County and connect them with financial resources to implement conservation work. Conservation Plans are developed based on setting to include agronomic and engineering practices such as runoff management, cropland conversion for erosion control, sustainable forest management, created wetlands, establishing field borders, wildlife management, and more. Applications include: critical area planting, water catchment, protecting heavy use areas for livestock, establishing grassed waterways, diversions, fencing and livestock exclusion, animal stream crossings, and stock trails.

| Key Measures                                                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                             |                  |                     |                  |                  |
| Value of grants paid to landowners for completed contracts                               | 230,927          | 175,000             | 225,000          | 250,000          |
| <b>Output</b>                                                                            |                  |                     |                  |                  |
| Number of acres of installed best management practices for water quality and soil health | 3,882            | 3,000               | 4,000            | 5,000            |
| Number of technical assistance requests responded to on farms                            | 495              | 500                 | 500              | 500              |
| <b>Effectiveness</b>                                                                     |                  |                     |                  |                  |
| Pounds of nitrogen diverted from water through installed best management practices       | 36,909           | 25,000              | 30,000           | 30,000           |

### Service Area: Farmland and Economic Development in Ag Community

**Description:** Providing support to an economically viable agribusiness community. Successfully preserving, enhancing, and restoring Wake County's finite natural resources on active farms and forestry parcels. Natural Resource Conservationists help landowners to establish voluntary preservation and conservation of active tracts and open space (private and public). To fund conservation measures, conservationists connect landowners with outside funding sources that promote resource preservation. Support local fresh foods for the health of our citizens and viability of our economy.

| Key Measures                                                                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                               |                  |                     |                  |                  |
| Number of new acreage enrollments in Voluntary Agriculture District Program | 1,586            | 500                 | 500              | 1,000            |
| <b>Effectiveness</b>                                                        |                  |                     |                  |                  |
| Number of conservation acres planned                                        | 1,774            | 1,500               | 2,000            | 2,000            |

# Quasi-Governmental

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## Service Area: Environmental Education and Volunteer Coordination

**Description:** Ensuring that Wake County residents, the business community, partnering governmental agencies and local leaders have opportunities to be informed and educated about environmental issues. Technical and program information is provided to assist businesses, landowners, homeowners in making informed decisions regarding land use. Organizing and engaging volunteers for the protection of Wake County's natural resources. Implementing exclusive Watershed Stewardship School certification program.

| Key Measures                                     | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                     |                  |                     |                  |                  |
| Number of hours of youth environmental education | 1,956            | 1,500               | 1,700            | 2,000            |
| <b>Output</b>                                    |                  |                     |                  |                  |
| Number of Wake County Big Sweep volunteers       | 1,179            | 1,000               | 1,200            | 2,000            |

## Cooperative Extension

### Division Summary - Quasi-Governmental

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                  |                   |                   |                       |               |
| Charges For Services                     | —                | \$1,000           | \$1,000           | \$1,000               | 100.0%        |
| <b>Revenue Totals</b>                    | —                | \$1,000           | \$1,000           | \$1,000               |               |
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Contractual Services                     | \$254,156        | \$246,443         | \$263,395         | \$249,561             | 92.6%         |
| Supplies, Materials and<br>Other Charges | \$13,505         | \$20,086          | \$14,029          | \$20,011              | 7.4%          |
| <b>Expenditure Totals</b>                | \$267,661        | \$266,529         | \$277,424         | \$269,572             |               |

### Division Purpose and Goals

The Wake County Center of North Carolina Cooperative Extension partners with the community to deliver non-formal education that enhances the lives, land, and economy in Wake County. The Center functions as a County unit within the Northeast District of the NC Cooperative Extension system and as a unit of local government with accountability to the County Manager. The program is jointly funded by the two entities and administered in alignment with a signed Memorandum of Agreement between the Board of County Commissioners and North Carolina State University.

As an entity, the Cooperative Extension is responsive and dynamic, mobilizing to address the needs of the people, communities, the environment, and the economy. The educational resources in the Wake County Extension Center are aligned with one of three core program areas established at the State level and applied to five separate priorities identified by Wake County Board of County Commissioners. NCCE program areas include: Food, Agriculture and Youth.

### Major Accomplishments

In FY 2020, Cooperative Extension continued its work with 4-H volunteer leaders, Master Gardeners, AmeriCorps members, and the Crosby Advocacy and Action Teams to improve food access in Wake County by conducting on farm demonstrations,

expanding access to niche markets, and supporting the Capital Area Food Network.

Cooperative Extension increased support for leadership and entrepreneurial development through the Grassroots Non-Profit Leadership Academy and a new grant with the City of Raleigh.

Alongside its continued support of the Wake One Water Partnership in FY 2020, Cooperative Extension worked to increase County rainwater harvesting and streambank restoration.

### FY21 Discussion

The budget increased by \$3,000 due to an adjustment to the contract with North Carolina State University to account for the State's FY2020 merit increases.

### Horizon Issues

Population growth is increasing the demand on food system sectors. To address these demands, a number of areas are being researched including: food production, food processing, and sustainable, urban agriculture.

Clients are asking for information and best practices to manage climate change pressures. There is a greater demand for education about protecting the drinking water supplies; identifying new insect pests that may bring serious health problems; and mitigating the effects of extreme high and low temperatures, allergens, air quality and drought.

## Summary of Services and Performance Measures

### Service Area: Urban Agriculture

**Description:** Support the growth and development of urban agriculture in Wake County and work to increase access to local, healthy food for all residents.

| Key Measures                                                                                        | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                                       |                  |                     |                  |                  |
| Number of residents increasing skills to grow healthy food                                          | 1,250            | 1,300               | 1,500            | 1,500            |
| Number of volunteer hours contributed by youth and adults through Wake County Cooperative Extension | 38,917           | 40,000              | 45,000           | 50,000           |
| <b>Effectiveness</b>                                                                                |                  |                     |                  |                  |
| Number of targeted schools reporting a dedicated food security resource                             | 94               | 120                 | 150              | 194              |
| Percent of students qualifying for free lunch who participate in Universal Breakfast                | 49               | 50                  | 54               | 100              |

### Service Area: Sustainable Farming

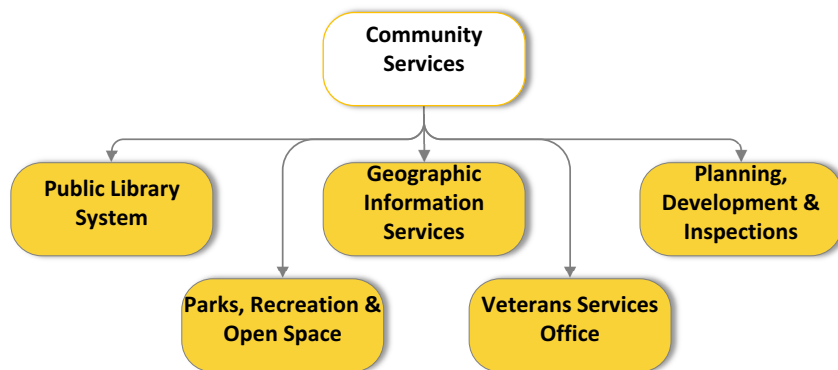
**Description:** Ensure farms remain economically viable and protect natural resources, including open space. Provide education to professionals and consumers to ensure water quality for our growing population.

| Key Measures                                                                                                                                                                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                                                                                                               |                  |                     |                  |                  |
| Number of landscape professionals and farmers receiving education in the proper use of pesticides, market expansion, or improved production practices for plants or animals | 6,750            | 7,000               | 8,000            | 10,000           |
| Number of participants in site visits and trainings documenting impact associated with stream bank restoration                                                              | 215              | 215                 | 250              | 250              |
| Total number of relationships facilitated resulting in increased participation in the local food system                                                                     | 3,065            | 3,100               | 5,000            | 8,000            |





# Community Services



## Department Summary

|                                                       | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|-------------------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                                      |                     |                     |                     |                       |               |
| State                                                 | \$588,897           | \$602,000           | \$602,000           | \$602,000             | 13.9%         |
| Local                                                 | \$12,035            | —                   | —                   | —                     | 0.0%          |
| Charges For Services                                  | \$1,018,562         | \$879,194           | \$879,194           | \$743,355             | 17.2%         |
| Licenses & Permits                                    | \$4,067,629         | \$3,608,726         | \$3,608,726         | \$2,874,981           | 66.4%         |
| Miscellaneous                                         | \$159,481           | \$115,000           | \$115,000           | \$110,000             | 2.5%          |
| <b>Revenue Totals</b>                                 | <b>\$5,846,605</b>  | <b>\$5,204,920</b>  | <b>\$5,204,920</b>  | <b>\$4,330,336</b>    |               |
| <b>Expenditures:</b>                                  |                     |                     |                     |                       |               |
| Salary / Benefits                                     | \$27,229,931        | \$30,280,283        | \$30,280,283        | \$29,041,108          | 73.7%         |
| Contractual Services                                  | \$1,146,813         | \$1,120,225         | \$1,177,636         | \$983,512             | 2.5%          |
| Supplies, Materials and<br>Other Charges              | \$8,831,489         | \$9,981,426         | \$10,297,047        | \$9,378,775           | 23.8%         |
| Capital Outlay                                        | \$68,972            | \$84,202            | \$105,352           | \$2,605               | 0.0%          |
| Transfers Out                                         | —                   | \$26,500            | \$26,500            | —                     | 0.0%          |
| <b>Expenditure Totals</b>                             | <b>\$37,277,205</b> | <b>\$41,492,636</b> | <b>\$41,886,818</b> | <b>\$39,406,000</b>   |               |
| <b>Expenditures by Division</b>                       |                     |                     |                     |                       |               |
| Community Services<br>Management and Budget<br>Office | \$845,307           | \$907,460           | \$907,460           | \$895,482             | 2.3%          |
| Geographic Information<br>Services                    | \$1,922,779         | \$2,175,880         | \$2,175,880         | \$2,039,170           | 5.2%          |
| Libraries                                             | \$25,425,498        | \$28,867,835        | \$29,225,999        | \$26,762,363          | 67.9%         |
| Parks, Recreation and<br>Open Space                   | \$3,262,108         | \$3,393,866         | \$3,407,266         | \$3,420,047           | 8.7%          |

# Community Services

## Department Summary

|                                       | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| Planning, Development and Inspections | \$5,532,276         | \$5,836,742         | \$5,859,360         | \$5,975,783           | 15.2%         |
| Veterans Services                     | \$289,236           | \$310,853           | \$310,853           | \$313,155             | 0.8%          |
| <b>Expenditure Totals by Division</b> | <b>\$37,277,205</b> | <b>\$41,492,636</b> | <b>\$41,886,818</b> | <b>\$39,406,000</b>   |               |
| <b>Number of FTEs</b>                 | <b>395.000</b>      | <b>408.500</b>      | <b>408.500</b>      | <b>374.500</b>        |               |

## Department Purpose and Goals

Community Services 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.

## FY21 Discussion

The Community Services budget decreased by \$2.09 million from the prior year budget, reflecting the net impact of reductions described below, plus

compensation and benefit adjustments approved with the prior year budget.

Planning budgeted revenues decreased by \$870,000 to account for the COVID-19 related economic downturn and the uncertainty around FY 2021 building trends.

The budget removes two vacant GIS Engineer positions for a reduction of \$193,000 (2.000 FTE).

The Library System will operate on a reduced schedule starting in FY 2021, opening an hour later and closing an hour earlier. This change eliminates 32 library FTE and reduces the budget by \$1,929,000.

Additional library reductions include a reduction in the book budget and elimination of the public book sale (\$800,000).

# Community Services Management and Budget Office

## Division Summary - Community Services Management and Budget Office

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Salary / Benefits                        | \$757,900        | \$802,680         | \$802,680         | \$864,702             | 96.6%         |
| Contractual Services                     | \$69,386         | \$13,100          | \$13,100          | \$13,100              | 1.5%          |
| Supplies, Materials and<br>Other Charges | \$18,022         | \$91,680          | \$91,680          | \$17,680              | 2.0%          |
| <b>Expenditure Totals</b>                | <b>\$845,307</b> | <b>\$907,460</b>  | <b>\$907,460</b>  | <b>\$895,482</b>      |               |
| <b>Number of FTEs</b>                    | <b>7.000</b>     | <b>7.000</b>      | <b>7.000</b>      | <b>7.000</b>          |               |

### Division Purpose and Goals

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

The Business Analytics function oversees the development of department and division strategies, creates annual plans, plans human resourcing, 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 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 Human Resources policy administration.

### FY21 Discussion

The budget decreased by \$12,000 to match the salaries and benefits of current staff.

# Parks, Recreation and Open Space

## Division Summary - Parks, Recreation and Open Space

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Local                                    | \$12,000           | —                  | —                  | —                     | 0.0%          |
| Charges For Services                     | \$137,908          | \$89,000           | \$89,000           | \$89,000              | 100.0%        |
| Miscellaneous                            | \$(7)              | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$149,901</b>   | <b>\$89,000</b>    | <b>\$89,000</b>    | <b>\$89,000</b>       |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$2,463,363        | \$2,693,474        | \$2,693,474        | \$2,732,039           | 79.9%         |
| Contractual Services                     | \$203,156          | \$106,578          | \$110,828          | \$70,407              | 2.1%          |
| Supplies, Materials and<br>Other Charges | \$551,307          | \$566,715          | \$566,715          | \$617,601             | 18.1%         |
| Capital Outlay                           | \$44,283           | \$27,099           | \$36,249           | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$3,262,108</b> | <b>\$3,393,866</b> | <b>\$3,407,266</b> | <b>\$3,420,047</b>    |               |
| <b>Number of FTEs</b>                    | <b>34.000</b>      | <b>36.000</b>      | <b>36.000</b>      | <b>36.000</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

Expanded Crowder County Park with the addition of 96 acres north of the existing park. The acquisition brings the total park acreage to 129.

Completed construction of Robertson Millpond Preserve Phase II, which was partially funded by a Parks and Recreation Trust Fund grant from the State of North Carolina. This expansion adds new trails, an additional fishing and viewing dock, and interpretation of the historic mill site.

Continued design on the future Beech Bluff County Park as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. The Board of Commissioners approved the master plan for this 300-acre park located off NC Highway 42 east of Fuquay Varina in August 2019.

Issued a Request for Proposals (RFP) for open space acquisition and greenway trail development as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. Responses for land acquisition and/or greenway development were received from over 250 landowners, municipalities, and the Triangle Land Conservancy. A prioritized list will be presented to the Board of Commissioners in summer 2020.

Began Kellam-Wyatt Farm Preserve master planning process with successful selection of a master plan consultant as a part of the 2018 Parks, Greenways, Recreation and Open Space bond.

# Parks, Recreation and Open Space

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## FY21 Discussion

The budget increased by \$26,000 for compensation and benefit adjustments approved with the prior year budget.

## Horizon Issues

PROS will continue to evaluate the operational impacts of the new facilities, parks, and preserves being constructed as a part of the 2018 Parks, Greenways, Recreation and Open Space bond.

# Parks, Recreation and Open Space

## Summary of Services and Performance Measures

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

**Description:** Parks, Recreation, and Open Space (PROS) staff seeks to preserve and protect selected natural resources in Wake County that could otherwise disappear. To do this, PROS staff works to 1) identify and--when possible--preserve targeted natural resources, 2) proactively manage 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 efforts to preservation 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 (NRID), 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 visitation at County nature preserves, County open space acres, and NRID data.

| Key Measures                                                                   | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                  |                  |                     |                  |                  |
| Number of open space acres acquired, dedicated, or proffered to date           | 7,484.0          | 7,580.0             | 7,900.0          |                  |
| Number of unique species identified all County parks and open space properties | 0                | 0                   | 0                |                  |
| Number of visits at nature preserves                                           | 0                | 0                   | 0                |                  |

### Service Area: Provide Outdoor Recreation Resources

**Description:** Parks, Recreation, and Open Space 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                              | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                             |                  |                     |                  |                  |
| Number of boat rentals (users)            | 7,938            | 8,500               | 8,500            |                  |
| Number of field reservations (by the day) | 0                | 0                   | 0                |                  |
| Number of group camp users                | 2,567            | 2,700               | 2,700            |                  |
| Number of recreational event participants | 0                | 0                   | 0                |                  |
| Number of shelter reservations            | 628              | 380                 | 300              |                  |

# Parks, Recreation and Open Space

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

**Description:** Wake County Parks, Recreation and Open Space (PROS) 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                                                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                           |                  |                     |                  |                  |
| Number of program participants (general, organized group, and outreach) | 56,210           | 31,000              | 30,000           |                  |
| Number of self-guided program users                                     | 0                | 0                   | 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 (GSA and FDC) and annual budget development processes. In addition, staff seeks feedback from users on facility conditions, cleanliness, and safety.

| Key Measures                                                                                        | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                |                  |                     |                  |                  |
| Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.  | 94.1             | 94.1                | 95.0             |                  |
| Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.   | 92.0             | 92.0                | 92.0             |                  |
| Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained. | 96.1             | 96.1                | 96.0             |                  |
| Percent of visitors who strongly agreed or agreed that they felt safe during their park visit.      | 0.0              | 0.0                 | 0.0              |                  |

# Parks, Recreation and Open Space

## Service Area: Preserve Local Cultural Heritage Resources

**Description:** Parks, Recreation, and Open Space (PROS) staff seeks to preserve, protect, interpret, and provide public access to unique cultural resources within Wake County. To do this, PROS 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/or 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                                    | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                   |                  |                     |                  |                  |
| Number of visits at parks with a historic focus | 0                | 0                   | 0                |                  |

## Service Area: Positive Interactions with Park Resources

**Description:** Parks, Recreation, and Open Space 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                                                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                          |                  |                     |                  |                  |
| Number of open park days (all County parks)                                                           | 3,091            | 3,100               | 3,100            |                  |
| <b>Output</b>                                                                                         |                  |                     |                  |                  |
| Number of monthly Facebook reaches (average)                                                          | 282,686          | 200,000             | 200,000          |                  |
| Number of monthly Instagram likes (average)                                                           | 2,343            | 2,200               | 2,300            |                  |
| Number of monthly Twitter impressions (average)                                                       | 61,927           | 64,000              | 66,000           |                  |
| Number of park system visits                                                                          | 1,291,899        | 1,350,000           | 1,400,000        |                  |
| <b>Efficiency</b>                                                                                     |                  |                     |                  |                  |
| Number of park visits per open day (average)                                                          | 417              | 418                 | 418              |                  |
| <b>Effectiveness</b>                                                                                  |                  |                     |                  |                  |
| Percent of visitors who strongly agreed or agreed that park information was available and informative | 0.0              | 0.0                 | 0.0              |                  |
| Percent of visitors who strongly agreed or agreed that park staff was courteous and helpful           | 0.0              | 0.0                 | 0.0              |                  |
| Percent of visitors who were very satisfied or satisfied with their overall park experience           | 92.0             | 92.0                | 92.0             |                  |



# Planning, Development and Inspections

## Division Summary - Planning, Development and Inspections

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$527,445          | \$679,194          | \$679,194          | \$543,355             | 15.9%         |
| Licenses & Permits                       | \$4,067,629        | \$3,608,726        | \$3,608,726        | \$2,874,981           | 84.1%         |
| Miscellaneous                            | \$(1,902)          | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$4,593,171</b> | <b>\$4,287,920</b> | <b>\$4,287,920</b> | <b>\$3,418,336</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$4,934,729        | \$5,164,307        | \$5,164,307        | \$5,378,001           | 90.0%         |
| Contractual Services                     | \$208,007          | \$191,734          | \$203,734          | \$191,192             | 3.2%          |
| Supplies, Materials and<br>Other Charges | \$389,540          | \$397,098          | \$407,716          | \$403,985             | 6.8%          |
| Capital Outlay                           | —                  | \$57,103           | \$57,103           | \$2,605               | 0.0%          |
| Transfers Out                            | —                  | \$26,500           | \$26,500           | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$5,532,276</b> | <b>\$5,836,742</b> | <b>\$5,859,360</b> | <b>\$5,975,783</b>    |               |
| <b>Number of FTEs</b>                    | <b>56.000</b>      | <b>58.000</b>      | <b>58.000</b>      | <b>58.000</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

County staff continues to work in partnership with transit stakeholders and service providers across the

county to implement the Wake County Transit Investment Strategy and prepare the Annual Transit Work Plan. Additionally, a variety of municipal, county and regional strategic planning initiatives were supported by analyzing, modeling and/or mapping demographic, development and geographic data.

Planning staff, in partnership with the municipalities and community stakeholders, coordinated efforts to promote and educate the public on the 2020 U.S. Census. This work included oversight of the County's Complete Count Committee and all other activities related to public outreach and awareness.

Planning entered the final phase of the Wake County Comprehensive Plan. The focus was on public outreach and collaboration with the Planning Board and Board of Commissioners on key policies. This includes a new growth framework that will help guide growth and achieve other goals related to open space, mobility, and affordable housing.

The Inspections Section continued to provide services and support to the Wake County Public School System construction program, Research Triangle Park, Raleigh Durham International Airport, Wake Technical Community College, and all

# Planning, Development and Inspections

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Wake County Capital projects. The section also provided industry outreach by attending building, electrical, plumbing and HVAC trade association meetings and providing education opportunities for the groups.

## **FY21 Discussion**

The budget increased \$139,000 from the prior year budget for compensation and benefit adjustments approved with the prior year budget.

Planning revenues decreased by \$870,000 to account for the COVID-19 related economic downturn and uncertainty around FY 2021 building trends.

## **Horizon Issues**

When complete, the Wake County Comprehensive Plan will include new policies and strategies for guiding growth in Wake County. To implement these policies, the County's development ordinance will require various amendments over the next year or more. These amendments will require public input and collaboration with the Planning Board and Board of Commissioners.

# Planning, Development and Inspections

## 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 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                                                                                   | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                   |                  |                     |                  |                  |
| Number of inspectors assigned to the area inspections team                                     | 18.5             | 21.5                | 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                                                | 63,325           | 68,900              | 65,000           |                  |
| Number of inspections assigned to the Special Team                                             | 3,272            | 5,100               | 4,500            |                  |
| <b>Efficiency</b>                                                                              |                  |                     |                  |                  |
| Number of area team inspections per staff per workday                                          | 15.9             | 14.8                | 14.0             |                  |
| Number of special team inspections per staff per workday                                       | 3.4              | 5.2                 | 4.6              |                  |
| <b>Effectiveness</b>                                                                           |                  |                     |                  |                  |
| Score for quality assurance (100 point scale) by inspectors in quarterly assessments (average) | 93.9             | 98.5                | 95.0             |                  |

# Planning, Development and Inspections

## 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                                                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                       |                  |                     |                  |                  |
| Number of plan review staff                                                                        | 3.0              | 4.0                 | 4.0              |                  |
| <b>Output</b>                                                                                      |                  |                     |                  |                  |
| Number of plan reviews (municipal partners)                                                        | 2,684            | 3,262               | 3,000            |                  |
| Number of plan reviews (within County jurisdiction)                                                | 4,173            | 5,125               | 5,000            |                  |
| <b>Efficiency</b>                                                                                  |                  |                     |                  |                  |
| Number of plan reviews per staff per working day                                                   | 8.4              | 8.6                 | 8.5              |                  |
| Percent of residential plan reviews completed within three business days                           | 80.1             | 85.8                | 90.0             |                  |
| <b>Effectiveness</b>                                                                               |                  |                     |                  |                  |
| Score for quality assurance (100 point scale) by plan reviewers in quarterly assessments (average) | 95.0             | 0.0                 | 95.0             |                  |

# Planning, Development and Inspections

## 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, FEMA 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                                                                                         | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                         |                  |                     |                  |                  |
| Number of permitting staff                                                                           | 5.2              | 6.0                 | 6.0              |                  |
| <b>Output</b>                                                                                        |                  |                     |                  |                  |
| Number of residential permits (new construction, additions, and remodeling) in County jurisdiction   | 2,478            | 2,608               | 2,500            |                  |
| Number of trade permits for plumbing, mechanical, and electrical in County jurisdiction              | 4,010            | 3,703               | 3,700            |                  |
| <b>Efficiency</b>                                                                                    |                  |                     |                  |                  |
| Number of residential/commercial permits per staff per workday (average)                             | 3.6              | 3.1                 | 3.1              | 3.0              |
| <b>Effectiveness</b>                                                                                 |                  |                     |                  |                  |
| Score for quality assurance (100 point scale) by permitting staff in quarterly assessments (average) | 0.0              | 91.0                | 95.0             | 95.0             |

## 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                        | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                       |                  |                     |                  |                  |
| Number of exempt subdivision cases  | 136              | 150                 | 130              |                  |
| Number of minor subdivision cases   | 79               | 85                  | 75               |                  |
| Number of regular subdivision cases | 32               | 10                  | 10               |                  |
| Number of subdivisions final plats  | 35               | 15                  | 15               |                  |

# Planning, Development and Inspections

## 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                                                         | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                        |                  |                     |                  |                  |
| Number of general use permits issued for zoning and land development | 178              | 130                 | 130              |                  |
| Number of land use permits                                           | 158              | 150                 | 150              |                  |
| Number of rezoning cases                                             | 1                | 1                   | 3                |                  |
| Number of special use permits or variances                           | 12               | 10                  | 10               |                  |

## 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 (ETJ) 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 (TJCOG). 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, CAMPO, TJCOG, business community, non-profit organizations, and the general public. This includes: support for WCPSS student enrollment projections; tracking population, housing, and physical development in Wake County; responding to non-departmental customer requests for demographic and spatial data and maps; and supporting the GIS Division with demographic and land use data and provides interactive networked based data analysis.

| Key Measures                                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                         |                  |                     |                  |                  |
| Number of analyses or reports completed on demographics data                          | 150              | 175                 | 180              | 160              |
| Number of ETJ extension requests                                                      | 2                | 2                   | 2                | 2                |
| Number of Land Use Plan amendments                                                    | 2                | 2                   | 2                | 2                |
| Number of multi-jurisdictional land use, transportation, transit, and housing studies | 12               | 12                  | 15               | 12               |

# Planning, Development and Inspections

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## 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 and field visits to determine if a violation exists, sends violation letters to the violating party, conducts follow-up visits to determine if violation has been corrected, and confers with the County Attorney to pursue litigation if necessary.

| Key Measures                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                          |                  |                     |                  |                  |
| Number of code violations investigated | 64               | 50                  | 70               |                  |

# Veterans Services

## Division Summary - Veterans Services

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                  |                   |                   |                       |               |
| State                                    | \$2,216          | \$2,000           | \$2,000           | \$2,000               | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$2,216</b>   | <b>\$2,000</b>    | <b>\$2,000</b>    | <b>\$2,000</b>        |               |
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Salary / Benefits                        | \$281,442        | \$295,548         | \$295,548         | \$297,850             | 95.1%         |
| Contractual Services                     | \$2,698          | \$2,600           | \$2,600           | \$2,600               | 0.8%          |
| Supplies, Materials and<br>Other Charges | \$5,096          | \$12,705          | \$12,705          | \$12,705              | 4.1%          |
| <b>Expenditure Totals</b>                | <b>\$289,236</b> | <b>\$310,853</b>  | <b>\$310,853</b>  | <b>\$313,155</b>      |               |
| <b>Number of FTEs</b>                    | <b>4.000</b>     | <b>4.000</b>      | <b>4.000</b>      | <b>4.000</b>          |               |

## Division Purpose and Goals

The 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

Working with the Communications Office and the Planning Division, Veterans Services developed a strategic communications plan to better reach the County's veteran community. The plan identifies priority areas of the County for increased outreach to veterans, expands and enhances the use of online social media platforms, and focuses on increasing communication efforts around targeted events in priority areas.

In September 2019, the Veterans Services Office partnered with the VA, American Legion Post #67, other county veterans offices and the NCDMVA in implementing the Veterans Experience Action Center (VEAC) which assisted over 2,000 veterans with their VA claims over three days.

## FY21 Discussion

The budget increased \$2,000 from the prior year budget for the compensation and benefit adjustments approved with the prior year budget.

## Horizon Issues

Wake County continues to have a high number of veterans living within the county. According to veteran population projections released by the United States Department of Veteran Affairs (VA), 772,421 veterans were living in North Carolina as of September 30, 2016 with 7.7% (or 59,350) of North Carolina veterans living in Wake County. This is the highest veteran population in the state, including counties with major military installations (e.g. Cumberland at 50,770 and Onslow at 31,458). Based on VA projections, the total number of veterans is expected to 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 VA pensions and medical benefits, resulting in increased demand for services even as overall veteran population declines.



# Veterans Services

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## Summary of Services and Performance Measures

### Service Area: Veterans Services

**Description:** The purpose of Veterans Services (VSO) is to assist veterans and their families with obtaining local, state and federal benefits unique to veterans. The VSO 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 (VA) policies and procedures.

Wake County VSO provides service to veterans with access to officers (county staff) who meet and provide consultation services with potential applicants. If eligible, VSO officers will assist veterans with filing the appropriate claim(s) for benefits.

| Key Measures                                                                                 | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                 |                  |                     |                  |                  |
| Number of VSO officers available to provide consultation and claim filing services (average) | 2.5              | 2.5                 | 2.5              |                  |
| <b>Output</b>                                                                                |                  |                     |                  |                  |
| Number of consultations                                                                      | 1,733            | 1,750               | 2,000            |                  |
| <b>Efficiency</b>                                                                            |                  |                     |                  |                  |
| Number of consultations per officer per year (average)                                       | 693.0            | 700.0               | 800.0            |                  |

# Geographic Information Services

## Division Summary - Geographic Information Services

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$(25)             | —                  | —                  | —                     | 0.0%          |
| Miscellaneous                            | \$583              | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$558</b>       | <b>—</b>           | <b>—</b>           | <b>—</b>              |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$1,761,400        | \$1,952,905        | \$1,952,905        | \$1,816,195           | 89.1%         |
| Contractual Services                     | \$116,998          | \$163,400          | \$163,400          | \$163,400             | 8.0%          |
| Supplies, Materials and<br>Other Charges | \$44,381           | \$59,575           | \$59,575           | \$59,575              | 2.9%          |
| <b>Expenditure Totals</b>                | <b>\$1,922,779</b> | <b>\$2,175,880</b> | <b>\$2,175,880</b> | <b>\$2,039,170</b>    |               |
| <b>Number of FTEs</b>                    | <b>19.000</b>      | <b>19.000</b>      | <b>19.000</b>      | <b>17.000</b>         |               |

## Division Purpose and Goals

Geographic Information Services (GIS) provides a wide range of services to Wake County agencies, other jurisdictions, the public, and the private sector. Services include property mapping, addressing, customer and platform support. Support varies from analysis, requirements gathering and database development to programming/application development, infrastructure (hardware/software/database) support, training, and project management. GIS strives to provide geographic data that is accurate, current, complete, formatted to interact with other data, and available in a variety of formats. GIS staff help customers visualize and transform geographic data into usable information to make

informed and effective decisions about providing, enhancing, and extending services.

## FY21 Discussion

A vacant GIS Engineer and a vacant GIS Specialist position were removed from the budget for a reduction of \$193,000 (2.000 FTE). The loss of these positions will delay the mapping of new properties in ArcGIS for view in iMaps and the development of new GIS applications.

Increases from compensation and benefit adjustments approved with the prior year budget slightly offset the above reductions.

# Geographic Information Services

## Summary of Services and Performance Measures

### Service Area: GIS Clearinghouse / Central Distributor of GIS Information

**Description:** 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                                                      | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                     |                  |                     |                  |                  |
| Number of information requests via phone and/or email             | 7,640            | 6,852               | 0                |                  |
| Number of visits to GIS supported websites (e.g. iMAPS, web apps) | 1,706,609        | 1,725,000           | 0                |                  |
| Number of walk-in"" requests for information""                    | 0                | 0                   | 0                |                  |

### Service Area: GIS Maintain and Support Geographic Databases

**Description:** 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                                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                      |                  |                     |                  |                  |
| Number of addresses assigned                                                       | 3,675            | 4,172               | 0                |                  |
| Number of centerline street segments mapped                                        | 4,112            | 3,150               | 0                |                  |
| Number of parcels mapped                                                           | 8,423            | 8,500               | 0                |                  |
| <b>Efficiency</b>                                                                  |                  |                     |                  |                  |
| Percent of annexation ordinances mapped as of the effective date of the annexation | 373.0            | 350.0               | 0.0              |                  |

# Libraries

## Division Summary - Libraries

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| State                                    | \$586,681           | \$600,000           | \$600,000           | \$600,000             | 73.1%         |
| Local                                    | \$35                | —                   | —                   | —                     | 0.0%          |
| Charges For Services                     | \$353,235           | \$111,000           | \$111,000           | \$111,000             | 13.5%         |
| Miscellaneous                            | \$160,807           | \$115,000           | \$115,000           | \$110,000             | 13.4%         |
| <b>Revenue Totals</b>                    | <b>\$1,100,758</b>  | <b>\$826,000</b>    | <b>\$826,000</b>    | <b>\$821,000</b>      |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$17,031,097        | \$19,371,369        | \$19,371,369        | \$17,952,321          | 67.1%         |
| Contractual Services                     | \$546,568           | \$642,813           | \$683,974           | \$542,813             | 2.0%          |
| Supplies, Materials and<br>Other Charges | \$7,823,144         | \$8,853,653         | \$9,158,656         | \$8,267,229           | 30.9%         |
| Capital Outlay                           | \$24,689            | —                   | \$12,000            | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$25,425,498</b> | <b>\$28,867,835</b> | <b>\$29,225,999</b> | <b>\$26,762,363</b>   |               |
| <b>Number of FTEs</b>                    | <b>275.000</b>      | <b>284.500</b>      | <b>284.500</b>      | <b>252.500</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 eight 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, manages all internal public awareness campaigns and facilitates community involvement through various social media platforms.

## FY21 Discussion

The Library System will operate on a reduced schedule starting in FY 2021, opening an hour later and closing an hour earlier. This change reduces library availability by 210 hours and eliminates 32 library positions (32.000 FTE; \$1,929,000).

A 15 percent, \$700,000 reduction in the Libraries' book budget will result in 35,000 fewer new books annually.

The Libraries' budget eliminates the public book sale for a savings of \$100,000. The Library System will instead sell surplus books through a reseller.

The increase from the compensation and benefit adjustments approved with the prior year budget offsets the above reductions.

## Horizon Issues

The library system is updating the Libraries Master Plan to identify future facility projects after the completion of the 2007 Library Bond. Community Services, FD&C, and WCPL continue to evaluate property opportunities in areas of leased library facilities and Rolesville as possible land bank options. Community Services and Library administration will closely evaluate the effects of the library closure due to Covid-19 on visitation and the current program of service.

## Summary of Services and Performance Measures

### Service Area: A Collection People Want

**Description:** The WCPL 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, WCPL 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). WCPL 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                                                                                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                                                       |                  |                     |                  |                  |
| Number of downloadable materials in collection (books)                                                                             | 62,042           | 74,769              | 80,000           | 80,000           |
| Number of materials in print & downloadable collections                                                                            | 1,755,925        | 1,875,349           | 1,900,000        | 2,000,000        |
| Number of materials in the print collection (books)                                                                                | 1,611,129        | 1,710,759           | 1,820,000        | 1,920,000        |
| <b>Output</b>                                                                                                                      |                  |                     |                  |                  |
| Number of cardholders active within 1 year                                                                                         | 234,326          | 240,941             | 243,000          | 250,000          |
| Number of downloadable circulations                                                                                                | 1,201,350        | 1,430,831           | 1,500,000        | 1,500,000        |
| Number of print material circulations                                                                                              | 5,893,594        | 5,693,000           | 5,750,000        | 6,000,000        |
| Number of total circulations (print and downloadable)                                                                              | 7,094,974        | 7,123,831           | 7,250,000        | 7,500,000        |
| <b>Efficiency</b>                                                                                                                  |                  |                     |                  |                  |
| Amount of circulation (print material) per cardholder                                                                              | 54.00            | 57.00               | 60.00            | 60.00            |
| Number of books (print collection) per cardholder                                                                                  | 7.49             | 7.78                | 7.80             | 8.20             |
| <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. | 73.0             | 73.0                | 80.0             | 80.0             |

# Libraries

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## 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                                                                                                                                               | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                                                                               |                  |                     |                  |                  |
| Number of materials available for download<br>(downloadable collection)                                                                                    | 62,042           | 74,769              | 80,000           | 80,000           |
| <b>Output</b>                                                                                                                                              |                  |                     |                  |                  |
| Number of downloadable material circulations                                                                                                               | 1,201,380        | 1,309,000           | 1,400,000        | 1,500,000        |
| Number of hours in which public computers were<br>used by cardholders                                                                                      | 404,396          | 380,000             | 350,000          | 350,000          |
| <b>Effectiveness</b>                                                                                                                                       |                  |                     |                  |                  |
| Percent of members who strongly agreed or agreed<br>that they were able to find a space and plug to use a<br>personal computer they brought to the library | 92.0             | 92.0                | 95.0             | 95.0             |

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## 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                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                          |                  |                     |                  |                  |
| Number of adult programs              | 1,066            | 800                 | 1,000            | 1,000            |
| Number of youth programs              | 10,660           | 7,500               | 10,000           | 10,000           |
| <b>Output</b>                         |                  |                     |                  |                  |
| Number of adult program attendees     | 22,501           | 15,000              | 17,000           | 24,000           |
| Number of youth program attendees     | 396,315          | 285,000             | 300,000          | 386,100          |
| <b>Efficiency</b>                     |                  |                     |                  |                  |
| Number of adult attendees per program | 21.1             | 18.8                | 17.0             | 24.0             |
| Number of youth attendees per program | 37.2             | 38.0                | 30.0             | 39.0             |

# Libraries

## 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                                                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                       |                  |                     |                  |                  |
| Number of library hours open to the public                                                         | 67,010           | 55,000              | 60,000           | 70,000           |
| <b>Output</b>                                                                                      |                  |                     |                  |                  |
| Number of library visits (door count)                                                              | 3,443,934        | 2,800,000           | 3,000,000        | 3,640,000        |
| <b>Efficiency</b>                                                                                  |                  |                     |                  |                  |
| Number of library visits per open hour                                                             | 51.4             | 50.9                | 50.0             | 52.0             |
| <b>Effectiveness</b>                                                                               |                  |                     |                  |                  |
| Percent of members who strongly agreed or agreed that hours of operation are convenient            | 94.8             | 95.0                | 95.0             | 95.0             |
| Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained | 97.0             | 98.0                | 98.0             | 98.0             |
| Percent of members who strongly agreed or agreed that they felt safe at the library                | 98.0             | 98.0                | 98.0             | 98.0             |



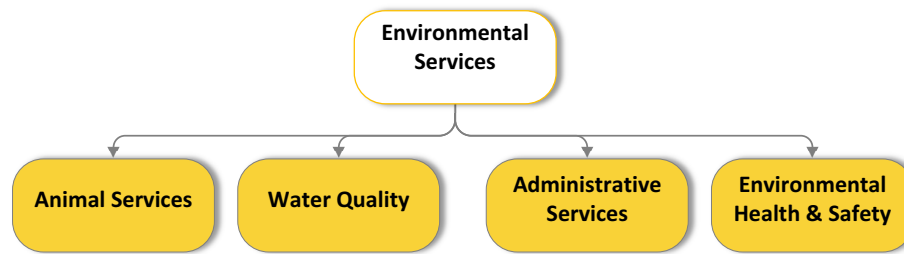
## Service Area: Pleasant Library Experiences

**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                                                                                                                    | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                                                    |                  |                     |                  |                  |
| Number of library hours open to the public                                                                                      | 67,010.0         | 55,000.0            | 60,000.0         | 70,000.0         |
| <b>Effectiveness</b>                                                                                                            |                  |                     |                  |                  |
| Percent of members who strongly agreed or agreed that hours of operation are convenient                                         | 94.8             | 95.0                | 95.0             | 95.0             |
| Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library                     | 98.9             | 98.9                | 95.0             | 95.0             |
| Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.                             | 98.6             | 99.0                | 99.0             | 99.0             |
| Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library | 72.6             | 75.0                | 80.0             | 80.0             |
| Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)       | 98.5             | 98.0                | 98.0             | 98.0             |
| Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.                              | 84.5             | 85.0                | 85.0             | 85.0             |



# Environmental Services



## Department Summary

|                                             | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|---------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                            |                     |                     |                     |                       |               |
| State                                       | \$139,343           | \$125,000           | \$125,000           | \$125,000             | 4.3%          |
| Charges For Services                        | \$1,665,112         | \$1,752,161         | \$1,752,161         | \$1,692,591           | 57.7%         |
| Licenses & Permits                          | \$1,002,874         | \$941,802           | \$941,802           | \$1,072,125           | 36.5%         |
| Miscellaneous                               | \$384               | —                   | —                   | —                     | 0.0%          |
| Transfers                                   | \$44,320            | \$44,320            | \$44,320            | \$44,320              | 1.5%          |
| <b>Revenue Totals</b>                       | <b>\$2,852,032</b>  | <b>\$2,863,283</b>  | <b>\$2,863,283</b>  | <b>\$2,934,036</b>    |               |
| <b>Expenditures:</b>                        |                     |                     |                     |                       |               |
| Salary / Benefits                           | \$10,774,322        | \$11,743,627        | \$11,743,627        | \$11,804,220          | 85.1%         |
| Contractual Services                        | \$604,322           | \$951,945           | \$1,022,969         | \$573,440             | 4.1%          |
| Supplies, Materials and<br>Other Charges    | \$1,688,774         | \$1,639,988         | \$1,658,625         | \$1,497,612           | 10.8%         |
| Capital Outlay                              | \$122,506           | \$23,197            | \$25,693            | \$1,000               | 0.0%          |
| Debt                                        | \$1,117             | \$1,117             | \$1,117             | \$1,117               | 0.0%          |
| <b>Expenditure Totals</b>                   | <b>\$13,191,042</b> | <b>\$14,359,874</b> | <b>\$14,452,031</b> | <b>\$13,877,389</b>   |               |
| <b>Expenditures by Division</b>             |                     |                     |                     |                       |               |
| Animal Care, Control and<br>Adoption Center | \$3,695,147         | \$3,909,642         | \$3,917,195         | \$3,713,401           | 26.8%         |
| Environmental Health &<br>Safety            | \$3,566,227         | \$3,686,644         | \$3,694,876         | \$3,744,529           | 27.0%         |
| Environmental Services<br>Administration    | \$1,289,270         | \$1,480,847         | \$1,482,416         | \$1,562,978           | 11.3%         |
| Water Quality                               | \$4,640,399         | \$5,282,741         | \$5,357,544         | \$4,856,481           | 35.0%         |
| <b>Expenditure Totals by<br/>Division</b>   | <b>\$13,191,042</b> | <b>\$14,359,874</b> | <b>\$14,452,031</b> | <b>\$13,877,389</b>   |               |
| <b>Number of FTEs</b>                       | <b>141.000</b>      | <b>146.000</b>      | <b>146.000</b>      | <b>144.000</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. The department aims to meet State mandates, protect public health, minimize customer wait times, and collaborate to maximize benefit to the residents of Wake County. The departmental business plan supports the Board of Commissioners' goals of Great Government, Growth and Sustainability and Public Safety.

## FY21 Discussion

The Environmental Services budget decreased by \$482,000 over the prior year as a result of budget reductions made across all four of the department's divisions. Temporary staffing, overtime, supplies and professional development were reduced in most divisions. The total budget decrease across the department reflect the impact of reductions detailed below, plus increases for annualization of employee pay and benefit adjustments made during the prior year.

The Administration Division increased by \$82,000 from the prior year because of positions that were transferred in from other divisions in the department during FY 2020. The increase from these transfers

nets against reductions to temporary staffing, overtime, and optional professional development.

The Environmental Health and Safety Division increased by \$58,000, mostly from annualization of employee pay and benefit adjustments made during the prior year. The division budget does include elimination of weekday on-call hours, elimination of temporary administrative staffing support and reductions to professional development for staff.

The Water Quality Division decreased by \$440,000. This reflects the transfer out of a position during FY 2020, removal of one-time costs added in the prior year for well water testing and several reductions. The budget eliminates an Environmental Consultant position in the Watershed Management section, decreases a contract with a private laboratory for well water testing and reduces funding for supplies and professional development.

The Animal Care, Control and Adoption Center decrease totals \$196,000 and reflects the elimination of an Animal Control Officer, elimination of two part-time positions, and reductions to temporary staffing and overtime. The budget also includes reductions to contractual services for consulting, after-hours care, and relief vet coverage. It also includes reductions for various supplies and adjustments to some testing protocols.

# Environmental Services Administration

## Division Summary - Environmental Services Administration

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Transfers                                | \$44,320           | \$44,320           | \$44,320           | \$44,320              | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$44,320</b>    | <b>\$44,320</b>    | <b>\$44,320</b>    | <b>\$44,320</b>       |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$807,494          | \$860,281          | \$857,391          | \$994,867             | 63.7%         |
| Contractual Services                     | \$374,944          | \$472,574          | \$480,157          | \$424,548             | 27.2%         |
| Supplies, Materials and<br>Other Charges | \$88,270           | \$145,875          | \$142,751          | \$141,446             | 9.0%          |
| Capital Outlay                           | \$17,445           | \$1,000            | \$1,000            | \$1,000               | 0.1%          |
| Debt                                     | \$1,117            | \$1,117            | \$1,117            | \$1,117               | 0.1%          |
| <b>Expenditure Totals</b>                | <b>\$1,289,270</b> | <b>\$1,480,847</b> | <b>\$1,482,416</b> | <b>\$1,562,978</b>    |               |
| <b>Number of FTEs</b>                    | <b>9.000</b>       | <b>10.000</b>      | <b>12.000</b>      | <b>12.000</b>         |               |

## Division Purpose and Goals

The mission of the Administration Division of Environmental Services is to lead sustainable and nationally recognized service deliveries for all segments of Environmental Services. The division provides leadership, customer support, operations and financial management. The division acts as a liaison with internal and external stakeholders to advance Board of Commissioners and County-wide initiatives.

The Administration Division develops and implements a multi-year departmental business plan in support of the Board of Commissioners goals of Great Government and Growth and Sustainability. The division works to improve effectiveness, efficiency, transparency and responsiveness through innovation and technology. In addition, staff champion business intelligence solutions, data-driven decision making, field-based technology, and process improvements to provide responsive customer service.

## Major Accomplishments

The Administration Division continues to develop leadership skills at all levels of the organization. They emphasize open communications and facilitate staff's ability to provide excellent customer service. The Environmental Services Customer Satisfaction

Survey found that 78% of respondents stated that they are receiving a high level of professional services during the first half of 2020.

The division continues to promote excellence throughout the department in activities that contribute to a healthy County. Environmental Services received a National Association of Counties Achievement Awards in 2018: Animal Services Safety Team: Empowering Employees to Address Safety Concerns.

The Environmental Services Director leads staff's efforts in supporting the Wake County Water Partnership. Established by the Board of Commissioners in 2016, this Committee has broad representation across the County and will support Wake County's One Water Initiative. This approach emphasizes the value of all water and highlights the need to ensure a sustainable and resilient supply of water for the residential, commercial and industrial sectors. A cost-sharing collaboration with the U.S. Geological Survey was begun this year to advance the One Water Initiative.

## FY21 Discussion

The budget increased by \$82,000 because of positions transferred into the division in FY 2020. The resulting increase from the position transfers is netted against reductions detailed below.

# Environmental Services Administration

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In FY 2020, a Computer Systems Administrator and an Environmental Health Manager were transferred into Administration from the Water Quality Division (1.500 FTEs, \$176,000).

The budget eliminates 40 hours per week of temporary labor for the Customer Service Center and Finance section, and decreases banking fees (\$44,000).

The budget decreases professional development travel and training on general management and technical water quality staff (\$8,000).

The budget discontinues overtime for Customer Service Center staff and the HR Representative because of projected decreases in workload (\$18,000).

## Horizon Issues

A future challenge is to sustain response to growth in areas such as construction, food service, hospitality, waste disposal, and animal services. This will require a strategic approach to leverage a skilled human capital with new technology innovation and facility assessments.

As Wake County introduces self-serve technology to our customers, there is a greater need to enhance communication and responsiveness. County partnerships with outside organizations will be increasingly beneficial to address shared goals in health and sustainability challenges to support quality of life in Wake County.

# Environmental Services Administration

## Summary of Services and Performance Measures

### Service Area: Administration - Fiscal Accountability

**Description:** The Financial and Budget Management Group (FBMG), 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. FBMG 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. FBMG encourages Divisions to plan for multiple years by: 1) Business trend analysis that includes any new regulatory, legal, or economic changes that impact the business and 2) Developing staffing and business models to understand future impact and see changes well in advance to manage outcomes.

| Key Measures                                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                 |                  |                     |                  |                  |
| Number of decisions that support analysis                     | 1,412            | 1,600               | 1,600            | 1,600            |
| Number of financial transactions                              | 3,935            | 3,500               | 3,500            | 3,500            |
| Number of personnel records, policy reviews, and transactions | 2,361            | 2,400               | 2,400            | 2,400            |

### Service Area: Administration - Operations

**Description:** Operations 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 County Manager's Office. 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                                   | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                  |                  |                     |                  |                  |
| Number of incoming calls                       | 28,382           | 26,813              | 27,000           | 27,000           |
| Number of public information research requests | 937              | 540                 | 500              | 500              |

# Environmental Health & Safety

## Division Summary - Environmental Health & Safety

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| State                                    | \$139,343          | \$125,000          | \$125,000          | \$125,000             | 17.1%         |
| Charges For Services                     | \$118,600          | \$119,425          | \$119,425          | \$119,425             | 16.3%         |
| Licenses & Permits                       | \$452,425          | \$456,906          | \$456,906          | \$488,106             | 66.6%         |
| <b>Revenue Totals</b>                    | <b>\$710,368</b>   | <b>\$701,331</b>   | <b>\$701,331</b>   | <b>\$732,531</b>      |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$3,180,745        | \$3,403,159        | \$3,406,049        | \$3,479,260           | 92.9%         |
| Contractual Services                     | \$4,880            | \$31,231           | \$44,318           | \$22,247              | 0.6%          |
| Supplies, Materials and<br>Other Charges | \$341,086          | \$252,254          | \$242,013          | \$243,022             | 6.5%          |
| Capital Outlay                           | \$39,516           | —                  | \$2,496            | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$3,566,227</b> | <b>\$3,686,644</b> | <b>\$3,694,876</b> | <b>\$3,744,529</b>    |               |
| <b>Number of FTEs</b>                    | <b>42.000</b>      | <b>43.000</b>      | <b>43.000</b>      | <b>43.000</b>         |               |

## Division Purpose and Goals

The goal of Wake County Environmental Health and Safety Division (EH&S) is to reduce public health and safety risks through education, plan review and regulation. Division efforts to administer and enforce state laws, regulations and local ordinances related to public health and safety align with the Board of Commissioners' goals of Growth and Sustainability and Great Government. Three sections, Food Lodging Institution, Food Lodging Specialties and Plan Review and Recreational Sanitation, work together to pursue these goals.

## Major Accomplishments

The division participates in the Food and Drug Administration's Voluntary National Retail Food Regulatory Program Standards, a quality assurance program that is linked to national best practices for retail food inspection programs.

## FY21 Discussion

The budget increased by \$58,000 from the prior year, reflecting increases from salary and benefit changes made in FY 2020, plus reductions detailed below.

The budget reduces continuing education opportunities for Registered Environmental Health Specialists; retains maintenance of certifications (\$7,000).

Employee on-call hours for Monday-Friday evenings are eliminated in the budget; weekend on-call hours are maintained (\$11,000).

Temporary staffing currently providing administrative support to Environmental Health and Safety is eliminated, shifting tasks to permanent staff (\$21,000).

## Horizon Issues

Wake County continues to be one of the fastest growing areas in the country. The division actively monitors service demands to project resources needed to address service delivery gaps. In response to a state corrective action plan, the division continues to refine the staffing model to make accurate projections future needs.



# Environmental Health & Safety

## Summary of Services and Performance Measures

### Service Area: Food Lodging Institution

**Description:** Food Lodging and Institution (FLI) 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 FLI include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, public swimming pools and tattoo parlors. FLI 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 in children.

| Key Measures                                                        | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                       |                  |                     |                  |                  |
| Number of confirmed and/or elevated lead (Pb) cases                 | 59               | 60                  | 60               | 60               |
| Number of food establishment complaints investigated                | 637              | 650                 | 0                |                  |
| Number of health inspections performed                              | 9,621            | 10,000              | 10,500           | 13,300           |
| Number of quality assurance visits                                  | 142              | 168                 | 168              | 168              |
| <b>Efficiency</b>                                                   |                  |                     |                  |                  |
| Number of inspections per environmental health specialist (average) | 400              | 420                 | 420              | 420              |
| <b>Effectiveness</b>                                                |                  |                     |                  |                  |
| Percent of inspection coverage for food establishments              | 76               | 72                  | 80               | 100              |

# Environmental Health & Safety

## Service Area: Plan Review/Recreational Sanitation

**Description:** The Plan Review and Recreational Sanitation 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. They are responsible for administration and enforcement of the Countys public swimming pool ordinance which supplements the State regulations governing public swimming pools.

| Key Measures                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                            |                  |                     |                  |                  |
| Number of Construction Visits/Finals/Field Consultations | 1,067            | 1,000               | 1,000            | 1,000            |
| Number of new food plans reviewed                        | 1,229            | 1,250               | 1,250            | 1,250            |
| Number of pool inspections performed in a calendar year  | 4,822            | 5,000               | 5,000            | 5,000            |
| Number of pool plans reviewed in calendar year           | 124              | 150                 | 150              | 150              |
| Number of swimming pools permitted                       | 1,228            | 1,260               | 1,260            | 1,260            |
| Number of temporary food establishments permitted        | 514              | 525                 | 525              | 525              |

# Water Quality

## Division Summary - Water Quality

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$1,200,860        | \$1,261,313        | \$1,261,313        | \$1,201,743           | 67.3%         |
| Licenses & Permits                       | \$550,449          | \$484,896          | \$484,896          | \$584,019             | 32.7%         |
| Miscellaneous                            | \$177              | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$1,751,486</b> | <b>\$1,746,209</b> | <b>\$1,746,209</b> | <b>\$1,785,762</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$4,096,005        | \$4,509,783        | \$4,509,783        | \$4,420,387           | 91.0%         |
| Contractual Services                     | \$108,854          | \$326,976          | \$379,930          | \$66,766              | 1.4%          |
| Supplies, Materials and<br>Other Charges | \$413,990          | \$423,785          | \$445,634          | \$369,328             | 7.6%          |
| Capital Outlay                           | \$21,551           | \$22,197           | \$22,197           | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$4,640,399</b> | <b>\$5,282,741</b> | <b>\$5,357,544</b> | <b>\$4,856,481</b>    |               |
| <b>Number of FTEs</b>                    | <b>45.000</b>      | <b>47.000</b>      | <b>45.000</b>      | <b>44.000</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 programs, Groundwater Management, Wastewater Management, Watershed Management, and Laboratory. These sections work in their respective areas to promote leadership in water management, sustainability and health by protecting high quality water throughout Wake County. These activities conform to the Board Goal of sustainability under the Objective GS3: Address quality and quantity issues associated with water resources.

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 other ancillary duties.

## Major Accomplishments

The Wake County Water Partnership, a group to engage stakeholders concerning water policy and management, engaged with United States Geological Survey (USGS) to create a 50 year plan for the future of groundwater. Water Quality and USGS established a groundwater monitoring network to provide data for a groundwater model. After the water supply model is created, the division will consider groundwater and public and domestic water supplies across the County to better understand water supply implications associated with various land use and development scenarios.

In April 2019, Watershed Management created a new permit type, Land Disturbance- Lot by Lot. Submittals of single lot land disturbance permits have risen from 65 in FY 2019 to an estimated 366 in FY 2020.

In FY 2019, the Groundwater Management Section implemented a direct mail campaign to publicize the importance of radiological testing for well users in the eastern half of the County. In the short term, the campaign yielded: testing of 1,200 wells, triple a

# Water Quality

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typical year's testing, and training of a dozen staff, 500 residents, and 150 professionals.

## FY21 Discussion

The budget decreased by \$426,000 reflecting the net impact of several reductions detailed below, plus annualization of salary and benefit adjustments and position reclassifications completed in FY 2020.

A position was transferred out of the Water Quality Division to the Environmental Services Administration Division in FY 2020 (\$120,000).

One-time funding for contracted laboratory testing of private wells for radiological contaminants was removed (\$173,000).

The budget eliminates an Environmental Consultant focused on erosion and sedimentation control in anticipation of decreased workload (1.000 FTE, \$107,000).

The budget eliminates voluntary dues for the One Water Partnership, but the County will continue participation in the partnership (\$10,000).

The budget reduces funds for private well water testing supplies, assuming decreased demand for testing in FY 2021 (\$5,000).

The budget decreases funding for contracted well water testing based on projected decreases in demand (\$75,000).

The budget eliminates non-certification training and associated travel (\$18,000).

The budget reduces funds for hardware, software and supplies (\$22,000).

## Horizon Issues

The County is continuing to be developed and the price of land is rising. As pressure to use less suitable lots increases with land prices, the division must respond to requests for new technology and methods for protecting public health, the environment, and development by analyzing novel ways of addressing wastewater, wells, stormwater, runoff, and drinking water supplies. Development patterns must support the community need for clean drinking water and public health.

As required by state law, the County will develop a plan for compliance with nutrient loading offset requirements under the Falls Lake Nutrient Management Strategy. This may be achieved through Wake County retrofits of existing developments with stormwater management infrastructure. This approach removes nutrients through the purchase of nutrient credits on the private market, or by emphasizing monetary investments through a partnership with the Upper Neuse River Basin Association. This will have long-term budget impacts as the nutrient reductions must be maintained in perpetuity.

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.

# Water Quality

## Summary of Services and Performance Measures

### Service Area: Wastewater Management

**Description:** Wastewater Management 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.

| Key Measures                                                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                             |                  |                     |                  |                  |
| Number of applications submitted                                                         | 0                | 0                   | 0                |                  |
| <b>Output</b>                                                                            |                  |                     |                  |                  |
| Number of complaint responses                                                            | 520              | 500                 | 500              |                  |
| Number of final operation permits                                                        | 0                | 0                   | 0                |                  |
| Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems | 806              | 500                 | 2,356            | 2,356            |
| <b>Efficiency</b>                                                                        |                  |                     |                  |                  |
| Number of days to make first site visit (median)                                         | 0                | 0                   | 0                |                  |
| <b>Effectiveness</b>                                                                     |                  |                     |                  |                  |
| Percent of systems three years old and properly functioning                              | 0                | 0                   | 0                |                  |

### Service Area: Groundwater Management

**Description:** Groundwater Management 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. In addition, the section is responsible for administering and enforcing the County's local ordinance related to well interference investigations. It 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. The section also assists the department with seasonal permitting and inspection of swimming pools.

| Key Measures                                                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                 |                  |                     |                  |                  |
| Groundwater - Total Pace Rads Samples (Gross Alpha)                           | 330              | 200                 | 200              |                  |
| Groundwater - Total voluntary radiological samples with "findings of concern" | 121              | 48                  | 0                |                  |
| Groundwater - Voluntary well samples (excludes new wells)                     | 323              | 150                 | 150              |                  |

# Water Quality

## Service Area: Watershed Management

**Description:** Watershed Management protects and enhances water quality in Wake County through the implementation of land use policies, regulations and local, state and federal laws related to stormwater management, floodplain management and sediment and erosion control. During summer months, the section monitors bacteria levels at public beaches, issues public advisories when bacteria levels exceed standards, and close facilities when there is an imminent public health hazard. Also, the service has interlocal agreements with seven 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                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                            |                  |                     |                  |                  |
| Number of Single Lot Erosion Control Permits             | 65               | 366                 | 400              | 450              |
| <b>Efficiency</b>                                        |                  |                     |                  |                  |
| Number of non-compliant sediment and erosion inspections | 1,104            | 1,233               | 1,250            | 1,150            |
| Number of sediment and erosion inspection reports        | 2,729            | 1,520               | 2,400            | 2,880            |
| Number of sediment and erosion joint inspections         | 250              | 540                 | 600              | 720              |
| Number of stormwater control measure inspections         | 100              | 40                  | 75               | 125              |

# Animal Care, Control and Adoption Center

## Division Summary - Animal Care, Control and Adoption Center

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$345,652          | \$371,423          | \$371,423          | \$371,423             | 100.0%        |
| Miscellaneous                            | \$207              | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$345,858</b>   | <b>\$371,423</b>   | <b>\$371,423</b>   | <b>\$371,423</b>      |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$2,690,079        | \$2,970,404        | \$2,970,404        | \$2,909,706           | 78.4%         |
| Contractual Services                     | \$115,644          | \$121,164          | \$118,564          | \$59,879              | 1.6%          |
| Supplies, Materials and<br>Other Charges | \$845,428          | \$818,074          | \$828,227          | \$743,816             | 20.0%         |
| Capital Outlay                           | \$43,995           | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$3,695,147</b> | <b>\$3,909,642</b> | <b>\$3,917,195</b> | <b>\$3,713,401</b>    |               |
| <b>Number of FTEs</b>                    | <b>45.000</b>      | <b>46.000</b>      | <b>46.000</b>      | <b>45.000</b>         |               |

## Division Purpose and Goals

The Wake County Animal Center seeks to make a difference for the animals and citizens of Wake County through education, adoption, enforcement, and community partnership. The Wake County Animal Center is an open-admission animal shelter. The Center receives all stray, abandoned and surrendered pets in Wake County and works in partnership with fosters, volunteers, and transfer partners to treat and rehome thousands of homeless animals every year. The Animal Services Division is also responsible for administering and enforcing State laws and regulations and local ordinances related to animal care and welfare.

## Major Accomplishments

The Animal Services Division demonstrated leadership and expertise in Animal Welfare and Disaster Preparedness with the publication in the Journal of Applied Animal Welfare Science of "PET PODs: A Tool to Assist with Good Welfare Provisions during Emergent Conditions."

The division participated in various research projects with North Carolina State University and some staff authored the article: "Mosquito diversity and dog heartworm prevalence in suburban areas," which was published in the journal, Parasites & Vectors.

## FY21 Discussion

The budget decrease by \$196,000 from the prior year from reductions detailed below.

The budget eliminates a dedicated Trap Officer position providing trap and release to community cat caregivers, shifting workload to the remaining officers (1.000 FTE, \$62,000).

The budget decreases funding for some medical supplies and discontinues testing for some feline diseases, shifting the testing to the adopter's veterinarians (\$44,000).

The budget eliminates two part-time positions (\$36,000) and temporary staffing (\$35,000).

The budget reduces contractual services and the department will utilize donations for specialized bloodwork as needed (\$25,000).

The budget decreases funding for new dog boxes for replacement vehicles (\$14,000), optional "wet" food for adult dog/cats (\$5,000), and discontinues a storage rental (Pod box) of kennel disposable supplies (\$2,400).

The budget decreases non-certification professional development travel and training (\$6,000).

# Animal Care, Control and Adoption Center

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The budget is reduced to reflect a small decrease to the on-call pay for Animal Control Officers (\$9,000).

The budget decreases contracted services for after hours animal care, relief vet coverage, and necropsies analysis for cruelty cases (\$4,000).

Reductions to advertising, office supplies, books, mileage, cellular phones are also included (\$3,700).

## Horizon Issues

After a Facility Needs Assessment and a Community Needs Assessment were completed, it was determined that Wake County will need a new facility to house animals to meet best practice standards and increase community programs. The space in the current facility has been maximized and expansion on the current property is not feasible. Funds for land acquisition for a new site were included in the FY 2020 Capital budget and the County's FY 2021-2027 Capital Improvement Program includes planned funding for design and construction of a new facility.



# Animal Care, Control and Adoption Center

## Summary of Services and Performance Measures

### Service Area: Animal Control

**Description:** Animal Control 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 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 service 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                                 | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                 |                  |                     |                  |                  |
| Number of animal service calls               | 7,217            | 7,000               | 7,000            |                  |
| <b>Efficiency</b>                            |                  |                     |                  |                  |
| Number of service calls per officer per year | 801              | 777                 | 777              |                  |

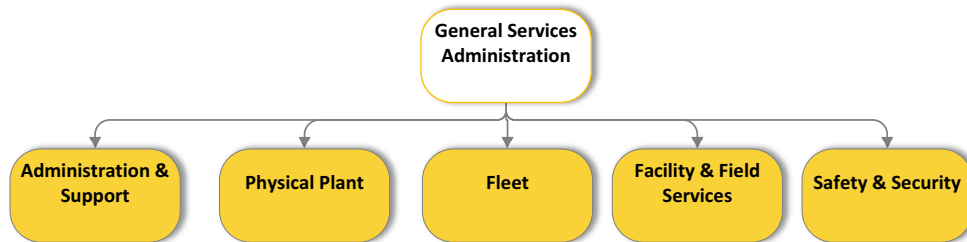
### Service Area: Animal Care and Adoption

**Description:** Animal Care and Adoption 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                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                       |                  |                     |                  |                  |
| Number of animals taken in                                         | 10,944           | 12,000              | 11,500           |                  |
| <b>Output</b>                                                      |                  |                     |                  |                  |
| Number of animals adopted                                          | 3,957            | 5,000               | 5,000            |                  |
| Number of animals euthanized                                       | 2,268            | 1,600               | 1,500            |                  |
| Number of animals reclaimed                                        | 1,401            | 1,700               | 2,000            |                  |
| Number of animals transferred                                      | 3,065            | 3,500               | 3,000            |                  |
| <b>Effectiveness</b>                                               |                  |                     |                  |                  |
| Percent of animals adopted                                         | 36               | 42                  | 43               |                  |
| Percent of animals reclaimed                                       | 13               | 14                  | 17               |                  |
| Percent of non-required euthanizations                             | 9                | 2                   | 3                |                  |
| Percent of required euthanizations (by Ordinance or Animal Health) | 12               | 10                  | 10               |                  |
| Percent of transferred animals                                     | 28               | 29                  | 26               |                  |



# General Services Administration



## Department Summary

|                                           | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|-------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                          |                     |                     |                     |                       |               |
| Charges For Services                      | \$2,484,161         | \$2,638,005         | \$2,638,005         | \$2,553,505           | 98.0%         |
| Miscellaneous                             | \$93,405            | \$49,500            | \$49,500            | \$51,000              | 2.0%          |
| <b>Revenue Totals</b>                     | <b>\$2,577,566</b>  | <b>\$2,687,505</b>  | <b>\$2,687,505</b>  | <b>\$2,604,505</b>    |               |
| <b>Expenditures:</b>                      |                     |                     |                     |                       |               |
| Salary / Benefits                         | \$10,273,822        | \$11,108,262        | \$11,058,262        | \$11,445,517          | 36.8%         |
| Contractual Services                      | \$7,973,063         | \$8,841,932         | \$9,063,461         | \$8,006,466           | 25.7%         |
| Supplies, Materials and<br>Other Charges  | \$11,432,275        | \$11,433,012        | \$11,272,125        | \$11,630,370          | 37.4%         |
| Capital Outlay                            | \$128,515           | \$260,647           | \$265,505           | \$49,069              | 0.2%          |
| <b>Expenditure Totals</b>                 | <b>\$29,807,675</b> | <b>\$31,643,853</b> | <b>\$31,659,353</b> | <b>\$31,131,422</b>   |               |
| <b>Expenditures by Division</b>           |                     |                     |                     |                       |               |
| Administration / Support                  | \$2,717,683         | \$2,759,584         | \$2,968,198         | \$2,707,242           | 8.7%          |
| County Building<br>Agreements             | \$64,650            | \$70,768            | \$70,768            | \$191,768             | 0.6%          |
| Criminal Justice/General<br>Government    | \$777,834           | \$983,981           | \$991,495           | \$917,691             | 2.9%          |
| Facility and Field Services               | \$7,352,889         | \$8,531,554         | \$8,494,469         | \$8,155,263           | 26.2%         |
| Physical Plant                            | \$8,749,213         | \$9,378,485         | \$9,383,343         | \$8,936,972           | 28.7%         |
| Safety and Security                       | \$3,747,202         | \$4,040,322         | \$4,071,921         | \$3,861,562           | 12.4%         |
| Utilities                                 | \$6,398,204         | \$5,879,159         | \$5,679,159         | \$6,360,924           | 20.4%         |
| <b>Expenditure Totals by<br/>Division</b> | <b>\$29,807,675</b> | <b>\$31,643,853</b> | <b>\$31,659,353</b> | <b>\$31,131,422</b>   |               |
| <b>Number of FTEs</b>                     | <b>126.000</b>      | <b>132.000</b>      | <b>132.000</b>      | <b>132.000</b>        |               |

# General Services Administration

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## Department Purpose and Goals

General Services Administration (GSA) manages a comprehensive and diverse portfolio of facilities and fleet for the County; and supports criminal justice, safety and security, and general government functions. GSA is dedicated to ensuring safe and productive work environments, safe and reliable vehicles, and consistent support to County departments. The department is organized into five major service delivery divisions: Administration and Support Services, Facility and Field Services, Fleet Services, Physical Plant, and 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 materials) across organizational reporting lines to advance its core businesses. The department prioritizes reducing risk to County employees and citizens, maintaining the County's facility portfolio, building systems and fleet assets, and ensuring the efficient delivery of general government and court operations through excellence in service.

## FY21 Discussion

General Services budget decreased by \$512,000 compared to the prior year as a result of reductions in contracted services and supplies. The budget includes increased funding for a proposed Duke Energy Rate increase, sworn security coverage at Oak City Multi-Services Center, and environmental cleaning at the Firearms Education and Training Center.

# Administration / Support

## Division Summary - Administration / Support

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$3,322            | \$3,500            | \$3,500            | \$3,500               | 8.0%          |
| Miscellaneous                            | \$80,552           | \$40,500           | \$40,500           | \$40,500              | 92.0%         |
| <b>Revenue Totals</b>                    | <b>\$83,874</b>    | <b>\$44,000</b>    | <b>\$44,000</b>    | <b>\$44,000</b>       |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$1,521,924        | \$1,743,598        | \$1,743,598        | \$1,742,950           | 64.4%         |
| Contractual Services                     | \$1,286,647        | \$1,021,906        | \$1,230,520        | \$950,953             | 35.1%         |
| Supplies, Materials and<br>Other Charges | \$(107,827)        | \$(5,920)          | \$(5,920)          | \$13,339              | 0.5%          |
| Capital Outlay                           | \$16,939           | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$2,717,683</b> | <b>\$2,759,584</b> | <b>\$2,968,198</b> | <b>\$2,707,242</b>    |               |
| <b>Number of FTEs</b>                    | <b>19.000</b>      | <b>19.000</b>      | <b>19.000</b>      | <b>19.000</b>         |               |

### Division Purpose and Goals

The Administrative and Support Services division ensures that standard processes are applied to unique and specialized business environments (detention, health care, courts, etc.). The division provides portfolio management, business and technology planning, and system administration of GSA's various facility and fleet engineered control systems.

The portfolio team oversees the county space inventory. Additionally, the portfolio team supports corporate and detention security systems and judicial video systems. The systems team oversees engineered control technologies that support the County's assets including the work order management system, capital planning system, fleet systems, and parking systems.

Administration manages support services including the County mail center (USPS, labs, medical records, book courier, special deliveries, and inter-office mail) and move management, including surplus property. 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.

### Major Accomplishments

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.

Participated with Facilities Design and Construction on the Human Services Master Plan and Marbles Master Plan.

Prepared performance specifications and route manifests in preparation to bid Mail Center Services, which includes the delivery and processing and sorting of all types of County mail as referenced above.

Developed and conducted online move management process training for all departmental move coordinators through the County's LMS system.

### FY21 Discussion

General Services Administration and Support Service's base budget increased by \$23,000 compared to the prior year due to increases in public safety radio and vehicle claim charges. The budget decreased by \$52,000 compared to the prior year after reductions.

## Administration / Support

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The budget includes reductions to specialized consulting services and temporary staffing providing assistance with the request center, accounts payable, processing charges, and general office support (\$75,000).

### Horizon Issues

The division plans to digitize the County building plans library to support business continuity. This project would 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.

The division will lead efforts to improve department wide work order management by increasing asset reliability through planned/preventative work, tracking repair costs to assets and seeking customer feedback on GSA service requests.

The division also plans to leverage the facility management system's hoteling and reservation module for corporate conference rooms and designated drop-in space. The module was piloted in FY 2019 to better understand utilization of County spaces.

## 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 optimization. The service maintains central business and technology functions and supports GSA's operating divisions.

| Key Measures                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                          |                  |                     |                  |                  |
| Number of rentable square feet managed | 4,229,569        | 4,317,993           | 4,341,345        |                  |
| Number of total square feet managed    | 4,922,390        | 5,015,468           | 5,040,049        |                  |

# Physical Plant

## Division Summary - Physical Plant

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$7,744            | \$7,000            | \$7,000            | \$7,500               | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$7,744</b>     | <b>\$7,000</b>     | <b>\$7,000</b>     | <b>\$7,500</b>        |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$5,033,542        | \$5,325,943        | \$5,325,943        | \$5,461,325           | 61.1%         |
| Contractual Services                     | \$2,257,616        | \$3,041,087        | \$3,041,087        | \$2,685,425           | 30.0%         |
| Supplies, Materials and<br>Other Charges | \$1,452,074        | \$942,455          | \$942,455          | \$790,222             | 8.8%          |
| Capital Outlay                           | \$5,981            | \$69,000           | \$73,858           | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$8,749,213</b> | <b>\$9,378,485</b> | <b>\$9,383,343</b> | <b>\$8,936,972</b>    |               |
| <b>Number of FTEs</b>                    | <b>66.000</b>      | <b>69.000</b>      | <b>69.000</b>      | <b>69.000</b>         |               |

## Division Purpose and Goals

The Physical Plant Division provides facility engineering services and maintenance to Wake County's facility building assets, life safety systems, and infrastructure. The purpose is to maximize the productivity of County staff by providing comfortable, safe, efficient, and reliable working environments through the use of proper planning, professional staffing, exceptional customer service, and technology.

Life safety systems are the most important of all the systems maintained by Physical Plant. These systems include fire alarm, fire sprinkler, chemical fire protection, emergency lighting systems, emergency UPS systems, emergency generator systems, smoke evacuation systems, and battery powered exit lighting.

Physical Plant is also charged with maintaining safe environmental conditions. This requires environmental testing and specialty contractors to ensure a clean and safe environment is provided and maintained.

## Major Accomplishments

Designed and completed repair and replacement projects including an emergency generator replacement at the Wake County Parking Deck, replacement of two boilers with high efficiency

condensing boilers at Marbles and IMAX, repairing the kitchen steam system at the Wake County Detention Center, and rebuilding the chiller at the Wake County Courthouse.

Provided small upfits to various departments including the Sunnybrook Pharmacy, Wake County Office Building 10th Floor, as well as Commons building lower level to support the relocation of Agricultural Services during their renovation.

Supported the healthcare partners at UNC Healthcare and Human Services through their semi-annual accreditation inspections.

Supported Firearms Education and Training Center through contract management of environmental testing and increased the frequency of cleaning in the facility.

Commissioned and opened the following facilities in partnership with Facilities Design and Construction: Cary Regional Library, Fuquay-Varina Community Library, Morrisville Community Library, and Wendell Falls Public Safety Center.

## FY21 Discussion

The Physical Plant base budget increased by \$100,000 from the prior year from salary and benefit adjustments and the removal of one-time costs associated with expansion positions from the prior



# Physical Plant

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year. The Physical Plant budget includes an environmental compliance commitment and operating reductions. In total the budget decreased by \$442,000 compared to the prior year.

The budget includes funding to increase environmental cleaning and filter replacement at the Firing Range Education and Training Center (\$35,000).

The Physical Plant division will insource infrared testing, control work, boiler maintenance, plumbing work, generator and UPS tests and other contracted work (\$450,000).

Adjustments to the projected per gallon fuel costs resulted in a \$7,000 reduction in fuel charges.

The supply budget decreased by \$120,000.

## Horizon Issues

Continue migration of existing building portfolio and future buildings into more modern building automation systems that will enable the controls to have better system monitoring, quicker control adjustments, and more efficient operation.

Plan projects and outline strategies to reduce energy consumption and increase the efficiency of the existing building portfolio.

As rentable square footage and building complexity increases, the division will develop a facility maintenance staffing model to ensure that maintenance service levels can meet the demands of the County facility portfolio.

## Service Area: Life Safety/Environmental

**Description:** To ensure that critical and 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 in managing the County's portfolio.

| Key Measures                                                                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                |                  |                     |                  |                  |
| Number of facilities with supervisory control and data acquisition controls | 54               | 55                  | 56               |                  |

# Safety and Security

## Division Summary - Safety and Security

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Miscellaneous                            | \$7,725            | \$6,000            | \$6,000            | \$6,000               | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$7,725</b>     | <b>\$6,000</b>     | <b>\$6,000</b>     | <b>\$6,000</b>        |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$1,368,910        | \$1,305,552        | \$1,305,552        | \$1,427,723           | 37.0%         |
| Contractual Services                     | \$3,196,344        | \$3,478,103        | \$3,478,103        | \$3,361,812           | 87.1%         |
| Supplies, Materials and<br>Other Charges | \$(818,052)        | \$(766,092)        | \$(734,493)        | \$(950,732)           | (24.6)%       |
| Capital Outlay                           | —                  | \$22,759           | \$22,759           | \$22,759              | 0.6%          |
| <b>Expenditure Totals</b>                | <b>\$3,747,202</b> | <b>\$4,040,322</b> | <b>\$4,071,921</b> | <b>\$3,861,562</b>    |               |
| <b>Number of FTEs</b>                    | <b>7.000</b>       | <b>7.000</b>       | <b>7.000</b>       | <b>7.000</b>          |               |

## Division Purpose and Goals

The Safety and Security Division implements safety and security procedures and physical security safeguards to reduce risk for County personnel, visitors, and assets within County facilities. Services include support to the County risk team, electronic security and card access, fire and intrusion alarms, photo ID employee badging, visitor management, incident report management and tracking, training 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 application or in County facilities. The plan includes providing Verbal Judo training to identified County employees who have face-to-face interaction with clients. Approximately 1,000 employees, have received Verbal Judo training.

Screened an average of 135,000 bags per month or 1.6 million bags annually and detected over 8,000 weapons and contraband at the Courthouse, Justice Center, and Wake County Detention Center x-ray machines.

Conducted electronic security system improvements or installations at Oak City Center, Board Of Elections Operations Center, Wake County Office Building, South Wake Landfill, Cary Library, Fuquay-Varina Library, and Morrisville Library.

## Horizon Issues

The division plans to work with a consultant to rate all County buildings on their criticality and vulnerability based on Homeland Security criteria.

The division collaborates with County departments to improve the safety and security culture and incident reporting through security incident trends.

Ongoing work to replace the video management system for detention facilities will continue.

# Safety and Security

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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                                                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                           |                  |                     |                  |                  |
| Number of access card holders in system                                | 30,712           | 31,000              | 31,500           |                  |
| Number of people trained in safety and security instructor-led classes | 988              | 1,000               | 1,050            |                  |
| Number of security incident reports investigated                       | 2,320            | 2,400               | 2,500            |                  |
| Number of seized weapons or contraband                                 | 8,406            | 8,500               | 8,500            |                  |

# Criminal Justice/General Government

## Division Summary - Criminal Justice/General Government

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$2,179,548        | \$2,310,000        | \$2,310,000        | \$2,225,000           | 100.0%        |
| Miscellaneous                            | \$(281)            | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$2,179,267</b> | <b>\$2,310,000</b> | <b>\$2,310,000</b> | <b>\$2,225,000</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Contractual Services                     | \$328,137          | \$302,470          | \$302,470          | \$286,180             | 31.2%         |
| Supplies, Materials and<br>Other Charges | \$449,698          | \$676,761          | \$684,275          | \$626,761             | 68.3%         |
| Capital Outlay                           | —                  | \$4,750            | \$4,750            | \$4,750               | 0.5%          |
| <b>Expenditure Totals</b>                | <b>\$777,834</b>   | <b>\$983,981</b>   | <b>\$991,495</b>   | <b>\$917,691</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 support to the courts and detention. Additionally, the Division provides court security, detention electronic security, and detention and court video solutions. The GSA administrator chairs the Court Space committee, sponsors the Criminal Justice Operations Committee, and is the County's liaison to the 10th Judicial District of the NC General Court of Justice.

GSA administers three Jail Diversion Programs for the County: Free the People, Pretrial Monitoring, and Pretrial Release Program. These programs have authority under NC General Statute 15A and a 10th Judicial District Administrative Order. The Criminal Justice Operations Committee provides additional oversight of these programs.

The division provides parking in the downtown central business district to the County employees, jurors, partners, tenants and the public. 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, which is contiguous with the County Parking Deck. GSA continues to evaluate new technology and strategies to enhance parking operations.

## 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 2040.

GSA contracted with a vendor to provide preventative maintenance and emergency repairs to the to the Wake County Public Parking Deck Revenue and Access Control System system and devices. Maintaining this system improved efficiencies and reduced the contracted staff needed to operate the deck.

Wake County and the 10th Judicial District were selected by Advancing Pretrial Policy Research (APPR) for its Learning Sites program, which will provide technical assistance and support for the potential implementation of the Public Safety Assessment (PSA) in the Pretrial Services Program.

# Criminal Justice/General Government

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## FY21 Discussion

The Criminal Justice/General Government decreased by \$66,000 from the prior year.

Reductions include fewer temporary staffing at the parking deck at high volume events (\$16,000).

The budget includes a \$50,000 reduction to the maintenance contract for electronic security devices.

## Horizon Issues

The division will evaluate the impact of the Criminal Justice Facilities Master Plan Update on long-term facility needs for the County. It will continue updating Jail and Court data and compare against long-term projections.

The County Parking Policy and operations will be reviewed to align with current goals in parking management.

# Facility and Field Services

## Division Summary - Facility and Field Services

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$59,639           | \$55,000           | \$55,000           | \$55,000              | 92.4%         |
| Miscellaneous                            | \$5,402            | \$3,000            | \$3,000            | \$4,500               | 7.6%          |
| <b>Revenue Totals</b>                    | <b>\$65,041</b>    | <b>\$58,000</b>    | <b>\$58,000</b>    | <b>\$59,500</b>       |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$2,349,446        | \$2,733,169        | \$2,683,169        | \$2,813,519           | 34.5%         |
| Contractual Services                     | \$732,681          | \$879,519          | \$892,434          | \$603,249             | 7.4%          |
| Supplies, Materials and<br>Other Charges | \$4,165,166        | \$4,754,728        | \$4,754,728        | \$4,716,935           | 57.8%         |
| Capital Outlay                           | \$105,595          | \$164,138          | \$164,138          | \$21,560              | 0.3%          |
| <b>Expenditure Totals</b>                | <b>\$7,352,889</b> | <b>\$8,531,554</b> | <b>\$8,494,469</b> | <b>\$8,155,263</b>    |               |
| <b>Number of FTEs</b>                    | <b>34.000</b>      | <b>37.000</b>      | <b>37.000</b>      | <b>37.000</b>         |               |

## Division Purpose and Goals

The Facility & Field Services Division provides civil engineering, housekeeping, pest control, recycling, vending, window washing, solid waste disposal, bio-hazard waste, landscape and hard surface maintenance, horticulture, exterior construction, stormwater and flood control, irrigation, corporate and 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 Marbles Kids Museum, Carolina 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. Notable projects include completing the dam bench repairs at Bond Lake and completing urgent dredging repairs around the riser at Coles Branch Reservoir.

Continued to update 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. The Joint Use Agreement at three school parks is scheduled to be terminated on June 30, 2020, releasing Wake County from any financial or operation responsibilities at Rolesville Elementary School Park, West Millbrook Middle School Park, and Wake Forest Middle School Park.

Completed the Storm Water Control Measures inventory to allow for improved maintenance and inspections. Initiated an Environmental Compliance team by filling two positions added with the prior year budget.

Developed the initial inventory list for radio tower structures to plan for future maintenance and repairs.

## FY21 Discussion

The Facility and Field Services base budget increased by \$19,000 compared to the prior year from the removal of one-time vehicle expenses associated with new positions and salary and contract adjustments. After reductions, the budget decreased compared to the prior year.

# Facility and Field Services

The budget decreased by \$35,000 from the planned ending of joint use agreements at four school parks. Utilities and maintenance at these parks will transition from County responsibility.

The County plans to eliminate window washing and bronze restoration (\$20,000).

The budget reduces in house stock for road signs, equipment rental contracts, and mulching by 1/3 across County sites (\$102,000).

Planned reductions also include changing landscape services from weekly to biweekly, insourcing stormwater maintenance and underground storage tank repair and terminating parking lot maintenance at Human Services sites (\$232,000).

Adjustments to the projected fuel rate resulted in a \$5,000 decrease in Facility and Field Services fuel charges.

## Horizon Issues

The division plans to install data telemetry units at all 10 flood control sites to provide real time data to the

Emergency Operations Center during flood events. The first prototype is under design with an engineering firm. The RFQ for the necessary design services was completed in February 2020. Award notification to successful design firms is anticipated in March 2020. The division plans to transition from the current 800 MHz radio system to a new communications platform for supervisory control and data acquisition and irrigation systems reporting back to central servers.

In collaboration with Wake County, RDU, State, and Federal Partners, the division will develop a remediation plan for the Crabtree Creek Water Shed. The plan will attempt to address environmental testing in and around the watershed specifically related to Brier Creek Reservoir and Lake Crabtree Park. The RFQ for the necessary design services was completed in February 2020. Award notification to successful design firms is anticipated in March 2020.

Conducting a corporate bilingual signage study and establish a transition plan to improve County signage and wayfinding for the public.

## Service Area: Road Name Signs

**Description:** This program fabricates, installs, and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal extraterritorial jurisdictions (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                                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                 |                  |                     |                  |                  |
| Number of road name signs that are new, repaired, or replaced | 3,242            | 3,202               | 3,300            |                  |

# Utilities

## Division Summary - Utilities

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Miscellaneous                            | \$7                | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$7</b>         | <b>—</b>           | <b>—</b>           | <b>—</b>              |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Contractual Services                     | \$120,522          | \$103,847          | \$103,847          | \$103,847             | 1.6%          |
| Supplies, Materials and<br>Other Charges | \$6,277,682        | \$5,775,312        | \$5,575,312        | \$6,257,077           | 98.4%         |
| <b>Expenditure Totals</b>                | <b>\$6,398,204</b> | <b>\$5,879,159</b> | <b>\$5,679,159</b> | <b>\$6,360,924</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 applies that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an outsourced energy and sustainability management platform to receive and pay bills electronically. This function is managed by GSA's Administration and Support Services Division.

Energy Management is conducted through the Support Energy Conservation and Management Policy by using utility information for purpose of reducing consumption and cost of service.

## Major Accomplishments

Continued to serve on the Energy Advisory Commission, where GSA supports the Commission's efforts on the 25th Energy Camp for 40 rising 6th graders.

Revised the building automation system in the Wake County Justice Center to optimize air handler efficiency and improved chilled water controllability and efficiency in the Public Safety Center through the addition of new control valves. Converted exterior Courthouse downlighting and Firearms Education and Training Center range lights to LED lighting.

Completed a building management system improvement project to upgrade the interface of 31 County buildings, improving the trending and energy data storage capabilities.

## FY21 Discussion

The Utilities base budget increased by \$339,000 compared to the prior year based on the County's annual projection of utilities based on prior year usage. The budget includes funding for a planned rate increase and operating reductions. The budget increased by \$482,000 compared to the prior year.

The budget includes \$228,000 for a proposed Duke Energy rate increase that is under review by The Utilities Commission. The budget decreased by \$15,000 from adjustments in utility charges for the Firearms Education and Training Center and the anticipated rate increase.

The County plans to end water irrigation at 15 sites. Water irrigation is no longer part of County design standard (\$23,000).

The Utilities budget decreased by \$25,000 from the planned ending of joint use agreements at four school parks. The County will no longer be responsible for utilities at these sites.

The budget was reduced based on the planned move from ISDN to E-Lan for security network connectivity (\$21,000).



## 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. This helps find opportunities to conserve resources and save money. The critical information is collected for historical energy use, providing baseline information for analysis.

| Key Measures                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                       |                  |                     |                  |                  |
| Number of buildings with corporate recycling       | 52               | 54                  | 56               |                  |
| Number of facilities with building control systems | 49               | 52                  | 53               |                  |

# County Building Agreements

## Division Summary - County Building Agreements

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                  |                   |                   |                       |               |
| Charges For Services                     | \$233,908        | \$262,505         | \$262,505         | \$262,505             | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$233,908</b> | <b>\$262,505</b>  | <b>\$262,505</b>  | <b>\$262,505</b>      |               |
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Contractual Services                     | \$51,116         | \$15,000          | \$15,000          | \$15,000              | 7.8%          |
| Supplies, Materials and<br>Other Charges | \$13,534         | \$55,768          | \$55,768          | \$176,768             | 92.2%         |
| <b>Expenditure Totals</b>                | <b>\$64,650</b>  | <b>\$70,768</b>   | <b>\$70,768</b>   | <b>\$191,768</b>      |               |

### Division Purpose and Goals

County Building Agreements are managed and maintained by GSA and serve 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 needs, GSA will allocate resources in a fiscally prudent manner.

### Major Accomplishments

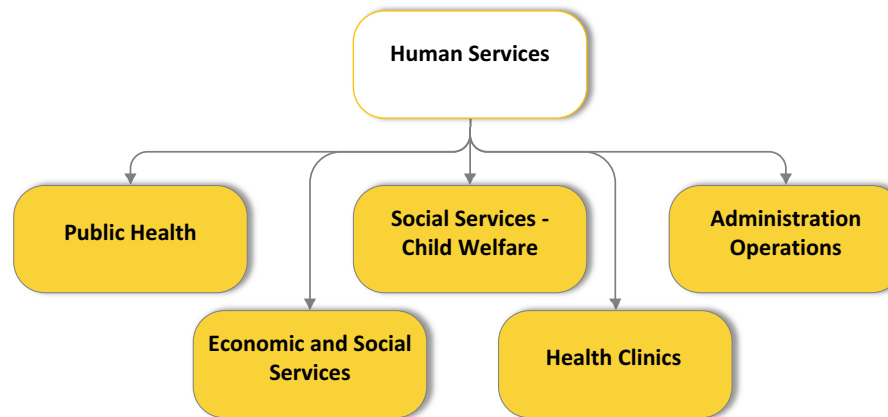
Completed lease negotiations and design for tenant improvements for the future relocation of Human Services at Millbrook Road. Move is scheduled for FY 2021.

Completed lease negotiations and test fit for the relocation of occupants from leased facilities (Horizon Drive and Parkview) as well as the Veteran Services Office, and several Human Services employees from Swinburne to support the Human Services Master Plan. The move is scheduled for FY 2021.

### FY21 Discussion

The County Building Agreement base budget increased by \$146,000 compared to the prior year from new leased Human Services facilities. The budget was reduced by \$25,000 based on prior year maintenance expenses at the Emergency Services Education Center. The budget increased by \$121,000 compared to the prior year.

# Human Services



## Department Summary

|                                           | FY2019<br>Actual     | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended | % of<br>Total |
|-------------------------------------------|----------------------|----------------------|----------------------|-----------------------|---------------|
| <b>Revenues:</b>                          |                      |                      |                      |                       |               |
| Federal                                   | \$11,376,573         | \$11,561,064         | \$11,905,840         | \$11,933,779          | 14.8%         |
| State                                     | \$53,653,393         | \$50,698,312         | \$50,862,381         | \$53,327,172          | 66.3%         |
| Local                                     | \$70,057             | \$72,110             | \$145,232            | \$100,444             | 0.1%          |
| Charges For Services                      | \$14,850,076         | \$13,523,898         | \$13,550,405         | \$14,223,307          | 17.7%         |
| Miscellaneous                             | \$49,363             | \$5,331              | \$5,331              | \$5,066               | 0.0%          |
| Other Financing Sources                   | —                    | —                    | —                    | \$845,688             | 1.1%          |
| <b>Revenue Totals</b>                     | <b>\$79,999,461</b>  | <b>\$75,860,715</b>  | <b>\$76,469,189</b>  | <b>\$80,435,456</b>   |               |
| <b>Expenditures:</b>                      |                      |                      |                      |                       |               |
| Salary / Benefits                         | \$111,734,363        | \$119,337,467        | \$119,213,631        | \$122,374,878         | 75.4%         |
| Contractual Services                      | \$25,536,127         | \$26,884,237         | \$28,561,229         | \$26,498,562          | 16.3%         |
| Supplies, Materials and Other Charges     | \$11,294,285         | \$14,431,570         | \$13,438,111         | \$12,395,784          | 7.6%          |
| Capital Outlay                            | \$12,972             | —                    | \$206,791            | —                     | 0.0%          |
| Budget Reserves                           | —                    | \$40,545             | \$161,505            | \$(40,545)            | (0.0)%        |
| Transfers Out                             | \$2,221,231          | \$199,966            | \$199,966            | \$1,045,654           | 0.6%          |
| <b>Expenditure Totals</b>                 | <b>\$150,798,978</b> | <b>\$160,893,785</b> | <b>\$161,781,233</b> | <b>\$162,274,333</b>  |               |
| <b>Expenditures by Division</b>           |                      |                      |                      |                       |               |
| Administration and Operations             | \$18,619,303         | \$20,300,858         | \$20,446,080         | \$21,101,990          | 13.0%         |
| Child Welfare                             | \$30,636,050         | \$34,556,999         | \$34,599,903         | \$34,291,677          | 21.1%         |
| Children, Youth and Family                | \$995                | \$2,163              | —                    | —                     | 0.0%          |
| Health Clinics                            | \$20,816,063         | \$20,461,547         | \$21,005,998         | \$20,837,055          | 12.8%         |
| Human Service Reserves                    | —                    | —                    | \$793,533            | —                     | 0.0%          |
| Public Health                             | \$29,557,283         | \$30,781,940         | \$30,996,147         | \$31,220,630          | 19.2%         |
| Social Services Economic Self Sufficiency | \$51,169,284         | \$54,790,278         | \$53,939,572         | \$54,822,981          | 33.8%         |
| <b>Expenditure Totals by Division</b>     | <b>\$150,798,978</b> | <b>\$160,893,785</b> | <b>\$161,781,233</b> | <b>\$162,274,333</b>  |               |
| <b>Number of FTEs</b>                     | <b>1,581.984</b>     | <b>1,621.997</b>     | <b>1,628.997</b>     | <b>1,623.997</b>      |               |

## 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 vision is for Wake County to be one of the healthiest places to live and for all residents have opportunities to improve their lives. Wake County Human Services is dedicated to providing public health, social services, and transportation services to over 200,000 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.

## FY21 Discussion

The Human Services budget sees a \$1.38 million expenditure increase. The bulk of this increase is related to the annualization of performance pay from the prior year budget. The increase is less than prior years due to reductions countywide, including each division in Human Services. At least half of all reductions align operating line item budgets more closely with prior year actual spending patterns.

The Economic Social Services division includes \$1.15 million in reductions. More than ninety percent of the reduction relates to aligning operating line item budgets more closely with prior year actual spending patterns. This includes special assistance board supplements, legal expenses, telephone service, supplies, temporary staffing, and various contracts.

Also, \$1.29 million was removed from the Child Welfare base budget, nearly three quarters of which relates to foster care board payment supplements, contracted services, office telephone, software purchases, and other operating budget line items. 1.000 FTE was also eliminated.

The Public Health division reductions are 6.000 FTEs and \$1.30 million. Half of the reduction is for supplies, contracted services, mileage, and other operating line item budgets. The other half includes vacant County-funded positions.

Health Clinics were reduced by \$768,000, nearly seventy percent of which related to reductions in equipment, contracted services, medical and drug supplies, and other operating line item budgets.

Finally, 1.000 FTE and \$1.08 million in Administration and Operations were removed as reductions. About half of that funding was removed from contracted services, supplies, training, and other operating line item budgets to more closely align with prior year actual spending patterns.

# Social Services Economic Self Sufficiency

## Division Summary - Social Services Economic Self Sufficiency

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Federal                                  | \$654,335           | \$712,420           | \$712,420           | \$712,420             | 2.0%          |
| State                                    | \$34,205,999        | \$32,270,124        | \$32,197,213        | \$33,054,766          | 94.8%         |
| Charges For Services                     | \$313,982           | \$765,280           | \$813,162           | \$1,082,343           | 3.1%          |
| <b>Revenue Totals</b>                    | <b>\$35,174,315</b> | <b>\$33,747,824</b> | <b>\$33,722,795</b> | <b>\$34,849,529</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$38,285,326        | \$39,772,825        | \$39,171,102        | \$41,411,818          | 75.5%         |
| Contractual Services                     | \$10,205,176        | \$10,993,505        | \$10,997,381        | \$9,856,963           | 18.0%         |
| Supplies, Materials and<br>Other Charges | \$2,671,155         | \$4,023,948         | \$3,771,089         | \$3,554,200           | 6.5%          |
| Capital Outlay                           | \$7,627             | —                   | —                   | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$51,169,284</b> | <b>\$54,790,278</b> | <b>\$53,939,572</b> | <b>\$54,822,981</b>   |               |
| <b>Number of FTEs</b>                    | <b>583.000</b>      | <b>593.500</b>      | <b>596.500</b>      | <b>596.500</b>        |               |

## Division Purpose and Goals

The Economic Self Sufficiency Division builds human capital and enhances 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 through the provision of time-limited public assistance such as energy and food assistance; access to health care; establishing and enforcing child support obligations; maximizing individual capacity to secure employment; and assisting older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs.

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

The FNS Employment & Training Program has enrolled 272 individuals since going live. 87 individuals have accessed education and training opportunities and more than 60 participants have found employment.

For the first time in 15 years, the Adult Services program was monitored by DHHS with no errors cited.

The Child Care Subsidy program worked through all 2,139 children on the wait list by March 2019.

The Guardianship program began putting an emphasis on limited guardianship, restoration of competency, and transfer to family members which resulted in 3 restorations and 7 transfers to family members.

The Work First Program had 100% compliance on the annual state audit.

## FY21 Discussion

The Economic and Social Services budget remained flat from the prior year budget. Annualization of performance pay and benefit adjustments approved with the prior year budget were offset by reductions made across the division.

The budget reduces legal expenses, telephone, supplies, mileage, postage, software, client transportation, training, client rent, and other operating aligned with prior year actual spending patterns (\$288,000).

# Social Services Economic Self Sufficiency

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The budget aligns the special assistance board payment supplement budget with prior year actual spending patterns due to a decline in the number of eligible individuals who need assistance with the cost of room and board in licensed residential facilities (\$615,000).

The budget reduction aligns a WorkFirst contract with Community Workforce Solutions with prior year actual spending patterns. (\$50,000).

The budget reduces temporary staff supporting the division (\$200,000).

## Horizon Issues

The specific impacts of Medicaid Transformation and Medicaid expansion are not yet known, but these initiatives would impact the eligibility process. Medicaid expansion could add 50,000 additional people to the Medicaid caseload.

# Social Services Economic Self Sufficiency

## Summary of Services and Performance Measures

### Service Area: Children's 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 level, and family planning services to low income adults.

| Key Measures                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                  |                  |                     |                  |                  |
| Percent of Family and Children Medicaid applications processed timely | 93               | 90                  | 90               | 90               |

### Service Area: Older Adults - Medicaid, FNS, and Special Assistance

**Description:** This area includes Medicaid, Food & Nutrition Services (FNS), and Special Assistance services for senior and disabled adults. Special Assistance is a program which helps pay for the cost of care in an adult care home or assisted living facility.

| Key Measures                                                         | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                 |                  |                     |                  |                  |
| Percent of adult Medicaid applications completed timely              | 92               | 90                  | 90               | 90               |
| Percent of Special Assistance-Aged applications processed timely     | 83               | 85                  | 85               | 85               |
| Percent of Special Assistance-Disabled applications processed timely | 84               | 85                  | 85               | 85               |

### Service Area: Adult Protective Services

**Description:** Accept and evaluate calls for information, referral, and reports of abuse, neglect, and exploitation of disabled adults.

| Key Measures                                                                                    | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                    |                  |                     |                  |                  |
| Percent of screened in reports of abuse, neglect, and/or exploitation initiated within 72 hours | 99               | 100                 | 100              | 100              |
| <b>Effectiveness</b>                                                                            |                  |                     |                  |                  |
| Percent of evaluations and case decisions will be completed within 30/45 days of first contact  | 99               | 95                  | 95               | 95               |
| Percent of screened in reports alleging danger of death initiated immediately                   | 96               | 100                 | 100              | 100              |

# Social Services Economic Self Sufficiency

## Service Area: Food & Nutrition Services

**Description:** Food Nutrition Services (FNS) provides food assistance (food stamps) to supplement the household's income for food. The household must meet income eligibility requirements.

| Key Measures                                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                   |                  |                     |                  |                  |
| Percent of expedited FNS applications processed timely | 95               | 95                  | 95               | 95               |
| Percent of FNS recertifications processed timely       | 95               | 95                  | 95               | 95               |
| Percent of FNS regular applications 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                                                      | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                     |                  |                     |                  |                  |
| Percent of on-site visits conducted to adult care home facilities | 99               | 100                 | 100              | 100              |

## Service Area: Child Support

**Description:** Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

| Key Measures                                                                   | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                   |                  |                     |                  |                  |
| Amount of child support collected                                              | 48,920,925       | 48,920,925          | 48,920,925       | 48,920,925       |
| Percent of child support cases that are enforced (court-ordered child support) | 87               | 87                  | 87               | 87               |
| Percent of current child support paid                                          | 69               | 69                  | 69               | 69               |
| Percent of paternities established for children born out of wedlock            | 104              | 100                 | 100              | 100              |
| <b>Effectiveness</b>                                                           |                  |                     |                  |                  |
| Percent of child support cases that receive payment toward arrears             | 69               | 69                  | 69               | 69               |



# Social Services Economic Self Sufficiency

## Service Area: Adult Guardianships

**Description:** Serve as the legal guardian of the person for elderly and disabled adults as designated by the Wake County Clerk of Court.

| Key Measures                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                  |                  |                     |                  |                  |
| Percent of all adult wards with primary care provider | 96               | 100                 | 100              | 100              |

## 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                                                              | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                                         |                  |                     |                  |                  |
| Percent of Work First applications processed within the 45 day time frame | 100              | 95                  | 95               | 95               |

## Service Area: Older Adults - Support Services

**Description:** Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) are provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

| Key Measures                                     | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                             |                  |                     |                  |                  |
| Percent of consumers who maintain stable housing | 94               | 98                  | 98               | 98               |

# Social Services Economic Self Sufficiency

## Service Area: Child Care Subsidy

**Description:** Affordable early childhood education and 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 and 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                                                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                |                  |                     |                  |                  |
| Number of unduplicated children served                      | 5,488            | 7,000               | 7,000            | 7,000            |
| <b>Efficiency</b>                                           |                  |                     |                  |                  |
| Percent of child care subsidy applications processed timely | 97               | 95                  | 95               | 95               |
| <b>Effectiveness</b>                                        |                  |                     |                  |                  |
| Percent of child care subsidy dollars used                  | 100              | 100                 | 100              | 100              |

## Service Area: Employment and 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 the Career Center and NCWorks. Co-located staff offer funding for skills training for customers who meet certain requirements and provide Business and Employer Services.

| Key Measures                                                                               | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                               |                  |                     |                  |                  |
| Number of new and carryover individuals served via enrollment and job finder club services | 14,573           | 19,000              | 19,000           | 19,000           |

# Social Services Economic Self Sufficiency

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## 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. This includes programs like Crisis Intervention Program (CIP) and Low Income Energy Assistance Program (LIEAP).

| Key Measures                                                                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                        |                  |                     |                  |                  |
| Percent of CIP applications processed timely with heat and cooling source   | 97               | 95                  | 95               | 95               |
| Percent of CIP applications processed timely with no heat or cooling source | 91               | 85                  | 85               | 85               |
| Percent of CIP funds used to serve Wake County residents                    | 100              | 100                 | 100              | 100              |
| Percent of LIEAP funding used to serve Wake County residents                | 84               | 100                 | 100              | 100              |

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# Child Welfare

## Division Summary - Child Welfare

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Federal                                  | \$2,367,828         | \$2,405,750         | \$2,405,750         | \$2,128,180           | 13.4%         |
| State                                    | \$13,444,946        | \$13,005,128        | \$12,781,605        | \$13,767,033          | 86.4%         |
| Local                                    | \$500               | \$9,850             | \$66,518            | \$38,184              | 0.2%          |
| Charges For Services                     | \$14,216            | \$7,500             | \$7,500             | \$7,500               | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$15,827,489</b> | <b>\$15,428,228</b> | <b>\$15,261,373</b> | <b>\$15,940,897</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$20,782,645        | \$23,598,090        | \$23,598,090        | \$24,284,009          | 70.8%         |
| Contractual Services                     | \$8,244,263         | \$9,171,432         | \$9,115,820         | \$8,396,935           | 24.5%         |
| Supplies, Materials and<br>Other Charges | \$1,609,142         | \$1,787,477         | \$1,685,993         | \$1,610,733           | 4.7%          |
| Capital Outlay                           | —                   | —                   | \$200,000           | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$30,636,050</b> | <b>\$34,556,999</b> | <b>\$34,599,903</b> | <b>\$34,291,677</b>   |               |
| <b>Number of FTEs</b>                    | <b>293.200</b>      | <b>316.800</b>      | <b>315.800</b>      | <b>314.800</b>        |               |

## Division Purpose and Goals

Child Welfare protects children and enhances their well-being by supporting and strengthening families. State and federal law require Child Welfare to receive and screen reports from the public of suspected child abuse, neglect and dependency to see if they meet legal criteria for Child Protective Services (CPS) assessments. They also conduct CPS assessments to determine if children have been maltreated and need protective services and provide protective services to help families keep children who have been maltreated safely at home whenever possible. Prevention services are available to families at risk of involvement with CPS, to help reduce the possibility of CPS involvement. Finally, they take children into foster care when no other means are adequate to protect them and quickly reunify foster children with their families whenever possible while looking for alternate permanent homes through adoption when necessary.

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

wellbeing: the educational, health, and overall well-being of children in foster care or receiving Child Protective Services In-Home Services will be enhanced.

## Major Accomplishments

Child Welfare reduced the number of children served in foster care from a high in 2016 of 1,011 to 770 in 2019. The division also increased the number of children reunified with their parents by 65% in the last year and made strides in reunifying fathers with their children.

Child Welfare operates Wake House Visitation Center, the newest tool in the effort to increase permanency rates. Visitation is the greatest indicator of successful reunification and the more realistic the setting, the more focused support to the family can be. Wake House enables visits during the day, evenings and weekends in a low-stress environment that allows for normal parent-child interactions such as playing outside, helping with homework while preparing dinner, and having game or movie nights.

Child Welfare received a \$1 million grant from The Duke Endowment Grant to expand the Child Health and Development Program. This program will take a

multidisciplinary approach to assessments and in-home services. Nurses and social workers will work side-by-side to visit homes and recommend and coordinate resources for children at-risk of entering foster care. This model is expected to lessen entry into the child welfare system and to prevent out of home care.

The division established and implemented the Continuous Quality Improvement section. This section is composed of Training, Onsite Support, Child/Family Teams, and Quality Assurance. Through these functions, new employees are trained, existing employees are coached in the field, and children and their families undergo staff facilitation. The section aims to continuously improve in each of these areas to improve the outcomes for the child.

Child Welfare initiated Vision 2020, an effort to increase staff retention, consistency in work, and access to services. Through these efforts so far, there is a lower vacancy rate (28% to 7%), lower number of Program Development Plan findings (10 to 6), and the inclusion of the Wake Network of Care application on every Child Welfare County-issued cell phone.

## FY21 Discussion

The Child Welfare budget decreased by \$265,000 from the prior year budget. Annualization of performance pay and benefit adjustments approved with the prior year budget were offset by reductions made across the division.

The budget reduces contracted services, office telephone, software purchase fee, medical payments,

and other operating line budgets aligned with prior year actual spending patterns (\$182,000).

The budget also aligns the foster care board payment supplements budget with prior year actual spending patterns (\$727,000).

Reduction of two temporary Child and Family Team Facilitators (\$146,000).

The budget eliminates a contract with the Hope Center that supports LINKS eligible foster care recipients age 13-21 years of age to older youth in foster care (\$93,000).

The budget eliminates a contract with SAFEchild (\$52,000).

The budget eliminates a vacant Permanency Placement Social Worker (1.000 FTE, \$72,000).

## Horizon Issues

The Family First Prevention Services Act was signed into law as part of the Bipartisan Budget Act on February 9, 2018. This legislation prompts vast changes to child welfare practice and policy including: reforming federal child welfare funding streams, broadening the scope of child welfare to include prevention services, allowing for separate licensing standards for kin, limiting funding for group homes to two weeks, and continuing incentives to promote adoption and guardianship.

North Carolina opted to delay implementation until October 1, 2021; however, Wake County has begun implementing parts of the new legislation to better inform the Statewide implementation.

# Child Welfare

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## 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                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                       |                  |                     |                  |                  |
| Number of CPS reports received                                     | 8,190            | 9,036               | 9,789            |                  |
| Number of reports accepted for CPS Assessment                      | 5,438            | 6,000               | 6,500            |                  |
| <b>Effectiveness</b>                                               |                  |                     |                  |                  |
| Percent of accepted reports of child maltreatment initiated timely | 92               | 95                  | 95               | 95               |
| Percent of assessments completed within 45 day policy time frame   | 55               | 95                  | 95               | 95               |
| Percent of youth with repeat of maltreatment                       | 9                | 9                   | 9                | 9                |

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# Child Welfare

## 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                                                                                                                                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                                                                                                       |                  |                     |                  |                  |
| Number of children in foster care (average)                                                                                                                                        | 591              | 579                 | 579              |                  |
| Number of children receiving guardianship assistance                                                                                                                               | 11               | 15                  | 15               | 15               |
| Percent of youth receiving face-to-face contact with social worker each month                                                                                                      | 93               | 95                  | 95               | 95               |
| <b>Output</b>                                                                                                                                                                      |                  |                     |                  |                  |
| Rate of placement moves per 1,000 days of foster care                                                                                                                              | 4                | 4                   | 4                | 4                |
| <b>Effectiveness</b>                                                                                                                                                               |                  |                     |                  |                  |
| Number of 18-21 youth in out-of-home placement                                                                                                                                     | 72               | 86                  | 107              |                  |
| Percent of children achieving adoption within 24 months of child coming into foster care (when adoption is the case plan)                                                          | 5                | 5                   | 5                | 5                |
| Percent of children achieving guardianship (or custody with relative) within 18 months of child coming into foster care (when guardianship/custody with relative is the case plan) | 12               | 12                  | 12               | 12               |
| Percent of youth discharged prior year who re-enter foster care                                                                                                                    | 5                | 8                   | 8                | 8                |
| Percent of youth who entered prior year, discharged to permanency in next year                                                                                                     | 12               | 26                  | 41               | 41               |

## 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                                                                     | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                     |                  |                     |                  |                  |
| Number of families referred for CPS In-Home Services                             | 597              | 678                 | 770              |                  |
| Percent of In-Home cases closed within 6 months of In-Home services being opened | 75               | 77                  | 78               | 77               |

# Child Welfare

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## 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                                                                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                          |                  |                     |                  |                  |
| Number of adoptive families of special needs foster children receiving financial assistance (average) | 1,121            | 1,121               | 1,121            | 1,121            |

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# Public Health

## Division Summary - Public Health

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Federal                                  | \$5,508,064         | \$5,695,586         | \$5,565,819         | \$5,858,375           | 54.9%         |
| State                                    | \$631,928           | \$570,653           | \$686,025           | \$595,909             | 5.6%          |
| Local                                    | \$34,782            | \$28,260            | \$28,260            | \$28,260              | 0.3%          |
| Charges For Services                     | \$3,186,419         | \$3,233,347         | \$3,233,347         | \$3,333,347           | 31.3%         |
| Miscellaneous                            | \$1,738             | —                   | —                   | —                     | 0.0%          |
| Other Financing Sources                  | —                   | —                   | —                   | \$845,688             | 7.9%          |
| <b>Revenue Totals</b>                    | <b>\$9,362,931</b>  | <b>\$9,527,846</b>  | <b>\$9,513,451</b>  | <b>\$10,661,579</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$25,270,458        | \$26,868,511        | \$26,851,511        | \$26,835,614          | 86.0%         |
| Contractual Services                     | \$1,240,154         | \$1,239,970         | \$1,415,662         | \$979,833             | 3.1%          |
| Supplies, Materials and<br>Other Charges | \$2,325,440         | \$2,473,493         | \$2,523,140         | \$2,359,529           | 7.6%          |
| Capital Outlay                           | —                   | —                   | \$5,868             | —                     | 0.0%          |
| Transfers Out                            | \$721,231           | \$199,966           | \$199,966           | \$1,045,654           | 3.3%          |
| <b>Expenditure Totals</b>                | <b>\$29,557,283</b> | <b>\$30,781,940</b> | <b>\$30,996,147</b> | <b>\$31,220,630</b>   |               |
| <b>Number of FTEs</b>                    | <b>341.134</b>      | <b>341.297</b>      | <b>345.797</b>      | <b>339.797</b>        |               |

## Division Purpose and Goals

The primary mission of the Public Health Division is to collaboratively protect and improve the health of residents through partnerships, innovation, and integration of health resources. Primary program areas include: Communicable Disease Prevention and Surveillance, HIV/STD Outreach, Chronic Disease and Injury Prevention and Health Promotion, Emergency Preparedness, Immunization Outreach, Maternal and Child Health Outreach, Child Care Health Consultants, Vital Records, School Health, 4-H, and the Women Infant and Children Nutrition services.

## Major Accomplishments

In 2019, the division achieved Public Health re-accreditation status from the North Carolina Department of Health and Human Services Division of Public Health.

The Minority Diabetes Prevention Program received CDC full recognition status.

NC AIDS Action Network awarded Wake County Human Services their 2019 Local Health Department of the Year Award for the county's HIV Outreach.

The National Association of Counties recognized Wake County's HIV/STD Community Program for its Hepatitis C work.

The National Association of School Nurses recognized the county's School Nurse Program for its development of an innovative assessment tool for students with special medical needs in the school setting.

## FY21 Discussion

The Public Health budget increased \$439,000. The increase from compensation and benefit adjustments approved with the prior year budget partially offset the below reductions.

The expiration of three grants (Substance Abuse Centers Grant, Mosquito and Tick Grant, and the Emergency Overdose Prevention Grant) funded by the Public Health Consolidated Agreement with the

# Public Health

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State removed one County Test Coordinator position and reduced the base budget expenditures and revenues by \$388,000 (1.000 FTE).

The budget transfers \$846,000 of ABC Fund Balance to the Grants and Donations Fund to continue the Drug Overdose Prevention Program for the next two years. This program expands access, treatment, and recovery supports for opioid users.

The budget reduces contracted services, supplies, and other budget lines in line with prior year actual spending patterns (\$508,000).

Reductions in the budget for temporary staffing (\$60,000).

Elimination of a vacant Care Coordination for Child Health Supervisor position (1.000 FTE; \$73,000).

The budget eliminates two vacant Maternal Health Interpreter positions (2.000 FTE; \$113,000).

The budget eliminates a vacant 4H Youth Development Supervisor position (1.000 FTE; \$99,000).

The budget eliminates a vacant WIC Supervisor position (1.000 FTE; \$59,000).

## Horizon Issues

Medicaid Transformation will affect all Public Health services currently receiving funding, including both clinical care and care management programs.

Case management resources are needed to assure connections to care, maintenance of care and provision of wrap around 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                                                                                       | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                                       |                  |                     |                  |                  |
| Number of foodborne cases (includes Hepatitis A, Campylobacter, E. Coli, Salmonella, and Shigella) | 535              | 600                 | 550              | 550              |
| Number of vaccine preventable diseases                                                             | 243              | 275                 | 250              | 250              |
| Number of vectorborne cases                                                                        | 86               | 85                  | 85               | 85               |
| <b>Output</b>                                                                                      |                  |                     |                  |                  |
| Number of animal exposures investigated                                                            | 727              | 750                 | 750              | 750              |
| Number of communicable disease cases investigated                                                  | 1,566            | 1,600               | 1,600            | 1,650            |
| Number of HIV investigations                                                                       | 133              | 145                 | 145              | 145              |
| Number of syphilis investigations                                                                  | 290              | 300                 | 300              | 300              |

### Service Area: Communicable Disease Control- Tuberculosis Surveillance

**Description:** The investigation, treatment, education, prevention, and reporting of tuberculosis (TB) 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                                                                 | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                 |                  |                     |                  |                  |
| Number of clinic visits                                                      | 4,679            | 5,146               | 5,146            | 5,660            |
| Number of TB cases confirmed                                                 | 26               | 30                  | 30               | 30               |
| <b>Output</b>                                                                |                  |                     |                  |                  |
| Number of field visits                                                       | 3,295            | 3,625               | 3,625            | 3,625            |
| <b>Efficiency</b>                                                            |                  |                     |                  |                  |
| Percent of TB investigated and reported within the state-mandated time frame | 36               | 95                  | 95               | 95               |

# Public Health

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## 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                                                               | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                              |                  |                     |                  |                  |
| Number of communication drills conducted                                   | 17               | 17                  | 17               | 17               |
| Number of incident command system activation days                          | 34               | 14                  | 0                |                  |
| Number of mass care training sessions conducted                            | 8                | 7                   | 7                | 7                |
| Number of preparedness operational exercises conducted and participated in | 10               | 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                                      | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                              |                  |                     |                  |                  |
| Percent of WIC baseload participating in services | 90               | 97                  | 97               | 97               |

# Public Health

## 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                                                                                 | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                         |                  |                     |                  |                  |
| Number of clients who use prevention and education services                                  | 14,164           | 12,500              | 11,000           | 11,000           |
| Number of hepatitis C mono-infected clients identified                                       | 179              | 180                 | 180              | 80               |
| Number of hepatitis C mono-infected patients completing treatment                            | 165              | 165                 | 165              | 165              |
| Number of hepatitis C mono-infected patients in treatment                                    | 94               | 95                  | 95               | 95               |
| Number of HIV/AIDS clients assisted with housing                                             | 10               | 10                  | 10               | 10               |
| Number of HIV/AIDS clients assisted with Housing Opportunities for Persons with AIDS program | 133              | 150                 | 150              | 150              |
| Number of HIV/AIDS clients assisted with nutritional supplements                             | 139              | 150                 | 150              | 150              |
| Number of HIV/AIDS clients assisted with utility payments                                    | 95               | 100                 | 100              | 100              |
| Number of HIV/AIDS clients who received medical assistance                                   | 1                | 10                  | 10               | 10               |
| Number of housing vouchers issued                                                            | 43               | 50                  | 50               | 50               |
| Number tested for HIV, gonorrhea, syphilis, chlamydia, hepatitis C in non-clinic sites       | 19,898           | 20,550              | 21,200           | 21,550           |
| Percent of chlamydia positivity at non traditional testing sites                             | 8                | 8                   | 8                | 8                |
| Percent of gonorrhea positivity at non-traditional testing sites                             | 3                | 3                   | 3                | 3                |
| Percent of hepatitis C positivity at non-traditional testing sites                           | 7                | 7                   | 7                | 7                |
| Percent of HIV positivity at non-traditional testing sites                                   | 283              | 500                 | 500              | 500              |
| Percent of syphilis positivity at non-traditional sites                                      | 3                | 3                   | 3                | 3                |

# Public Health

## 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                                                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                    |                  |                     |                  |                  |
| Percent of children age 15 months who had recommended well-child visits | 76               | 77                  | 77               | 77               |

## Service Area: Immunization Outreach

**Description:** 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 and oversight and administration of National Association of Counties Prescription Discount Card Program for Wake County.

| Key Measures                 | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                |                  |                     |                  |                  |
| Number of clients immunized  | 15,536           | 16,500              | 16,500           | 17,000           |
| Number of doses administered | 38,140           | 40,000              | 40,000           | 42,200           |

## Service Area: Child Fatality Prevention

**Description:** Child Fatality Prevention reviews the deaths of children, ages 0-17, that are not due to suspected abuse and neglect. The team identifies causes of child deaths and identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families. They make recommendations for changes that could prevent future child fatalities.

| Key Measures                                             | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|----------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                     |                  |                     |                  |                  |
| Percent of childhood deaths assessed to improve services | 100              | 100                 | 100              | 100              |

## 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                                                                      | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                     |                  |                     |                  |                  |
| Number of breast cancer screenings conducted                                      | 532              | 350                 | 350              | 400              |
| Number of breast cancers detected                                                 | 20               | 10                  | 10               | 12               |
| Number of cervical cancer screenings conducted                                    | 44               | 30                  | 30               | 35               |
| Number of cervical cancers detected and referred for treatment                    | 1                | 2                   | 1                | 1                |
| Number of drug overdose referrals linked to certified peer support                | 408              | 336                 | 336              | 336              |
| Number of drug overdose referrals outbound from peer support to recovery services | 197              | 108                 | 118              | 118              |
| <b>Effectiveness</b>                                                              |                  |                     |                  |                  |
| Number of individuals receiving cardiovascular disease interventions              | 256              | 60                  | 260              | 300              |
| Number of written tobacco policies and regulations                                | 3                | 2                   | 2                | 2                |

# Public Health

## Service Area: School Nursing and Dental

**Description:** Promote health, safety, and educational success of the school age child in Wake County by serving students, families, and school staff through partnerships, evidence based practice, and professional standards of care.

| Key Measures                                                                                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                                                                    |                  |                     |                  |                  |
| Percent of invasive procedures performed as prescribed on the physician order or plan of treatment      | 95               | 98                  | 100              | 100              |
| Percent of parents satisfied with students increase in management of chronic illness                    | 86               | 90                  | 100              | 100              |
| Percent of students receiving case management who show improved health and education outcomes           | 94               | 98                  | 100              | 100              |
| Percent of students receiving nursing who increase their management of chronic illness                  | 95               | 98                  | 98               | 100              |
| Percent of students receiving scheduled medications at school for correct dose and at correct time      | 99               | 100                 | 100              | 100              |
| Percent of students requiring emergency medications who receive as prescribed                           | 100              | 100                 | 100              | 100              |
| Percent of targeted population linked to and access health services                                     | 66               | 75                  | 100              | 100              |
| Percent of targeted students identified as having no insurance enrolled with a health insurance program | 90               | 98                  | 100              | 100              |

## 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                                                     | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                                |                  |                     |                  |                  |
| Percent of all birth records available within ten days of birth  | 96               | 98                  | 98               | 100              |
| Percent of all death records available within five days of death | 36               | 50                  | 50               | 50               |



# Health Clinics

## Division Summary - Health Clinics

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Federal                                  | \$2,846,345         | \$2,747,308         | \$3,221,851         | \$3,234,804           | 24.3%         |
| State                                    | \$408,716           | \$235,658           | \$375,717           | \$378,217             | 2.8%          |
| Local                                    | \$870               | —                   | —                   | —                     | 0.0%          |
| Charges For Services                     | \$11,258,466        | \$9,413,771         | \$9,392,396         | \$9,696,747           | 72.9%         |
| Miscellaneous                            | \$39,037            | \$265               | \$265               | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$14,553,435</b> | <b>\$12,397,002</b> | <b>\$12,990,229</b> | <b>\$13,309,768</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$14,368,196        | \$15,225,226        | \$15,069,848        | \$15,496,938          | 74.4%         |
| Contractual Services                     | \$3,339,993         | \$3,109,547         | \$3,681,492         | \$3,394,559           | 16.3%         |
| Supplies, Materials and<br>Other Charges | \$1,607,874         | \$2,086,229         | \$2,214,113         | \$1,986,103           | 9.5%          |
| Budget Reserves                          | —                   | \$40,545            | \$40,545            | \$(40,545)            | (0.2)%        |
| Transfers Out                            | \$1,500,000         | —                   | —                   | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$20,816,063</b> | <b>\$20,461,547</b> | <b>\$21,005,998</b> | <b>\$20,837,055</b>   |               |
| <b>Number of FTEs</b>                    | <b>175.400</b>      | <b>175.400</b>      | <b>175.400</b>      | <b>176.400</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 at Sunnybrook Road as well as 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, Travel Medicine, Refugee Health and WIC services. The services are offered to uninsured, underinsured, Medicaid/Medicare covered individuals, and privately insured individuals. Patients with no third-party coverage are offered fee adjustments using 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

In FY 2019, Health Clinics completed over 97,000 encounters with patients.

The Human Services pharmacy staff filled over 65,00 prescriptions, a 6.6% increase in prescription volume over FY 2018.

All health clinics implemented the Social Determinants of Health questionnaire as part of the routine visit for clients in clinics. Referral information is readily accessible for clients when a concern is identified.

The Dental Clinic won two awards (North Carolina Public Health Association Glaxo Smith Kline Award and the National Association of Counties Achievement Award) for the Smiles at Sunnybrook Program.

The Women Infant and Children (WIC) program received North Carolina Breastfeeding Coalition's Breastfeeding Friendly Business and Breastfeeding-Friendly Workplace Award and won the Highest Breastfeeding Initiation and Continuation for an Urban County from the North Carolina WIC Association.

## FY21 Discussion

The budget increased by \$376,000. The increase from the compensation and benefit adjustments approved with the prior year budget were offset by the below reductions.

The budget reduces equipment, contracted services, and supplies (\$184,000) and medical supplies and drugs (\$288,000) in line with prior year actual spending patterns.

Temporary staffing reductions (\$244,000).

Contract reductions to an HIV Medical Services contract eliminates the equivalent of 0.20 FTE from contracted medical providers (\$22,000).

The budget reduces the contract with Southeastern Regional Imaging to reduce prenatal and pelvis

ultrasound overreading for prenatal and family planning clinics (\$30,000).

The budget moves one Health Clinic FTE authorization from the Grants Fund to the General Fund to align with the labor distribution of the position (1.000 FTE).

## Horizon Issues

Medicaid Transformation, when implemented, will include changes to quality metrics and reporting, revenue generation, and billing and coding requirements.

Health Clinics continues to consider future models for the provision of care, both in Sunnybrook and in the new public health campus.

# Health Clinics

## 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                                                                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                            |                  |                     |                  |                  |
| Number of visits in the HIV clinic                                                      | 8,624            | 8,800               | 8,800            | 8,800            |
| <b>Output</b>                                                                           |                  |                     |                  |                  |
| Percent of HIV clients who sustain viral loads suppression (monitors the immune system) | 88               | 90                  | 90               | 90               |
| <b>Effectiveness</b>                                                                    |                  |                     |                  |                  |
| Number of unduplicated STD patients                                                     | 7,068            | 7,100               | 7,100            | 7,100            |
| Percent of HIV clients screened for STDs                                                | 99               | 95                  | 95               | 95               |

### Service Area: Communicable Disease Clinics- Immunizations

**Description:** Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations included to prevent childhood disease, adult diseases, and to prepare for international travel. Provide communicable disease screening and immunizations for refugees.

| Key Measures                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                            |                  |                     |                  |                  |
| Number of foreign travel clients served | 1,286            | 1,113               | 1,400            | 1,250            |
| Number of immunizations given           | 36,397           | 37,000              | 38,000           | 37,000           |
| Number of refugee clients served        | 315              | 393                 | 400              | 400              |
| <b>Output</b>                           |                  |                     |                  |                  |
| Number of visits in immunization clinic | 8,646            | 10,644              | 10,600           | 10,600           |

# Health Clinics

## 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                                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                 |                  |                     |                  |                  |
| Number of unduplicated patients served in child health clinic | 6,540            | 6,500               | 5,500            | 5,500            |
| Number of visits to child health clinic                       | 13,757           | 13,446              | 13,500           | 12,500           |
| Number of well-child visits                                   | 7,169            | 7,300               | 7,300            | 7,200            |

## Service Area: Maternal and Prenatal Health Clinics

**Description:** Provide social work and nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

| Key Measures                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Efficiency</b>                                     |                  |                     |                  |                  |
| Number of patients who deliver full term (37 weeks)   | 1,271            | 1,300               | 1,400            | 1,300            |
| <b>Effectiveness</b>                                  |                  |                     |                  |                  |
| Number of newborn deliveries greater than 2,800 grams | 1,169            | 1,215               | 1,250            | 1,215            |
| Number of obstetrician visits                         | 18,367           | 13,800              | 14,000           | 13,800           |

## 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                                                                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                                |                  |                     |                  |                  |
| Number of unduplicated patients served in women clinics                     | 6,663            | 6,773               | 7,000            | 6,773            |
| <b>Efficiency</b>                                                           |                  |                     |                  |                  |
| Number of visits to women clinics                                           | 11,372           | 11,745              | 12,000           | 11,745           |
| <b>Effectiveness</b>                                                        |                  |                     |                  |                  |
| Number of long-acting reversible contraceptives placements                  | 1,102            | 1,100               | 1,200            | 1,100            |
| Percent of postpartum patients using long -acting reversible contraceptives | 36               | 32                  | 32               | 32               |

# Health Clinics

## Service Area: Pharmacy Services

**Description:** Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for a mass care event (bioterrorism), and community collaboration to provide medication for uninsured citizens.

| Key Measures                                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                           |                  |                     |                  |                  |
| Amount of value patient assistance medications received | 16,875,206       | 17,043,958          | 17,556,964       | 17,212,710       |
| Number of mental health patients served                 | 2,159            | 2,181               | 2,246            | 2,202            |
| Number of patients served                               | 14,050           | 14,191              | 14,618           | 14,331           |
| Number of prescriptions filled                          | 65,359           | 66,012              | 67,999           | 66,666           |

## 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                    | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                    |                  |                     |                  |                  |
| Number of dental patient visits | 8,518            | 9,250               | 9,892            | 9,679            |

## Service Area: Lab Services

**Description:** Support all clinical programs and services with laboratory tests, procedures, and results. Support the Environmental Services Department with environmental specimen tests, procedures, and results.

| Key Measures                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                 |                  |                     |                  |                  |
| Number of lab tests performed | 173,607          | 200,000             | 200,000          | 200,000          |

# Administration and Operations

## Division Summary - Administration and Operations

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| State                                    | \$4,961,805         | \$4,616,749         | \$4,821,821         | \$5,531,247           | 97.5%         |
| Local                                    | \$33,905            | \$34,000            | \$50,454            | \$34,000              | 0.6%          |
| Charges For Services                     | \$76,994            | \$104,000           | \$104,000           | \$103,370             | 1.8%          |
| Miscellaneous                            | \$8,588             | \$5,066             | \$5,066             | \$5,066               | 0.1%          |
| <b>Revenue Totals</b>                    | <b>\$5,081,291</b>  | <b>\$4,759,815</b>  | <b>\$4,981,341</b>  | <b>\$5,673,683</b>    |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$13,027,739        | \$13,870,652        | \$13,850,507        | \$14,346,499          | 68.0%         |
| Contractual Services                     | \$2,506,541         | \$2,369,783         | \$3,350,874         | \$3,870,272           | 18.3%         |
| Supplies, Materials and<br>Other Charges | \$3,079,679         | \$4,060,423         | \$3,243,776         | \$2,885,219           | 13.7%         |
| Capital Outlay                           | \$5,345             | —                   | \$923               | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$18,619,303</b> | <b>\$20,300,858</b> | <b>\$20,446,080</b> | <b>\$21,101,990</b>   |               |
| <b>Number of FTEs</b>                    | <b>189.250</b>      | <b>195.000</b>      | <b>195.500</b>      | <b>196.500</b>        |               |

## Division Purpose and Goals

Under the leadership of the Human Services Director, the Administration and Operations Division manages core operational functions for programs that provide direct services to consumers; supports the Human Services Board; serves as liaison to General Services for buildings and capital improvement planning; conducts strategic planning, business analytics, and project management for internal business process improvement as well as for special initiatives with community partners; provides clinical oversight and maintains public health accreditation standards through the Office of the Medical Director; and coordinates juvenile detention services and juvenile programs in community-based settings.

## Major Accomplishments

Each Regional Center participated in the Summer Nutrition Program. Over 12,000 meals were served to school-aged youth who otherwise may not have access to nutritious food. Each Regional site collaborated with key community partners to expand access and/or offer activities to engage students in fun and educational activities.

In conjunction with the WCHS Board, the Regional Network of Care Committee was reestablished as an official committee to the WCHS Board. The Regional Directors, through collaboration with Community Advocacy Committees and their Chairs, developed a Work Plan that provides direction across all regions of the county. The plan was presented to and accepted by the WCHS Board at the August 2019 meeting.

The Regional Centers entered into a collaborative effort with Wake County Housing Department to provide Homelessness Prevention services in the outlying communities they serve. Regional Center staff assist by screening and assessing clients. Housing Department staff are now physically located at the centers.

Supported work throughout the fiscal year to assure the Oak City Cares model is functioning well after its launch.

Completed the 2019 Organizational Re-Assessment, which demonstrated significant improvements in staff engagement and satisfaction with the workplace. Due to strategies put into play over the last 3 years, the 2019 organizational re-assessment not only resulted in a 98% response rate, but also showed a 4% increase in overall morale, a 7% increase in

# Administration and Operations

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satisfaction with internal department communication, and a 9% increase in satisfaction with department leadership.

## FY21 Discussion

The budget reflects an increase of \$801,000 from the prior year budget. The annualization of performance pay and benefit rate adjustments make up a 60 percent of the increase. The remaining increase is an adjustment to contractual services, which is almost entirely offset by the reductions listed below.

The budget includes a \$250,000 increase in the Juvenile Detention Center Contract to pay 50% of daily bed rate for new 16 and 17 year old juveniles due to Raise the Age implementation. The contract increase is funded with savings based on historical spending patterns in supplies, lab capital, and legal spending in child support enforcement.

The budget reduces contracted services, supplies, training, IT programming services, printing, telephone, rental of property, postage, client transportation, and other operating line budgets and align more closely with prior year actual spending patterns (\$610,000).

The division eliminates contracts for organizational assessment engagements (\$95,000).

The budget's decrease also aligns automation and technology contracts budget more closely with prior year actual spending patterns and will use Human Services Automation CIP funds as an alternative where needed (\$200,000).

The budget reduces temporary administrative support to the Director's Office for special projects with high call volume and backfilling vacancies or extended absences (\$45,000).

Additionally, the budget reduces two temporary Customer Service Representatives in the call center (\$75,000).

The budget eliminates one of three temporary client billing/credentialing staff (\$52,000) while also converting temporary dollars from one of the remaining two temporary billing/credentialing staff to permanent Credentialing Analyst (1.000 FTE).

## Horizon Issues

Administration and Operations functions will be relocated from the Swinburne building to allow the space in Swinburne to be repurposed to accommodate growing staffing needs.

Although Medicaid Transformation is currently on hold, it will likely return and have impacts on the eligibility process, call center volume, and Medicaid Transportation service model.

# Administration and Operations

## Summary of Services and Performance Measures

### Service Area: Division of Juvenile Justice Programs

**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                                                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                 |                  |                     |                  |                  |
| Number of youth enrollments in Wake County JCPC funded programs               | 1,544            | 2,000               | 2,200            | 2,000            |
| Percent of youth discharged from JCPC programs with no new adjudications      | 100              | 98                  | 90               | 90               |
| Percent of youth discharged from JCPC programs with no new charges            | 97               | 97                  | 90               | 90               |
| Percent of youth discharged from JCPC programs with reduced problem behaviors | 88               | 88                  | 85               | 85               |

### Service Area: Medicaid Transportation

**Description:** Medicaid Transportation assures transportation to medical appointments for all eligible individuals who need and request assistance with transportation. Reservations for medical appointments are made through the Transportation Call Center, the primary point of contact for customers.

| Key Measures                                                      | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                     |                  |                     |                  |                  |
| Number of calls per customer support representative (average)     | 890              | 850                 | 822              | 800              |
| Number of minutes contact spent in queue waiting for agent        | 5                | 5                   | 4                | 5                |
| Percent of contacts offered to an agent within defined time limit | 65               | 67                  | 70               | 67               |

### 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                                            | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                           |                  |                     |                  |                  |
| Number of bed days for Wake youth in juvenile detention | 2,098            | 2,250               | 2,250            | 2,098            |
| Number of Wake youth placed in juvenile detention       | 69               | 150                 | 150              | 150              |



# Human Service Reserves

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## Division Summary - Human Service Reserves

|                           | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|---------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Expenditures:</b>      |                  |                   |                   |                       |               |
| Salary / Benefits         | —                | —                 | \$672,573         | —                     | 0.0%          |
| Budget Reserves           | —                | —                 | \$120,960         | —                     | 0.0%          |
| <b>Expenditure Totals</b> | —                | —                 | \$793,533         | —                     |               |

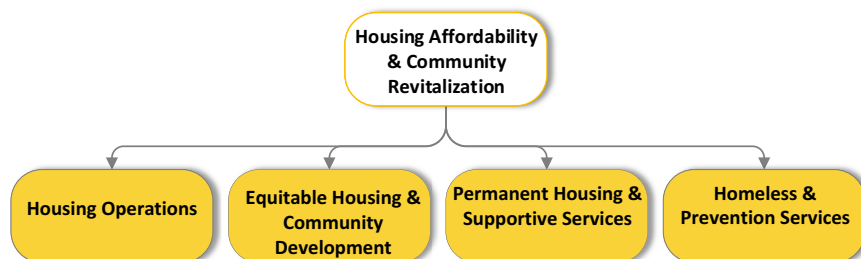
## Division Purpose and Goals

Human Services established a budget reserve which enables the department to isolate funding which is

planned for reduction per external funder notification or is determined to be available for re-allocation to other programs within the department.



# Housing



## Department Summary

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Federal                                  | \$404,639           | \$474,524           | \$508,715           | \$474,524             | 27.7%         |
| Local                                    | \$1,120             | —                   | —                   | —                     | 0.0%          |
| Charges For Services                     | \$62,075            | \$61,500            | \$61,500            | \$61,221              | 3.6%          |
| Other Financing Sources                  | —                   | —                   | —                   | \$1,178,000           | 68.7%         |
| <b>Revenue Totals</b>                    | <b>\$467,833</b>    | <b>\$536,024</b>    | <b>\$570,215</b>    | <b>\$1,713,745</b>    |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$3,606,661         | \$4,697,600         | \$4,697,600         | \$6,062,942           | 29.6%         |
| Contractual Services                     | \$1,458,157         | \$2,044,698         | \$2,340,117         | \$2,211,133           | 10.8%         |
| Supplies, Materials and<br>Other Charges | \$942,997           | \$1,093,886         | \$1,111,839         | \$1,261,470           | 6.2%          |
| Capital Outlay                           | \$5,698             | —                   | \$5,212             | —                     | 0.0%          |
| Transfers Out                            | \$15,224,000        | \$12,987,000        | \$12,987,000        | \$10,951,000          | 53.5%         |
| <b>Expenditure Totals</b>                | <b>\$21,237,513</b> | <b>\$20,823,184</b> | <b>\$21,141,768</b> | <b>\$20,486,545</b>   |               |
| <b>Number of FTEs</b>                    | <b>60.350</b>       | <b>68.000</b>       | <b>68.000</b>       | <b>82.000</b>         |               |

## Department Purpose and Goals

The 20-Year Comprehensive Affordable Housing Plan, adopted in 2017, addresses housing affordability in Wake County. In response to the community needs elevated by the housing plan, the Department of Housing Affordability and Community Revitalization was created in FY 2019 to enhance services for low income and vulnerable households throughout Wake County. The department will preserve and increase housing

affordability; prevent and reduce homelessness; and increase access, education and integration for residents by leveraging funds.

## Major Accomplishments

The Equitable Housing and Community Development division exceeded the goals to produce or preserve 500 units of affordable housing. A total of 576 units were awarded generating an investment of more than \$94 million in residential development.

# Housing

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The Equitable Housing and Community Development division also reimaged its public facilities programs which assist municipalities with infrastructure projects in low income neighborhoods, to create more comprehensive Neighborhood Revitalization Program that focuses on infrastructure and housing related investments. All goals benefit low to moderate income families, prioritizing the most vulnerable residents.

The Homeless and Prevention Services division began piloting WakePrevent!, a new program offering a full array of diversion, prevention/relocation, and housing identification/navigation services to ensure that fewer citizens become homeless and that citizens who need affordable housing are matched to the affordable housing available in Wake County.

The South Wilmington Street Center, the second largest men's homeless shelter in the State, served 2,120 men with over 85,000 total overnight stays.

The Permanent Housing and Supportive Services and the Homeless and Prevention Services divisions partnered in the relocation efforts of 53 tenants from Trees and Leaves Apartments when the property sold, and tenants were given 90 days or less to vacate. The divisions provided housing navigation services and financial assistance.

## FY21 Discussion

The Housing Affordability and Community Revitalization budget continues to pursue the initiatives outlined in the 2017 Comprehensive Affordable Housing Plan. The budget increased by \$841,000 from the prior year budget. This increase is partially from a \$1.2 million appropriation of Behavioral Health fund balance to revamp the Cornerstone building to better utilize existing space for transitional housing. The changes to the budget also includes annualization of performance pay and benefit adjustments approved with the prior year budget, as well as the expansions and reduction listed below.

The budget includes an expansion of the South Wilmington Street Center Team to enhance and standardize emergency shelter services by refocusing to a low barrier service model, adding five Housing

Social Workers, one Licensed Clinical Social Worker, and one Housing Navigator (7.000 FTE, \$506,000).

Two Housing Social Workers, one Diversion Specialist, and one Housing Navigator are included in the budget to increase the Housing Resource Team staff capacity of the WakePrevent! program to meet number of referrals (4.000 FTE, \$311,000).

One Program Manager, one Employment Counselor, and one Housing Social Worker to redevelop the Rental Assistance Housing Program using the permanent supportive housing model at Cornerstone (3.000 FTE, \$254,000).

There are funds in the budget to support a contract for an operator switchboard to provide a single phone number for Wake County residents to access housing services (\$250,000).

The budget reduces the transfer to Housing CIP for future housing development projects (\$1,453,000).

## 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.

The cost of living continues to outpace growth in wages for many across Wake County. Developable land, especially in areas of high economic opportunity, has become more difficult to find and is more expensive. In addition, Wake County continues to experience significant growth intensifying supply and demand for materials, skilled trade workers, and the overall housing supply. Wake has consistently been identified as a top market for real estate investment which has led to displacement of tenants as naturally occurring affordable housing is repositioned or redeveloped.

Currently working to enhance and standardize emergency shelter services by refocusing to a low barrier service model at South Wilmington Street Center. This strategy will improve shelter flow and decrease average length of stay to less than 30 days by

# Housing

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providing all guests individualized services and supports that focus on helping them navigate barriers that may stand in the way of securing and maintaining housing, and helping guests build a support system by connecting them with people and programs in the community. It will also prioritize higher needs clients and further highlight the lack of 24-hour emergency drop in shelter for unengaged people in our community.

There is an increasing homeless population with a lack of affordable, low barrier housing units. There is insufficient permanent supportive housing and an increasing use of emergency health services and other crisis interventions for Wake County's chronically homelessness population. There is also insufficient intensive case management for those experiencing homelessness.

# Housing

## Summary of Services and Performance Measures

### Service Area: Cornerstone

**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                                                                   | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|--------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                  |                  |                     |                  |                  |
| Number of clients who received management, housing information, and counseling | 628              | 1,093               | 1,000            | 1,000            |

### Service Area: Housing Resource Team

**Description:** Help citizens identify immediate alternate housing arrangements and, if necessary, connect them with services and financial assistance to remain in or return to permanent housing.

| Key Measures                                                                 | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                |                  |                     |                  |                  |
| Number of client referrals for diversion, prevention and relocation services | 0                | 533                 | 500              | 500              |

### Service Area: Veterans Homeless Services

**Description:** No veteran experiences literal homelessness and every veteran has access to permanent housing.

| Key Measures                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                         |                  |                     |                  |                  |
| Number of veterans permanently housed | 0                | 10                  | 10               | 10               |

### Service Area: South Wilmington Street Center

**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                    | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                   |                  |                     |                  |                  |
| Number of men sheltered nightly | 234              | 220                 | 215              | 215              |

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## Service Area: Supported Housing Team

**Description:** Provide rental assistance to homeless people with disabilities. Provide case management and on-going community based supports to help people who are formerly homeless and persons with unstable housing.

| Key Measures                                                           | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Input</b>                                                           |                  |                     |                  |                  |
| Number of vouchers issued for housing                                  | 259              | 300                 | 320              | 320              |
| <b>Output</b>                                                          |                  |                     |                  |                  |
| Number of homeless disabled individuals and families placed in housing | 0                | 350                 | 350              | 350              |

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# Behavioral Health - Managed Care

## Department Summary

|                                          | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                  |                   |                   |                       |               |
| Other Financing Sources                  | —                | \$2,792,600       | \$2,792,600       | \$2,420,500           | 100.0%        |
| <b>Revenue Totals</b>                    | —                | \$2,792,600       | \$2,792,600       | \$2,420,500           |               |
| <b>Expenditures:</b>                     |                  |                   |                   |                       |               |
| Contractual Services                     | \$26,586,492     | \$29,710,960      | \$29,726,795      | \$28,663,388          | 97.5%         |
| Supplies, Materials and<br>Other Charges | \$624,066        | \$778,744         | \$778,744         | \$728,000             | 2.5%          |
| <b>Expenditure Totals</b>                | \$27,210,559     | \$30,489,704      | \$30,505,539      | \$29,391,388          |               |

## Department Purpose and Goals

Wake County is committed to improving the behavioral health of Wake County residents. Through contracts with Alliance Health and community-based organizations, Wake County supports behavioral health services for the uninsured and underinsured residents of Wake County. Behavioral health services include service for individuals with mental illness, substance use disorders, and/or intellectual or development 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

Implementation of the first Behavioral Health Plan initiatives continue in the five focus areas of: crisis services, criminal justice, access and coordination, housing, and Familiar Faces.

A new plan is scheduled to be developed in FY 2021. Like with the first plan in 2018, Wake County will work with community stakeholders to describe the areas of focus for County resources and the desired impacts of those efforts.

## FY21 Discussion

Behavioral Health pilot programs will continue in FY 2021 using the funding source of prior year unspent funds from previous Behavioral Health budgets.

The Independent Living program will continue to provide short term supportive housing for "familiar faces" leaving institutions (\$260,000).

A pilot started in FY 2019 will continue to establish Mobile Crisis for First Responders, a program composed of medical and mental health professionals to provide more timely on-site response to psychiatric crises (\$850,000).

The budget includes the continuation of a pilot program that bolsters the urgent care capacity of the Open Access Program (\$900,000).

This budget includes treatment flex funds for services and individuals not covered under other programs. These funds primarily go to the service of residents without Medicaid or private insurance (\$140,000).

Professional and technical assistance for Behavioral Health programming provided through consultant contracts (\$250,000).

The base budget for Behavioral Health was reduced along with other County departments to account for the COVID-19 related economic downturn and reduced revenues.

The budget reduces the contracts for outpatient Behavioral Health services with Monarch (\$255,000) and UNC (\$83,000).

Funding for Foster Care Services Flex Funds is also reduced (\$35,000) in line with historic spending.

## Behavioral Health - Managed Care

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The Forensic Post Release Team, which helps inmates discharged from jail connect to services and intensive case management, will scale back from 4 to 2 contracted case managers (\$175,000).

Various operating line items were reduced to budget more closely with prior year actual spending patterns (\$54,000).

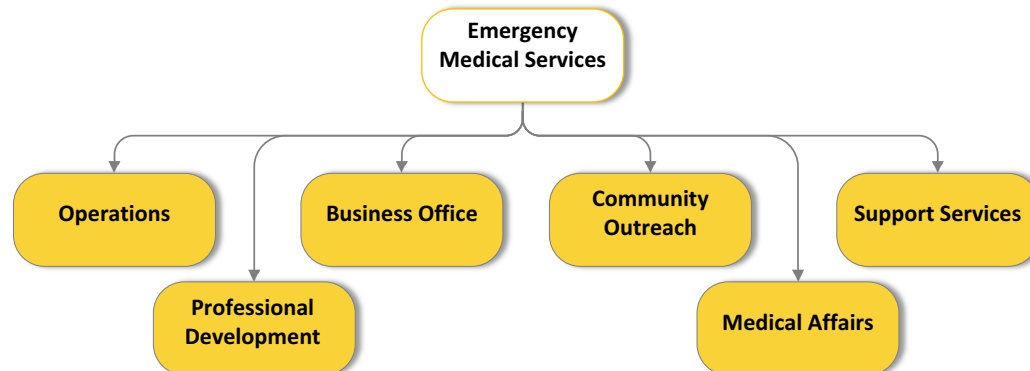
### Horizon Issues

Funding for the provision of behavioral health services is evolving in North Carolina. Changes associated with the State of North Carolina's plan to

transition to Medicaid managed care will shift County partnerships, change the provider community, and potentially create opportunities to improve focus on the comprehensive health needs of individuals.

Wake County will continue to be involved as these changes evolve and will continue to advocate for the needs of vulnerable residents. The demand of the uninsured and underinsured residents of Wake County with behavioral health needs exceeds available resources.

# Emergency Medical Services



## Department Summary

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Local                                    | \$181,958           | \$35,000            | \$35,000            | \$1,000               | 0.0%          |
| Charges For Services                     | \$28,071,676        | \$27,083,474        | \$27,083,474        | \$26,215,000          | 100.0%        |
| <b>Revenue Totals</b>                    | <b>\$28,253,634</b> | <b>\$27,118,474</b> | <b>\$27,118,474</b> | <b>\$26,216,000</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$24,009,746        | \$27,593,424        | \$27,470,424        | \$27,847,629          | 58.1%         |
| Contractual Services                     | \$1,740,565         | \$2,255,109         | \$2,276,784         | \$1,968,242           | 4.1%          |
| Supplies, Materials and<br>Other Charges | \$17,523,204        | \$19,196,799        | \$19,349,943        | \$18,124,704          | 37.8%         |
| Capital Outlay                           | \$344,637           | \$896,000           | \$970,376           | —                     | 0.0%          |
| Debt                                     | \$4,221             | \$8,477             | \$8,477             | \$8,477               | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$43,622,373</b> | <b>\$49,949,809</b> | <b>\$50,076,004</b> | <b>\$47,949,052</b>   |               |
| <b>Number of FTEs</b>                    | <b>317.000</b>      | <b>341.000</b>      | <b>341.000</b>      | <b>421.000</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 by EMS in partnership with the Cary and Raleigh-Wake 9-1-1 centers and local fire departments. EMS is dedicated to continual improvement in care for the community through ongoing quality measures, research, and the perpetuation of data-driven practice.

## Major Accomplishments

The EMS System continues to see a high survival rate from out-of-hospital cardiac arrest. EMS System providers were involved in the successful resuscitation and subsequent discharge of 93 residents during 2019. The 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.

# Emergency Medical Services

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In 2019, 2,278 patients were evaluated for mental health or substance use, and 515 were referred to a specialty center rather than to a hospital emergency department. In addition, 338 of the 2,278 were linked with the mobile crisis as part of our EMS/mobile crisis partnership that allows the patient to receive the right care at the right place the first time. To help combat the opioid crisis, 195 Narcan kits were distributed by EMS to at-risk residents. In 2019, EMS partnered with Healing Transitions to connect 361 consumers facing addiction with peer support and other resources.

The EMS System transitioned from a pilot program which included employees attending a local community college to obtain their paramedic credential to a more sustainable internal initial paramedic program. The EMS System saw a 100% graduation and medical clearance rates during this transition.

EMS published in the Prehospital Emergency Care journal showcasing the EMS System's utilization of telemedicine in evacuation shelters during response to Hurricane Florence. The EMS System also presented at the National Association of EMS Physicians, winning awards, including "Best Poster Abstract Presentation" and "Best EMS Professional Research Presentation", for research on smartphone app-based medication administration and costs-savings for the EMS System's falls in assisted living program.

The EMS System applied for and was selected to participate in the Centers for Medicare and Medicaid Services five-year pilot project known as Emergency Triage, Treat, and Transport. This program creates a pathway for EMS providers to partner with Urgent Care Centers and telemedicine providers to offer treatment and transport options beyond transport to the emergency room.

## FY21 Discussion

The Emergency Medical Services budget decreased from prior year from several reductions detailed below:

Reduction of contingency funding for telecommunicators in the Raleigh-Wake Emergency Communication Center(\$372,000).

Decreases to travel and conference training funding (\$50,000).

Reduction to the support and replacement of equipment, office supplies, computer equipment/peripherals, and software (\$44,000).

Reduction of position-specific training for Paramedic Field Training Officers, Advanced Practice Paramedics, and EMS District Chiefs from four times per year to twice per year (\$77,000).

Reduction to halve the EMT to Paramedic Initial Education Program, which helps EMS train EMTs to fill difficult-to-recruit paramedic positions (4.00 FTE, \$312,000).

Elimination of staffing for one 12-hour ambulance originally scheduled to begin service in Spring 2020 (4.00 FTE, \$279,000).

Transition contract agency staff to Wake EMS employees for a fully consolidated EMS agency, including reductions to training, uniform and footwear and elimination of pooled/part-time staff to operate one 12-hour ambulance (88.00 FTE, \$740,000).

## 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 ten-year EMS station capital improvement plan was developed during FY 2008 and has been regularly reviewed and implemented. Beginning in FY 2019 and finishing in FY 2020, the EMS Department in conjunction with Facilities, Design, and Construction developed a new EMS System station capital improvement plan. This plan provides a road map of new station needs and end of life station replacements for the next ten years.

# Emergency Medical Services

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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

## Service Area: EMS System Support/Management

**Description:** Provide coordination, management, training, professional development, medical direction, and quality improvement to the EMS System. This includes responding to major calls like ST-elevation myocardial infarction (STEMI) and stroke.

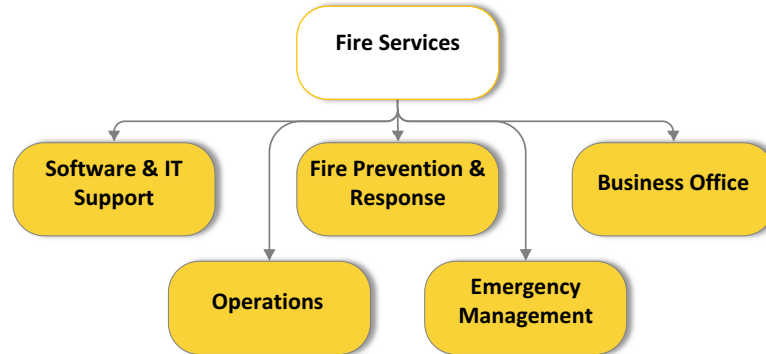
| Key Measures                                        | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-----------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Effectiveness</b>                                |                  |                     |                  |                  |
| Number of minutes to arrive at trauma scene         | 5                | 5                   | 5                | 5                |
| Percent of people surviving cardiac arrest          | 36               | 37                  | 37               | 37               |
| Percent of times compliant treating STEMI patients  | 99               | 100                 | 100              | 100              |
| Percent of times compliant treating stroke patients | 90               | 90                  | 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                                          | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                         |                  |                     |                  |                  |
| Number of calls with successful alternate destination | 480              | 480                 | 400              | 400              |

# Fire Services



## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Federal                                  | \$62,500           | \$62,500           | \$62,500           | \$62,500              | 30.6%         |
| Charges For Services                     | \$135,098          | \$108,439          | \$108,439          | \$141,474             | 69.4%         |
| <b>Revenue Totals</b>                    | <b>\$197,598</b>   | <b>\$170,939</b>   | <b>\$170,939</b>   | <b>\$203,974</b>      |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$2,077,458        | \$2,239,874        | \$2,239,874        | \$2,218,134           | 78.6%         |
| Contractual Services                     | \$44,942           | \$54,415           | \$56,515           | \$53,515              | 1.9%          |
| Supplies, Materials and<br>Other Charges | \$408,838          | \$614,887          | \$620,933          | \$543,451             | 19.3%         |
| Capital Outlay                           | \$64               | —                  | —                  | —                     | 0.0%          |
| Debt                                     | \$4,573            | \$5,461            | \$5,461            | \$5,461               | 0.2%          |
| <b>Expenditure Totals</b>                | <b>\$2,535,875</b> | <b>\$2,914,637</b> | <b>\$2,922,783</b> | <b>\$2,820,561</b>    |               |
| <b>Number of FTEs</b>                    | <b>22.000</b>      | <b>22.000</b>      | <b>22.000</b>      | <b>22.000</b>         |               |

## Department Purpose and Goals

Fire Services seeks to preserve the quality of life and property throughout Wake County by building, sustaining and improving capabilities that mitigate, prevent, prepare for, respond to, and recover from all hazards.

## Major Accomplishments

Fire Training in a partnership with Town of Apex Fire Department completed Recruit Academy 11. This was the largest graduating academy in the 11-year

history, as we had 29 recruits successfully complete the 38-week program. A total of 27 recruits were offered career opportunities with Wake County Departments prior to the end of the Academy.

Logistics Section of the Operations Division implemented a plan to organize, inventory and track all equipment and assets within the Fire Services Department. This comprehensive plan included a restructuring of the warehouse and use of a new record management system with barcoding/scanning ability.

# Fire Services

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Operations Division was a working partner with City of Raleigh over the last 3 years in the planning and implementation of the new Computer Aided Dispatch System. This included the development and testing of new response plans for all contracted fire departments.

The Prevention and Response Division continually focuses on the reduction of property and life loss caused by fires. This focus includes comprehensive fire code inspections within new and existing facilities, public awareness of fire dangers and thorough fire cause and origin investigations.

Although this division has not been fully staffed for one-half of the year, the division is on pace to complete approximately 2,600 periodic fire inspections, 675 new construction inspections and 600 plan reviews. Completed more than 100 fire cause and origin investigations with a solvability rate of approximately 75%.

Prevention and Response staff continue to attend and participate in training activities to improve proficiency as related to all aspects of this initiative.

Emergency Management has worked diligently to coordinate projects and tasks related to the Florence AAR. Of most significance, the Disaster Service Worker Program has been initiated and much of the

operational improvement equipment has been acquired and deployed or installed.

The County-wide Hazard Mitigation Plan has been completed, approved by all local governing bodies and approved by the Federal Emergency Management Agency.

Emergency Management successfully formulated and led a response to the COVID19 response. Through significant effort, the County responded to the novel health threat with positive outcomes.

## FY21 Discussion

The budget includes reductions to operating expenses associated with the Fire Training Center as use of this facility has declined in recent years (\$41,000).

Overtime for Fire Inspections/Investigation personnel is reduced (\$28,000).

Staff travel and training funding has been reduced (\$25,000).

The budget includes an increase in revenue for reimbursement from Rolesville Fire Department to fully fund one fire fighter position (\$29,000).



# Emergency Communications

## Department Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$1,711,031        | \$1,338,778        | \$1,338,778        | \$1,990,118           | 100.0%        |
| Interest Income                          | \$37,537           | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$1,748,568</b> | <b>\$1,338,778</b> | <b>\$1,338,778</b> | <b>\$1,990,118</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | —                  | —                  | —                  | \$210,909             | 10.6%         |
| Contractual Services                     | \$388,387          | \$128,876          | \$128,876          | \$794,324             | 39.9%         |
| Supplies, Materials and<br>Other Charges | \$1,209,873        | \$1,232,816        | \$1,232,816        | \$986,844             | 49.5%         |
| Capital Outlay                           | \$20,000           | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$1,618,260</b> | <b>\$1,361,692</b> | <b>\$1,361,692</b> | <b>\$1,992,077</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 (CAD) 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 over 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.

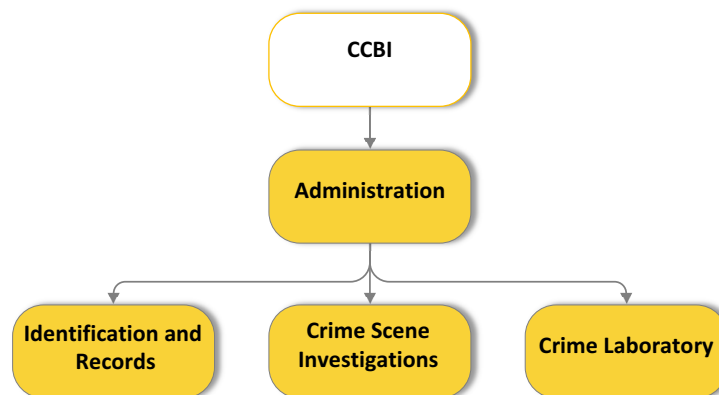
## FY21 Discussion

The Emergency Communications budget increased by \$630,000 from the prior year adopted budget. This increase is the result of the expiration of the initial twelve-month warranty periods for platform hardware and software maintenance for both CAD and the 800 MHz system and the labor distribution of two employees.

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. 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

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Charges For Services                     | \$1,088,765        | \$1,050,000        | \$1,050,000        | \$1,375,000           | 100.0%        |
| Miscellaneous                            | \$4                | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$1,088,769</b> | <b>\$1,050,000</b> | <b>\$1,050,000</b> | <b>\$1,375,000</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$5,607,357        | \$6,208,401        | \$6,208,401        | \$6,346,517           | 88.9%         |
| Contractual Services                     | \$77,488           | \$155,529          | \$155,529          | \$154,987             | 2.2%          |
| Supplies, Materials and<br>Other Charges | \$643,313          | \$756,474          | \$756,474          | \$637,294             | 8.9%          |
| Capital Outlay                           | \$105,758          | \$67,615           | \$76,329           | —                     | 0.0%          |
| Transfers Out                            | \$150,107          | \$42,347           | \$42,347           | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$6,584,022</b> | <b>\$7,230,366</b> | <b>\$7,239,080</b> | <b>\$7,138,798</b>    |               |
| <b>Number of FTEs</b>                    | <b>81.000</b>      | <b>83.000</b>      | <b>83.000</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 eight general areas: crime scene analysis; controlled substance analysis; firearms examinations; DWI blood alcohol and blood drug analysis; fingerprint 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

In 2019, CCBI's latent print unit was able to identify 1,927 subjects as a result of finger and palm-prints collected from crime scenes. This is the second highest number of identifications in CCBI's 83 year history.

CCBI's forensic chemistry units analyzed 680 DWI blood drug/alcohol cases and 831 controlled substance cases in 2019.

# Raleigh/Wake City-County Bureau of Identification

In 2019, the Criminal Identification Unit fingerprinted and photographed 22,529 individuals charged with criminal offenses. Additionally, at the request of the public, the Civil Identification Unit fingerprinted 25,461 individuals.

Crime scene personnel investigated 5,978 crime scenes in 2019.

CCBI's firearms unit entered 780 cases into the National Integrated Ballistic Information Network (NIBIN) resulting in 118 investigative leads in 2019.

## FY21 Discussion

The budget eliminates a vacant Latent Printer Examiner position (1.000 FTE, \$86,000) and a Civil ID Specialist position (1.000 FTE, \$62,000).

Funding for supplies and materials has been reduced in the budget (\$32,000).

One underutilized major crimes vehicle will be eliminated from the fleet (\$5,000).

## Service Area: Criminal Identification Unit

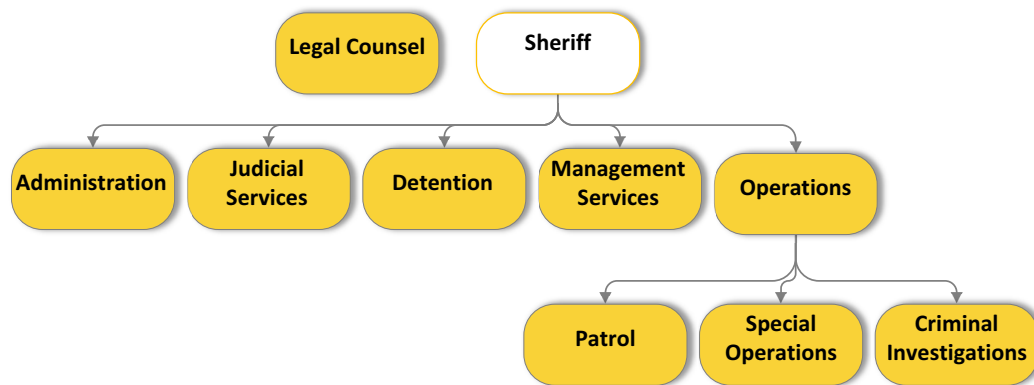
**Description:** Pursuant to NC General Statute authority, collect arrest data and DNA on individuals charged with a criminal offense in Wake County.

| Key Measures                                                                                                  | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|---------------------------------------------------------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                                                                                 |                  |                     |                  |                  |
| Percent of fingerprinting, photographing, and DNA collection completed within 25 minutes upon arrival at CCBI | 97               | 95                  | 90               | 90               |

## Service Area: Crime Scene Investigation Division

**Description:** Timely documentation, collection, and preservation of items of physical evidence collected from crime scenes for forensic purposes.

| Key Measures                                                | FY2019<br>Actual | FY2020<br>Estimated | FY2021<br>Target | Desired<br>Level |
|-------------------------------------------------------------|------------------|---------------------|------------------|------------------|
| <b>Output</b>                                               |                  |                     |                  |                  |
| Percent of officers requests responded to within 60 minutes | 89               | 88                  | 90               | 90               |



## Department Summary

|                                           | FY2019<br>Actual    | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended | % of<br>Total |
|-------------------------------------------|---------------------|----------------------|----------------------|-----------------------|---------------|
| <b>Revenues:</b>                          |                     |                      |                      |                       |               |
| Federal                                   | \$193,400           | \$137,838            | \$137,838            | \$137,838             | 2.3%          |
| State                                     | \$7,531             | —                    | —                    | —                     | 0.0%          |
| Charges For Services                      | \$6,041,233         | \$5,533,200          | \$5,363,580          | \$5,279,300           | 88.8%         |
| Licenses & Permits                        | \$452,128           | \$510,000            | \$510,000            | \$510,000             | 8.6%          |
| Interest Income                           | \$25                | —                    | —                    | —                     | 0.0%          |
| Miscellaneous                             | \$18,437            | \$15,000             | \$15,000             | \$15,000              | 0.3%          |
| <b>Revenue Totals</b>                     | <b>\$6,712,754</b>  | <b>\$6,196,038</b>   | <b>\$6,026,418</b>   | <b>\$5,942,138</b>    |               |
| <b>Expenditures:</b>                      |                     |                      |                      |                       |               |
| Salary / Benefits                         | \$81,649,875        | \$84,199,326         | \$84,199,326         | \$81,168,544          | 83.6%         |
| Contractual Services                      | \$5,725,422         | \$6,504,961          | \$6,347,564          | \$6,316,135           | 6.5%          |
| Supplies, Materials and<br>Other Charges  | \$9,108,960         | \$9,982,429          | \$9,984,040          | \$9,618,966           | 9.9%          |
| Capital Outlay                            | \$35,771            | \$26,000             | \$29,111             | —                     | 0.0%          |
| <b>Expenditure Totals</b>                 | <b>\$96,520,028</b> | <b>\$100,712,716</b> | <b>\$100,560,041</b> | <b>\$97,103,645</b>   |               |
| <b>Expenditures by Division</b>           |                     |                      |                      |                       |               |
| Detention                                 | \$50,482,864        | \$52,545,237         | \$52,549,233         | \$50,109,750          | 51.6%         |
| Law Enforcement                           | \$46,037,164        | \$48,167,479         | \$48,010,808         | \$46,993,895          | 48.4%         |
| <b>Expenditure Totals by<br/>Division</b> | <b>\$96,520,028</b> | <b>\$100,712,716</b> | <b>\$100,560,041</b> | <b>\$97,103,645</b>   |               |
| <b>Number of FTEs</b>                     | <b>1,024.000</b>    | <b>1,032.000</b>     | <b>1,032.000</b>     | <b>986.000</b>        |               |

## Department Purpose and Goals

The Office of the Sheriff is a constitutional office of 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 incorporated and the unincorporated areas. The

office provides law enforcement and support services for these areas of the County through the following divisions: Administration, Patrol and Communications, Criminal Records and Statistical Analysis, Criminal Investigations, Tactical Response Team, Judicial Services, Law Enforcement Training, Information Services, Detention/Medical Detention, Legal Services, and Public Information and Support Services (Finance, Human Resources and Community Relations). As the population of the County grows, demand for Sheriff's Office services increase. The Sheriff provides requested assistance and support to local, state, and federal law enforcement agencies.

## Sheriff's Office Mission

It is the Wake County Sheriff's Office mission to serve the citizens and visitors of Wake County by providing professional law enforcement, judicial and detention services that protect and preserve the Constitutional Rights of the people and mandates the fair and impartial enforcement of the law.

## Sheriff's Office Core Values

The Wake County Sheriff's Office pledges to infuse four core values in every aspect of their service to the community for equality of all citizens:

- 1) Integrity - We pledge to maintain a strong sense of honesty, morality, goodness, and ethical character.
- 2) Accountability - We are skilled in the performance of our duties and governed by the code of ethics that demands integrity by word or by act publicly and privately; the allegiance to our oath of office and the laws that govern our nation.

3) Transparency - We must value and nurture the trust we earn through honesty and excellence in service. We pledge to treat those we serve and have sworn to protect with courtesy, respect, dignity, and compassion to achieve that trust.

4) Consistency - We must always provide high levels of service, not just the consistency in the delivery of service. We will always strive to offer the highest standard of customer service always, without hesitation, for all residents and visitors of the County of Wake.

## FY21 Discussion

The Wake County Sheriff's Office FY 2021 budget reduces \$3.6 million of funding from the prior year adopted budget and includes the following changes:

Commitment funding has been included for the implementation of Next Generation 911 services in the Sheriff's Office telecommunications unit that will provide greater access to 911 services regardless of location or the communication technology used.

Additional commitment funding has been included for the ongoing operating costs of the new Electronic Health Records system being implemented in the Detention Medical unit.

Funding reductions in the Sheriff's Office FY 2021 budget include elimination of 46.00 FTE across the operating units of the Sheriff's Office, reductions in departmental travel and training, elimination of clothing allowances, and the removal of operating funding for the public use of the Wake County Firearms Education Training Center.

These expansions and reductions are discussed in greater detail in the Law Enforcement and Detention division pages that follow.

# Law Enforcement

## Division Summary - Law Enforcement

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Federal                                  | \$37,838            | \$37,838            | \$37,838            | \$37,838              | 1.5%          |
| State                                    | \$7,531             | —                   | —                   | —                     | 0.0%          |
| Charges For Services                     | \$2,194,814         | \$2,221,200         | \$2,051,580         | \$1,967,300           | 77.8%         |
| Licenses & Permits                       | \$452,128           | \$510,000           | \$510,000           | \$510,000             | 20.2%         |
| Interest Income                          | \$25                | —                   | —                   | —                     | 0.0%          |
| Miscellaneous                            | \$15,283            | \$15,000            | \$15,000            | \$15,000              | 0.6%          |
| <b>Revenue Totals</b>                    | <b>\$2,707,619</b>  | <b>\$2,784,038</b>  | <b>\$2,614,418</b>  | <b>\$2,530,138</b>    |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$38,399,338        | \$40,120,334        | \$40,120,334        | \$39,398,853          | 83.8%         |
| Contractual Services                     | \$601,571           | \$720,228           | \$562,831           | \$468,402             | 1.0%          |
| Supplies, Materials and<br>Other Charges | \$7,000,484         | \$7,300,917         | \$7,301,643         | \$7,126,640           | 15.2%         |
| Capital Outlay                           | \$35,771            | \$26,000            | \$26,000            | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$46,037,164</b> | <b>\$48,167,479</b> | <b>\$48,010,808</b> | <b>\$46,993,895</b>   |               |
| <b>Number of FTEs</b>                    | <b>455.000</b>      | <b>461.000</b>      | <b>461.000</b>      | <b>453.000</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, apprehending law violators and the overall protection of Wake County and its residents while promoting community relations. The Sheriff's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, statistical crime analysis, and transportation for inmates and involuntarily committed persons outside of Wake County when necessary.

## Major Accomplishments

The Wake County Sheriff's Office promoted the first female to lead the Patrol Division and also appointed the first female Deputy to join the elite WCSO Tactical Response Team.

Replaced Senior Well Check Program with "Check on Welfare" System. To date, WCSO responded to 1,500 calls since the announcement of the revised program. This has resulted in a greater reach of service for all

Wake County citizens, especially seniors, than the past Senior Well Check Program.

Revised the Chase Policy, which reduces crashes involving subjects, deputies, and innocent drivers.

Exceeded previous year's fundraising efforts to support Special Olympics of North Carolina and holiday donations including the Angel Tree from WCSO employees.

Eliminated a backlog of over 5,000 gun permits records that were not properly processed. In 2019, there were 20,484 pistol purchase permit applications submitted, with over 4,600 applications denied for various reasons. Over 10,000 concealed handgun applications were processed (5,500 new and 4,700 renewals), with 81 applications being denied.

Active shooter training was provided for the first time to Deputies charged with securing the Justice Center.

The Judicial Division received and filed over 75,000 civil orders, collected over \$4 million through civil

# Law Enforcement

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processing, served 2,400 domestic violence protective orders and served 3,000 evictions in 2019.

The Criminal Records and Statistical Analysis Division was a newly created division that collects critical data in several areas and provides in-depth analysis for investigators and provides data to local, state, and federal agencies.

## FY21 Discussion

The FY 2021 Law Enforcement budget reduces funding \$1.17 million under the prior year's adopted budget. This total reduction is the result of adjustments to the base budget, reductions in personnel and operating line items, and new commitments.

The FY 2021 Law Enforcement base budget decreased \$164,000 from the prior year following adjustments for salary and benefit, personnel moves between Sheriff's Office divisions, and removal of one-time items included in the FY 2020 budget (\$164,000).

The FY 2021 Law Enforcement budget includes \$1.16 million of reductions for the following items:

The budget eliminates one Deputy County Attorney position and one Paralegal position (2.000 FTE, \$244,000).

This budget eliminates one Senior Deputy Sheriff Investigator position and a corresponding vehicle (1.000 FTE, \$93,000).

The budget eliminates one vacant Deputy Telecommunication Director position (1.000 FTE, \$68,000).

Elimination of four vacant Deputy Sheriff positions and corresponding vehicles (4.000 FTEs, \$296,000).

Reductions in travel, training and allowances will reduce professional development opportunities within the department and eliminate clothing/uniform reimbursements for eligible employees (\$151,000).

Elimination of contract services and utility chargeback funding associated with public use of the Firearms Education Training Center. Public use of the Firearms Education Training Center is currently managed by North Carolina Wildlife Resources Commission while the County conducts a study to determine the best public use of the facility for the future (\$312,000).

The FY 2021 Law Enforcement budget also includes \$154,000 of new commitment funding for the telecommunications unit. This funding will allow the telecommunications unit to implement Next Generation 911 which will allow increased access to emergency communications services regardless of location and communication technology used (\$154,000).



# Detention

## Division Summary - Detention

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Federal                                  | \$155,562           | \$100,000           | \$100,000           | \$100,000             | 2.9%          |
| Charges For Services                     | \$3,846,419         | \$3,312,000         | \$3,312,000         | \$3,312,000           | 97.1%         |
| Miscellaneous                            | \$3,154             | —                   | —                   | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$4,005,135</b>  | <b>\$3,412,000</b>  | <b>\$3,412,000</b>  | <b>\$3,412,000</b>    |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$43,250,537        | \$44,078,992        | \$44,078,992        | \$41,769,691          | 83.4%         |
| Contractual Services                     | \$5,123,851         | \$5,784,733         | \$5,784,733         | \$5,847,733           | 11.7%         |
| Supplies, Materials and<br>Other Charges | \$2,108,476         | \$2,681,512         | \$2,682,397         | \$2,492,326           | 5.0%          |
| Capital Outlay                           | —                   | —                   | \$3,111             | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$50,482,864</b> | <b>\$52,545,237</b> | <b>\$52,549,233</b> | <b>\$50,109,750</b>   |               |
| <b>Number of FTEs</b>                    | <b>569.000</b>      | <b>571.000</b>      | <b>571.000</b>      | <b>533.000</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 states that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for operating three (3) separate facilities: Public Safety Center, Wake County Detention Center, and Wake County Detention Annex. The Sheriff's Office is also responsible for transporting 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 is provided directly to inmates 24 hours a day by medical staff employed by the Sheriff's Office as well as through contracts with external medical providers. The Detention Division of the Sheriff's Office will continue to evaluate jail processes related to staffing and the projected jail population.

## Major Accomplishments

The Wake County Detention Center and Public Safety Center recently had jail inspections and received findings showing zero deficiencies, which means our inmates are being properly cared for.

Developed the Field Training Officer Program which is designed to ensure that all detention officers properly utilize the skills learned in the academy.

The mental health services contract has been renegotiated to ensure those who may suffer from mental illness may get proper care. WCSO currently is responsible for transports from sixteen locations throughout Wake County and has transported between 1,600 to 1,700 behavioral health patients over approximately 98 destinations throughout N.C. each year. North Carolina General Statute (NCGS) 122C-251 and NCGS 122C-263 provide general provisions for which Involuntary Commitment proceedings are to occur. Specifically, the Statutes require counties to provide transportation between counties under the involuntary commitment proceedings for respondents held in 24-hour facilities. Further, WCSO is authorized to contract with a private agency to transport these commitments.

Administrators renegotiated a contract that allows residents to call loved ones, reducing resident phone costs by 70%.

In the Wake County Detention Center, arrestees are medically screened prior to the Sheriff's Office accepting custody of the arrestees. This policy change

# Detention

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ensures that all arrestees are in good condition medically, saving taxpayers money and arrestees going directly to a medical care facility instead of first entering a Wake County jail facility.

## FY21 Discussion

The FY 2021 Detention budget reduces funding \$2.44 million under the prior year's adopted budget. This total reduction is the result of adjustments to the base budget, reductions in personnel, and new commitments.

The FY 2021 Detention base budget decreased \$38,000 from the prior year following adjustments for salary and benefits, personnel moves between Sheriff's Office divisions, and removal of one-time items included in the FY 2020 budget (\$38,000).

The FY 2021 Detention budget includes \$2.46 million of reductions for the following items:

Elimination of 34 vacant Detention Officer Positions. As of April 2020, the Sheriff's Office has 71 vacant Detention Officer positions. Difficulties in the recruitment and retention of Detention Officers has left many of these positions effectively vacant and unfilled (34.000 FTEs, \$2.17 million).

The budget eliminates one vacant Administrative Supervisor. The elimination of this position will increase span of control (1.000 FTE, \$67,000).

Elimination of two vacant Detention Nursing positions and one vacant Nurse's Aide position. These positions were added in the FY 2020 budget process and have not been filled (3.000 FTEs, \$220,000).

The FY 2021 Detention budget also includes \$63,000 of new commitment funding for ongoing operating costs associated with the implementation of the Electronic Health Records project in the Detention Medical Unit (\$63,000).

# Non-Departmental

## Community Organizations

|                                    | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Expenditures:</b>               |                    |                    |                    |                       |               |
| Aid To Community Agencies          | —                  | —                  | —                  | \$500,000             | 100.0%        |
| Boys & Girls Club of Wake County   | \$100,000          | —                  | —                  | —                     | 0.0%          |
| North Carolina Symphony            | \$100,000          | \$100,000          | \$100,000          | —                     | 0.0%          |
| United Arts Council of Wake County | \$511,000          | \$511,000          | \$511,000          | —                     | 0.0%          |
| East Wake Education Foundation     | \$50,000           | \$50,000           | \$50,000           | —                     | 0.0%          |
| Communities In Schools             | \$100,000          | \$100,000          | \$100,000          | —                     | 0.0%          |
| Marbles Kids Museum                | \$650,000          | \$650,000          | \$650,000          | —                     | 0.0%          |
| Wake County Smart Start            | \$1,188,592        | \$1,688,028        | \$1,688,028        | —                     | 0.0%          |
| Universal School Breakfast Program | \$221,000          | \$258,000          | \$258,000          | —                     | 0.0%          |
| Interfaith Food Shuttle            | \$25,000           | \$25,000           | \$25,000           | —                     | 0.0%          |
| InterAct                           | \$100,000          | \$100,000          | \$100,000          | —                     | 0.0%          |
| Food Bank of Central & Eastern NC  | \$12,000           | \$12,000           | \$12,000           | —                     | 0.0%          |
| Wake Smiles                        | \$50,000           | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>          | <b>\$3,107,592</b> | <b>\$3,494,028</b> | <b>\$3,494,028</b> | <b>\$500,000</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.

## FY21 Discussion

The community organizations budget decreased by \$3.0 million from prior year adopted.

Funding for Wake County Smart Start was placed in a new department. The Other Education Initiatives Department includes \$1,688,028 to support Wake County Smart Start in FY 2021.

# Memberships

## Memberships

|                                                  | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|--------------------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Expenditures:</b>                             |                  |                   |                   |                       |               |
| Raleigh-Durham Airport Authority                 | \$12,500         | \$12,500          | \$12,500          | \$12,500              | 2.2%          |
| Triangle J Council of Governments                | \$193,284        | \$200,000         | \$200,000         | \$200,000             | 34.9%         |
| CAMPO (Capital Area Metro Planning Organization) | \$81,474         | \$110,000         | \$110,000         | \$124,000             | 21.6%         |
| School of Government                             | \$129,678        | \$136,565         | \$136,565         | \$145,000             | 25.3%         |
| National Association Of Counties                 | \$12,941         | \$12,941          | \$12,941          | \$13,000              | 2.3%          |
| NC Association Of County Commissioners           | \$70,339         | \$75,000          | \$75,000          | \$79,000              | 13.8%         |
| <b>Expenditure Totals</b>                        | <b>\$500,216</b> | <b>\$547,006</b>  | <b>\$547,006</b>  | <b>\$573,500</b>      |               |

### Division Purpose and Goals

The County takes part in various organizations for which 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 Home and Community Care Block Grant for aging and ombudsman programs administered by the organization.

The Raleigh Durham International Airport is a flat annual fee.

# Non-departmental

## Non-departmental

|                                      | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Expenditures:</b>                 |                    |                    |                    |                       |               |
| Historic Preservation                | \$133,045          | \$134,066          | \$145,066          | \$124,681             | 3.9%          |
| Women's Commission                   | \$2,777            | \$6,240            | \$6,240            | —                     | 0.0%          |
| Non-Departmental                     | \$50,000           | \$50,000           | \$50,000           | \$50,000              | 1.6%          |
| County-Wide/Major<br>Contracts       | \$741,420          | \$585,000          | \$861,457          | \$544,050             | 16.9%         |
| Salary & Benefit Reserve             | \$50,971           | \$2,125,000        | \$2,125,000        | \$333,347             | 10.4%         |
| 1099 Corrections                     | \$123              | —                  | —                  | —                     | 0.0%          |
| Chamber of Commerce                  | \$467,486          | \$490,000          | \$525,490          | \$490,000             | 15.2%         |
| Jail Alternatives                    | \$942,941          | \$1,006,723        | \$1,062,027        | \$1,006,723           | 31.3%         |
| Medical Examiner                     | \$702,629          | \$770,000          | \$770,000          | \$770,000             | 23.9%         |
| Indirect Reimbursements              | \$(116,413)        | \$(112,035)        | \$(112,035)        | \$(98,132)            | (3.0)%        |
| September 2018 Hurricane<br>Florence | \$261,337          | —                  | —                  | —                     | 0.0%          |
| COVID-19                             | —                  | —                  | \$2,000,000        | —                     | 0.0%          |
| <b>Expenditure Totals</b>            | <b>\$3,236,316</b> | <b>\$5,054,994</b> | <b>\$7,433,245</b> | <b>\$3,220,669</b>    |               |

## Division Purpose and Goals

Non-departmental includes funding for organization-wide activities, such as consulting and other professional services. A summary of each significant program area is below:

**Historic Preservation** - Funding to preserve districts and landmarks that embody important elements of 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.

**County-Wide/Major Contracts** - Funding for consulting and county-wide projects such as the County's compensation study and One Water Initiative.

**Salary & Benefit Reserve** - Funds that may be distributed 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 economic development programs that promote the creation of new jobs.

**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. Programs include Pre-Trial release, Pre-Trial monitoring, and the "Free the People" program 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 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 transport of deceased persons to

# Non-departmental

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either the Medical Examiner's office or a contracted funeral home.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

## FY21 Discussion

Funding for the Women's Commission was eliminated to reflect Board of Commissioner action to dissolve the commission (\$6,000).

The budget for historic preservation decreased 7% (\$9,000).

# Health Benefits

## Health Benefits

|                                     | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|-------------------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Expenditures:</b>                |                  |                   |                   |                       |               |
| Healthcare - County Share           | \$(30,212,468)   | \$(32,000,000)    | \$(32,000,000)    | \$(32,000,000)        | (333.0)%      |
| Dental - County Share               | \$(1,324,809)    | \$(1,484,632)     | \$(1,484,632)     | \$(1,484,632)         | (15.4)%       |
| Health - Employee Share             | \$(7,705,396)    | \$(8,200,000)     | \$(8,200,000)     | \$(8,200,000)         | (85.3)%       |
| DNTL/Fringe Adj/Employee Share      | \$(1,311,551)    | \$(833,000)       | \$(833,000)       | \$(833,000)           | (8.7)%        |
| Actuarial Fees                      | \$39,855         | \$20,000          | \$20,000          | \$20,000              | 0.2%          |
| Contracted Services                 | \$1,693,404      | \$1,500,000       | \$1,500,000       | \$1,575,000           | 16.4%         |
| Health Self Insurance Admin Costs   | \$2,099,974      | \$2,600,000       | \$2,600,000       | \$2,140,000           | 22.3%         |
| Health Self Insurance Claims        | \$24,662,930     | \$25,663,000      | \$25,663,000      | \$27,200,000          | 283.1%        |
| Dental Self Insurance Claims        | \$2,307,426      | \$1,882,000       | \$1,882,000       | \$1,882,000           | 19.6%         |
| Dental Self Insurance Admin Costs   | \$130,313        | \$95,000          | \$95,000          | \$95,000              | 1.0%          |
| Health - Retiree Claims             | \$5,522,574      | \$6,200,000       | \$6,200,000       | \$6,200,000           | 64.5%         |
| IBNR_Insurance Claims               | \$75,000         | —                 | —                 | —                     | 0.0%          |
| RX/Administration                   | \$138,410        | \$175,000         | \$175,000         | —                     | 0.0%          |
| RX/Claims                           | \$8,586,599      | \$9,000,000       | \$8,811,854       | \$9,915,000           | 103.2%        |
| Stop Loss Premium                   | \$1,092,612      | \$1,300,000       | \$1,300,000       | \$1,500,000           | 15.6%         |
| Rx Reimbursements                   | \$(2,833,736)    | \$(2,900,000)     | \$(2,900,000)     | \$(3,600,000)         | (37.5)%       |
| Medicare D Subsidy                  | \$(244,055)      | \$(250,000)       | \$(250,000)       | \$(225,000)           | (2.3)%        |
| FSA Administration                  | \$60,472         | \$70,000          | \$70,000          | \$70,000              | 0.7%          |
| COBRA Administration                | \$10,660         | \$11,000          | \$11,000          | \$11,000              | 0.1%          |
| RX Claims - Retirees                | \$4,383,806      | \$4,544,000       | \$4,544,000       | \$5,100,000           | 53.1%         |
| PPACA Fees                          | \$17,506         | \$20,000          | \$20,000          | \$22,000              | 0.2%          |
| EAP Admin Fee                       | \$51,948         | \$60,000          | \$60,000          | \$60,000              | 0.6%          |
| HSA Funding - County                | \$146,542        | —                 | —                 | \$160,000             | 1.7%          |
| Computer Equipment                  | \$12,210         | —                 | —                 | —                     | 0.0%          |
| Special Events                      | \$1,500          | —                 | —                 | —                     | 0.0%          |
| Benefits/Wellness Program Purchases | \$(1,298)        | —                 | —                 | —                     | 0.0%          |
| Airfare                             | \$608            | —                 | —                 | —                     | 0.0%          |
| Other Transportation                | \$60             | —                 | —                 | —                     | 0.0%          |
| Meals                               | \$32             | —                 | —                 | —                     | 0.0%          |
| Other Travel Expenses               | \$84             | —                 | —                 | —                     | 0.0%          |
| Lodging                             | \$514            | —                 | —                 | —                     | 0.0%          |

# Health Benefits

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## Health Benefits

|                                  | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|----------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| Office Telephone Service         | \$2,203            | \$2,000            | \$2,000            | \$2,000               | 0.0%          |
| Service Charges/From GSA         | \$2,360            | —                  | —                  | —                     | 0.0%          |
| Moving Charges (All<br>American) | \$50               | —                  | —                  | —                     | 0.0%          |
| Printing - Outside Vendors       | \$3,468            | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>        | <b>\$7,409,805</b> | <b>\$7,474,368</b> | <b>\$7,286,222</b> | <b>\$9,609,368</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 recorded as part of the payroll expenditures. Amounts are reflected as a contra expenditure so that

the types of actual payments may be reflected in the budget without double-counting the expenditures.

### FY21 Discussion

The Health and Dental budget increased by \$2.14 million from the prior year from projected increases in health and prescription claims.



# Risk Management - Cost of Claims

## Risk Management - Cost of Claims

|                                           | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|-------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Expenditures:</b>                      |                    |                    |                    |                       |               |
| Appraisal Services                        | \$248              | —                  | —                  | —                     | 0.0%          |
| Temporary Agency Services                 | \$776              | —                  | —                  | —                     | 0.0%          |
| Legal Fees/Litigation Services            | \$173,473          | \$375,000          | \$375,000          | \$215,000             | 13.9%         |
| Actuarial Fees                            | \$10,000           | \$10,000           | \$10,000           | \$8,750               | 0.6%          |
| Auditing Fees                             | \$26,793           | —                  | —                  | —                     | 0.0%          |
| Brokerage Fees                            | \$39,500           | \$41,000           | \$41,000           | \$41,000              | 2.6%          |
| Claims Administration Expense             | \$130,515          | \$115,000          | \$115,000          | \$130,000             | 8.4%          |
| Contracted Services                       | \$43,667           | \$25,000           | \$65,233           | \$25,000              | 1.6%          |
| Risk Management - Vehicle Claims          | \$(545,471)        | \$(458,200)        | \$(458,200)        | \$(493,500)           | (31.9)%       |
| Risk Management - Liability Claims        | \$(227,298)        | \$(275,000)        | \$(275,000)        | \$(222,000)           | (14.3)%       |
| Risk Management - Workers Comp Claims     | \$(1,149,830)      | \$(1,699,500)      | \$(1,699,500)      | \$(1,556,000)         | (100.5)%      |
| Purchased Insurance & Bonding             | \$1,001,132        | \$1,014,000        | \$1,202,146        | \$1,318,396           | 85.2%         |
| Self Insurance Claims                     | \$4,496            | —                  | —                  | —                     | 0.0%          |
| Self Insurance Claims Year-end Adjustment | \$961,484          | —                  | —                  | —                     | 0.0%          |
| Self Ins Claims - Property/Theft          | \$(38,657)         | \$55,000           | \$55,000           | \$50,000              | 3.2%          |
| Self Ins Claims - Vehicles                | \$499,864          | \$438,200          | \$481,893          | \$468,500             | 30.3%         |
| Self Ins Claims - Liability               | \$7,293            | \$20,000           | \$20,000           | \$7,000               | 0.5%          |
| Self Ins Claims - W/C                     | \$1,149,830        | \$1,699,500        | \$1,699,500        | \$1,556,000           | 100.5%        |
| Vehicle Replacements                      | \$33,478           | —                  | \$8,293            | —                     | 0.0%          |
| <b>Expenditure Totals</b>                 | <b>\$2,121,293</b> | <b>\$1,360,000</b> | <b>\$1,640,365</b> | <b>\$1,548,146</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, including Human Resources and Human Services. This team works with staff and management to consider and implement risk reduction activities.

Wake County is self-funded for workers compensation, liability, and vehicle claims and purchases commercial excess liability, workers' compensation insurance, and other policies and bonds to cover specific risks and individuals. The claims portion of the cost of risk is charged backed to County departments.

## Major Accomplishments

The Risk Team provided support to the phasing in of EMS power loaders in all ambulances.

Developed a training matrix to identify all OSHA-required training per County position.

# Risk Management - Cost of Claims

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Developed criteria for an enhanced claims management system and determined that conversion to the new upgraded version of the County's current system is the best and most cost-effective solution to meet business needs.

Workers' compensation Return to Work efforts and appropriate accommodation of employee work restrictions have resulted in reduced lost work time for injured employees.

## **FY21 Discussion**

The Risk Management budget did not significantly change from the prior year budget. The budget includes adjustments in workers compensation, general liabilities, and vehicle claims based on historical actuals and open claims. The budget also includes on-going funding for a County cyber insurance policy (\$188,000).

# Transfers

## Transfers

|                                         | FY2019<br>Actual     | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended | % of<br>Total |
|-----------------------------------------|----------------------|----------------------|----------------------|-----------------------|---------------|
| <b>Expenditures:</b>                    |                      |                      |                      |                       |               |
| Transfer To County Capital CIP          | \$31,259,000         | \$44,604,000         | \$44,604,000         | \$34,873,000          | 9.0%          |
| Transfer To WCPSS Capital Fund          | \$22,023,000         | \$38,381,000         | \$38,381,000         | \$52,854,000          | 13.7%         |
| Transfer To Debt Service (Property Tax) | \$223,219,000        | \$251,677,000        | \$251,677,000        | \$251,376,000         | 65.1%         |
| Intrafund Transfers                     | \$1,000,000          | —                    | —                    | —                     | 0.0%          |
| Transfer To Wake Tech CIP               | —                    | \$10,033,000         | \$10,033,000         | \$8,033,000           | 2.1%          |
| Transfer To Debt Service (Sales Tax)    | \$46,200,000         | \$45,952,000         | \$45,952,000         | \$38,804,000          | 10.1%         |
| <b>Expenditure Totals</b>               | <b>\$323,701,000</b> | <b>\$390,647,000</b> | <b>\$390,647,000</b> | <b>\$385,940,000</b>  |               |

### Division Purpose and Goals

The budget includes dedication of 18.57 cents of the 60.00 property tax rate for pay-as-you-go capital funding and debt service.

### FY21 Discussion

Transfers to capital and debt funds decreased by \$4.71 million. The decreases in the debt and capital programs for the County, Wake County Public

School System, and Wake Tech Community College are based on revised property and sales tax projections.

The budget includes a one-time \$2.0 million reduction in dedicated property tax transfers to the County CIP to support the General Fund. The transfer reduction is offset by the appropriation and transfer of ABC fund balance to support Human Services Master Plan projects.

# Non Departmental Revenue Summary

## Non-Departmental Revenue Summary

|                                     | FY2019<br>Actual       | FY2020<br>Adopted      | FY2020<br>Amended      | FY2021<br>Recommended  | % of<br>Total |
|-------------------------------------|------------------------|------------------------|------------------------|------------------------|---------------|
| <b>Revenues:</b>                    |                        |                        |                        |                        |               |
| Property Taxes                      | \$972,809,715          | \$1,096,777,300        | \$1,096,777,300        | \$1,127,859,000        | 86.4%         |
| Sales Tax                           | \$202,550,086          | \$204,001,000          | \$204,001,000          | \$162,189,000          | 12.4%         |
| Lease/Rental Vehicle Tax            | \$3,815,659            | \$2,550,000            | \$2,550,000            | \$3,350,000            | 0.3%          |
| Lease/Rental Heavy<br>Equipment Tax | \$(268)                | —                      | —                      | —                      | 0.0%          |
| Payment in Lieu of Taxes            | \$1,962,837            | \$1,222,003            | \$1,222,003            | \$1,222,003            | 0.1%          |
| ABC 5 Cent Bottle                   | \$366,783              | \$255,000              | \$255,000              | \$255,000              | 0.0%          |
| Beer & Wine                         | \$892,609              | \$877,200              | \$877,200              | \$877,200              | 0.1%          |
| Other - State                       | \$1,515,663            | \$1,500,000            | \$1,500,000            | \$1,500,000            | 0.1%          |
| ABC Board                           | \$9,880,884            | \$4,000,000            | \$4,000,000            | \$4,000,000            | 0.3%          |
| Other - Charges for<br>Services     | \$1,575,714            | \$1,450,000            | \$1,450,000            | \$1,450,000            | 0.1%          |
| Licenses                            | \$106,614              | \$72,000               | \$72,000               | \$72,000               | 0.0%          |
| Permits                             | \$145                  | —                      | —                      | —                      | 0.0%          |
| Interest                            | \$90,970               | \$200                  | \$200                  | \$200                  | 0.0%          |
| Miscellaneous Revenue               | \$1,160,174            | —                      | —                      | —                      | 0.0%          |
| Appropriated Fund Balance           | —                      | \$8,000,000            | \$11,912,753           | \$3,000,000            | 0.2%          |
| Transfers From                      | \$293,680              | \$293,680              | \$293,680              | \$293,680              | 0.0%          |
| <b>Revenue Totals</b>               | <b>\$1,197,021,264</b> | <b>\$1,320,998,383</b> | <b>\$1,324,911,136</b> | <b>\$1,306,068,083</b> |               |

# Wake County Public School System

## Department Summary

|                                 | FY2019<br>Actual     | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended |
|---------------------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>Expenditures:</b>            |                      |                      |                      |                       |
| Wake County Schools Allocations | \$475,919,244        | \$515,955,101        | \$515,955,101        | \$515,955,101         |
| Direct Appropriation            | \$475,919,244        | \$515,955,101        | \$515,955,101        | \$515,955,101         |
|                                 |                      |                      |                      |                       |
| Debt Service                    | \$224,873,163        | \$234,861,018        | \$234,861,018        | \$222,648,556         |
| <b>Expenditure Totals</b>       | <b>\$700,792,407</b> | <b>\$750,816,119</b> | <b>\$750,816,119</b> | <b>\$738,603,657</b>  |

## Department Purpose and Goals

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina, 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 117 elementary schools, 40 middle schools, 32 high schools, one K-8 Academy, and two leadership academies.

## FY21 Discussion

There is no change in the operating appropriation over the prior year. The 2020-21 projected enrollment for Wake County Public Schools and charter schools totals 180,067. This brings County funding to \$2,865 per student, a decrease of \$66 compared to the prior year.

WCPSS will be opening one new school in 2020-21: South Lakes Elementary.

The budget includes a transfer from the Wake County Public School System Capital Projects Fund of \$929,728 to fund the lease of the Crossroads Administrative Building in Cary.

# Wake Technical Community College

## Department Summary

|                                   | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>Expenditures:</b>              |                     |                     |                     |                       |
| Wake Technical College Allocation | \$25,105,000        | \$24,285,436        | \$24,285,436        | \$24,453,030          |
| Communities In Schools            | \$295,000           | \$295,000           | \$295,000           | \$295,000             |
| Direct Appropriation              | \$25,400,000        | \$24,580,436        | \$24,580,436        | \$24,748,030          |
| Debt Service                      | \$29,876,403        | \$30,410,739        | \$30,410,739        | \$31,396,360          |
| <b>Expenditure Totals</b>         | <b>\$55,276,403</b> | <b>\$54,991,175</b> | <b>\$54,991,175</b> | <b>\$56,144,390</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.

Per North Carolina General Statute 115D-32, the County is required to provide operating funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes. A detailed discussion of Wake Tech's current capital programming and the County's capital responsibilities per NCGS 115-D32 are included in Wake Tech's capital section.

## FY21 Discussion

The budget increased by \$168,000 for three new positions supporting the Wake Works apprenticeship program.

Additionally, the County's debt service in support of Wake Tech's capital programming increased \$986,000 over the prior year.

## Horizon Issues

The college will also be working to implement recommendations from an information technology consultant study to meet the growing demand for online education.

Curriculum Education staff 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. Staff 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 allows 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 identifies students who have met the requirements for a credential that has not yet been awarded. As part of the college's innovation efforts, Curriculum Education will continue to focus on improving student success in online courses, and support the individual Applied Benchmarking initiatives of all employees.

# Other Education Initiatives

## Department Summary

|                           | FY2019<br>Actual | FY2020<br>Adopted | FY2020<br>Amended | FY2021<br>Recommended | % of<br>Total |
|---------------------------|------------------|-------------------|-------------------|-----------------------|---------------|
| <b>Expenditures:</b>      |                  |                   |                   |                       |               |
| Wake County Smart Start   | —                | —                 | —                 | \$1,688,028           | 100.0%        |
| <b>Expenditure Totals</b> | —                | —                 | —                 | \$1,688,028           |               |

## Department Purpose and Goals

Wake County is committed to collaborating with education stakeholders to achieve a well-educated citizenry prepared for success. This includes collaborating with Wake County's continuum of education providers. The Other Education Initiatives Department was created with the FY 2021 Budget to capture funding for education initiatives in addition to the County's contribution to the Wake County Public Schools System and Wake Technical Community College.

## Major Accomplishments

Wake County continues to support Wake County Smart Start's administration of NC Pre-K, which provides four-year-olds with a high-quality classroom program to prepare for Kindergarten. Children attend Pre-K for 6.5 hours each day, Monday through Friday. In FY 2020, Wake County

provided funding to assist Wake County Smart Start in providing 1,650 Pre-K slots.

As part of their 2020 Goals, the Board of Commissioners adopted an initiative to implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four year old's. Wake County continues to work with Wake County Smart Start to measure Pre-K access and levels of interest and eligibility.

## FY21 Discussion

Prior support for Wake County Smart Start was included in the Non-Departmental Public Agency Division. The prior year contribution totaled \$1.69 million.

The budget includes continued funding to support 1,650 NC Pre-K slots.





# Debt Service

## Department Summary

|                                          | FY2019<br>Actual     | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|----------------------|----------------------|----------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                      |                      |                      |                       |               |
| Federal                                  | \$2,813,595          | \$2,783,013          | \$2,783,013          | \$2,783,013           | 0.9%          |
| State                                    | \$8,469,888          | \$10,000,000         | \$10,000,000         | \$10,000,000          | 3.3%          |
| Charges For Services                     | \$14,295             | —                    | —                    | —                     | 0.0%          |
| Interest Income                          | \$18,466,725         | \$14,484,766         | \$14,484,766         | \$3,000,427           | 1.0%          |
| Other Financing Sources                  | \$125,452,498        | —                    | \$1,768,060          | —                     | 0.0%          |
| Transfers                                | \$270,329,936        | \$298,862,221        | \$298,862,221        | \$291,561,560         | 94.9%         |
| <b>Revenue Totals</b>                    | <b>\$425,546,938</b> | <b>\$326,130,000</b> | <b>\$327,898,060</b> | <b>\$307,345,000</b>  |               |
| <b>Expenditures:</b>                     |                      |                      |                      |                       |               |
| Debt Service Principal                   | \$190,431,748        | \$193,425,754        | \$193,425,754        | \$189,829,823         | 61.8%         |
| Debt Service Interest                    | \$96,270,771         | \$105,600,434        | \$105,600,434        | \$99,489,153          | 32.4%         |
| Debt Service Fees                        | \$2,015,615          | \$1,222,251          | \$1,222,251          | \$1,434,355           | 0.5%          |
| Refunding Bonds                          | \$124,534,612        | —                    | —                    | —                     | 0.0%          |
| Salary / Benefits                        | \$294,485            | \$365,345            | \$365,345            | \$387,576             | 0.1%          |
| Contractual Services                     | \$127,854            | \$141,000            | \$141,000            | \$144,000             | 0.0%          |
| Supplies, Materials and<br>Other Charges | \$668,428            | \$507,921            | \$507,921            | \$1,105,527           | 0.4%          |
| Budget Reserves                          | —                    | \$23,327,397         | \$25,095,457         | \$13,560,566          | 4.4%          |
| Transfers Out                            | \$8,875,000          | \$1,539,898          | \$1,539,898          | \$1,394,000           | 0.5%          |
| <b>Total</b>                             | <b>\$423,218,512</b> | <b>\$326,130,000</b> | <b>\$327,898,060</b> | <b>\$307,345,000</b>  |               |
| <b>Number of FTEs</b>                    | <b>3.000</b>         | <b>3.000</b>         | <b>3.000</b>         | <b>3.000</b>          |               |

## Debt Service Expenditures by Purpose

|                                                                 | FY2019<br>Actual     | FY2020<br>Adopted    | FY2020<br>Amended    | FY2021<br>Recommended | % of<br>Total |
|-----------------------------------------------------------------|----------------------|----------------------|----------------------|-----------------------|---------------|
| <b>Expenditures</b>                                             |                      |                      |                      |                       |               |
| WCPS Debt Service                                               | \$224,873,163        | \$234,861,018        | \$234,861,018        | \$222,648,556         | 72.4%         |
| WTCC Debt Service                                               | \$29,876,403         | \$30,410,739         | \$30,410,739         | \$31,396,360          | 10.2%         |
| Criminal Justice Debt<br>Service                                | \$22,697,373         | \$21,898,499         | \$21,898,499         | \$21,198,645          | 6.9%          |
| Parks, Recreation,<br>Greenways, and Open<br>Space Debt Service | \$5,483,585          | \$7,311,595          | \$7,311,595          | \$10,019,279          | 3.3%          |
| Libraries Debt Service                                          | \$5,427,829          | \$5,581,027          | \$5,581,027          | \$5,898,795           | 1.9%          |
| Other Debt Service                                              | \$10,211,606         | \$26,067,122         | \$25,505,648         | \$16,183,365          | 5.3%          |
| Debt Refundings                                                 | \$124,648,552        | —                    | —                    | —                     | 0.0%          |
| Fire Tax District Debt                                          | —                    | —                    | \$2,329,534          | —                     | 0.0%          |
| <b>Expenditure Totals</b>                                       | <b>\$423,218,512</b> | <b>\$326,130,000</b> | <b>\$327,898,060</b> | <b>\$307,345,000</b>  |               |

## 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 major 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.

**County needs:** County needs for which debt has been issued include Parks and Recreation, Greenways, Open Space, Libraries, Housing, Criminal Justice, Governmental facilities and Public Safety vehicles.

**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 capital needs, but not for operating.

**WCPSS needs:** *NC G.S. 115C* stipulates the County is responsible to fund the K-12 public education capital and operating needs of WCPSS. Debt may be issued for capital needs, but not for operating.

The County currently utilizes three main types of debt instruments: General Obligation Bonds (“GO Bonds”); Limited Obligation Bonds (“LOBs”); and bank loans.

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 an issuer’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 bond 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.

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.

Whereas GO Bonds and LOBs are long-term debt, bank loans or installment financing agreements issued by the County are short-term in nature. They can be issued at a fixed rate with a 5 to 10-year amortization, or they can take the form of a shorter 2 to 3-year variable rate draw program. County draw programs can be categorized either as GO draw programs (“GO Bond Anticipation Notes” or “GO BANs”) or non-GO draw programs (“Bond Anticipation Notes” or “BANs”). In recent years the County has utilized short-term GO BANs and non-GO BANs as a proven cashflow saving strategy to meet its capital needs. This strategy typically entails issuing a 2 to 4-year variable rate bank draw program whereby the County draws upon the loan only as authorized capital project expenses are incurred. Once the draw program reaches a maximum defined amount or defined date, the bank loan is transferred to long-term permanent debt (GO BANs into GO Bonds; non-GO BANs into LOBs).

## GO Bond Referendum - Unissued Balances June 30, 2020

### GO Bond Referendum - Unissued Balances as of June 30, 2020

| Purpose                                   | Date Approved by Voters | Authorized and Unissued |
|-------------------------------------------|-------------------------|-------------------------|
| Schools                                   | 11/06/2018              | 548,000,000             |
| Community College                         | 11/06/2018              | 349,000,000             |
| Parks, Greenways, Recreation & Open Space | 11/06/2018              | 83,140,000              |
| <b>Total</b>                              |                         | <b>980,140,000</b>      |

For the capital needs of WTCC and WCPSS, the County's preference is to issue GO Bonds, the lowest cost financing option for its citizens. Voter authorized GO Bond referenda balances are reduced only as permanent GO Bonds are issued. The most recent voter authorized GO Bond referenda occurred in November 2018 for WTCC; WCPSS; and Parks, Greenways, Recreation, and Open Space (PGROS), respectively. On October 30, 2019 the County closed on Series 2019C PGROS General Obligation Bonds with \$36.86 million par bonds issued. This was first of several anticipated PGROS Bond issuances over the next six years as authorized by voters in November 2018 bond referendum for PGROS.

In the past the County has utilized both GO BANs and non-GO BANs draw programs as a cashflow saving debt instrument utilized during the construction period of various projects. On August 15, 2019, the County closed on Series 2019A GO BANs draw program with Bank of America for \$548 million authorization for WCPSS projects to be

appropriated in FY 2020 and FY 2021, as authorized by voters in November 2018 bond referendum for WCPSS. On August 15, 2019, the County also closed on Series 2019B GO BANs draw program with SunTrust Bank for \$177.1 million authorization for WTCC projects to be appropriated in FY 2020 and FY 2021, as authorized by voters in November 2018 bond referendum for WTCC.

The County's current non-GO BANs draw programs (Wells Fargo; Bank of America) fund WTCC and WCPSS capital projects identified in the County's 7-year CIP for Fiscal Years 2017, 2018 and 2019. The County expects existing non-GO BANs to be wholly retired and transferred to permanent long-term LOBs by 2022.

## Outstanding Debt

Current projected total outstanding debt for June 30, 2020 is \$2.381 billion. By purpose, this represents \$1.803 billion for WCPSS; \$266 million for WTCC; and \$312 million for County. By debt type, this represents \$1.593 billion in GO Bonds; \$530 million in LOBs; and \$258 million in bank loans and other (i.e., BANs draw programs and Public Safety loans). As this is a projection, actual total debt outstanding at June 30, 2020 may differ for reasons including, but not limited to, a planned Series 2020A/B General Obligation Refunding Bond issuance scheduled to close later in FY 2020 prior to fiscal year end.

The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to 8% of the assessed value of property subject to taxation. The legal debt limit is the difference between the debt limit and the County's net debt outstanding applicable to that limit, and represents the County's legal borrowing authority.

# Debt Service

## Legal Debt Margin Information

|                                                         | 2018                 | 2019                 |
|---------------------------------------------------------|----------------------|----------------------|
| Assessed Value of Property                              | 144,219,213,822      | 148,627,572,143      |
| Debt Limit, 8% of Assessed Value (Statutory Limitation) | 11,537,537,106       | 11,890,205,771       |
| <b>Amount of Debt Applicable to Limit</b>               |                      |                      |
| GO Bonds                                                | 1,762,270,000        | 1,727,510,000        |
| GO BANS                                                 | 50,197,448           | -                    |
| Other Long Term Debt                                    | 374,041,272          | 554,346,998          |
| Bond Authorized not Issued                              | 147,152,552          | 1,017,000,000        |
| <b>Total Net Debt Applicable to Limit</b>               | <b>2,333,661,272</b> | <b>3,298,856,998</b> |
| Legal Debt Margin                                       | 9,203,875,834        | 8,591,348,773        |
| <b>Total Net Debt as % of Debt Limit</b>                | <b>20.23%</b>        | <b>27.74%</b>        |

to refund drawn amounts under 2019A GO BANS and 2019B GO BANS draw programs. Additionally, the County intends to issue approximately \$250 million of LOBs Refunding Bonds to refund drawn amounts under the 2017 and 2018 Installment Financing draw programs.

The County will continue monitoring the debt markets for appropriate opportunities to pursue bond refundings, whereby existing long-term debt could be reissued at a lower market rate yielding economic savings.

## On the Horizon

During FY 2021, the County intends to issue approximately \$155 million of GO Refunding Bonds

# Capital Area Workforce Development

## Fund Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Federal                                  | \$6,638,418        | \$5,795,000        | \$7,267,979        | \$5,603,000           | 100.0%        |
| State                                    | —                  | —                  | \$130,000          | —                     | 0.0%          |
| Local                                    | \$506,528          | —                  | —                  | —                     | 0.0%          |
| Charges For Services                     | \$51,998           | —                  | \$27,021           | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$7,196,944</b> | <b>\$5,795,000</b> | <b>\$7,425,000</b> | <b>\$5,603,000</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$1,164,426        | \$1,434,340        | \$1,870,846        | \$1,176,761           | 21.0%         |
| Contractual Services                     | \$4,644,621        | \$4,276,278        | \$5,126,254        | \$4,335,268           | 77.4%         |
| Supplies, Materials and<br>Other Charges | \$1,568,007        | \$84,382           | \$197,788          | \$90,971              | 1.6%          |
| Budget Reserves                          | —                  | —                  | \$230,112          | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$7,377,054</b> | <b>\$5,795,000</b> | <b>\$7,425,000</b> | <b>\$5,603,000</b>    |               |
| <b>Number of FTEs</b>                    | <b>18.000</b>      | <b>18.000</b>      | <b>18.000</b>      | <b>18.000</b>         |               |

## Fund Purpose and Goals

Capital Area Workforce Development implements the Workforce Innovation and Opportunity Act activities throughout Wake and Johnston Counties. Generally, these include:

- (1) Promoting business partnerships 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
- (4) Expanding resources through strategic leadership and collaborative engagement.

The department certifies and provides oversight for the area's NCWorks Career Centers, administers Incumbent Worker Training, and aids new and expanding businesses and industries through economic development partnerships. Twenty-three boards serve North Carolina's 100 counties. Capital

Area has the largest population of North Carolina's local workforce areas.

## Major Accomplishments

Provided career readiness and workforce services to over 20,000 individuals across Wake and Johnston Counties

Provided workforce support to over 1,650 businesses across Wake and Johnston Counties.

Provided 48 grants to community college students through the Governor's Finish Line Grant Initiative. These grants total \$35,000 and are for students who experienced an emergency financial situation that endangered their ability to finish school.

Provided virtual and online access to NCWorks services to over 8,000 individuals. The multi-channel AccessNCWorks platform provides access to career services through online chat, web information, and telephone.

Provided workforce development support plans for 19 economic development recruiting projects which represents and estimated 6,000 jobs.

# Capital Area Workforce Development

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## FY21 Discussion

The Capital Area Workforce Development budget decreased by \$192,000 from the prior year due to a decrease in federal funding.

# Fire Tax District

## Fund Summary

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Taxes                                    | \$26,452,844        | \$26,737,000        | \$26,737,000        | \$29,595,000          | 99.8%         |
| Interest Income                          | \$171,074           | \$51,000            | \$51,000            | \$51,000              | 0.2%          |
| Other Financing Sources                  | —                   | \$1,476,000         | \$1,476,000         | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$26,623,919</b> | <b>\$28,264,000</b> | <b>\$28,264,000</b> | <b>\$29,646,000</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Contractual Services                     | \$23,632,774        | \$24,858,505        | \$24,858,505        | \$25,530,884          | 86.1%         |
| Supplies, Materials and<br>Other Charges | \$941,288           | \$882,172           | \$882,172           | \$1,046,556           | 3.5%          |
| Capital Outlay                           | \$1,137             | —                   | —                   | —                     | 0.0%          |
| Debt                                     | \$1,769             | —                   | —                   | —                     | 0.0%          |
| Transfers Out                            | \$2,543,936         | \$2,523,323         | \$2,523,323         | \$3,068,560           | 10.4%         |
| <b>Expenditure Totals</b>                | <b>\$27,120,905</b> | <b>\$28,264,000</b> | <b>\$28,264,000</b> | <b>\$29,646,000</b>   |               |

## Fund Purpose and Goals

The County contracts with 18 departments to provide fire suppression and emergency services in the Fire Tax District. Eleven departments are nonprofit corporations and seven 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

Wake County implemented a new CAD system and purchased all new Mobile Data Terminals in all responding fire trucks in Wake County. This new

CAD and associated systems are integrated with a County supported Record Management System for the Not for Profit Departments. This technology upgrade allows for non-human intervention as their en route times and on scene times are automatically captured for their apparatus on emergency incidents. This collection of data is key to measuring the performance of departments in regard to service delivery.

Two ISO inspections were performed this year resulting in the Wake County's first Class 1 Fire Department grade in a rural response area. Only one other Class 1 rural district exist in the state.

## FY21 Discussion

The Fire Tax District revenues increased by \$1.4 million, or 4.9 percent over the prior year, primarily from a recommended increase in the tax rate for the Fire Tax District (\$1.1 million). The total recommended tax rate for FY 2021 is 9.10 cents, which represents a 0.76 cent increase over the revenue neutral rate of 8.34 cents following the revaluation of real property in the Fire Tax District. Unlike the previous three fiscal year adopted budgets, the FY 2021 budget does not include any appropriation of fund balance. There was also no change in budgeted interest income. Approximately

# Fire Tax District

90 percent of Fire Tax revenues are dedicated to the operating budget and 10 percent for debt service and capital projects.

Expenditures increased by \$1.4 million, mostly for increases in direct appropriations to contracted fire departments, which increased by \$751,000. Increases were primarily for the first full year of operating costs for the new Wendell Falls Fire Station in Wendell, which is scheduled to open in spring 2020. Additional departmental expenditure increases were for full-time fire department personnel including benefit rate adjustments and annualization of prior year performance pay increases.

Transfers increased by \$545,000 primarily to fund the cash portion of FY 2021 capital projects in the Fire Tax CIP and an increase in debt service costs paid back to the debt service fund for the prior year purchases of Fire Apparatus in the Fire Tax CIP. Systemwide expenses increased by \$85,000 based on higher annual costs associated with Emergency Communications Dispatches, CAD licensing and maintenance, and 800Mhz radio system costs.

| <b>FY 2021 Fire Tax Summary</b>            | <b>FY 2019 Actual</b> | <b>FY 2020 Adopted</b> | <b>FY 2020 Amended</b> | <b>FY 2021 Budget</b> |
|--------------------------------------------|-----------------------|------------------------|------------------------|-----------------------|
| <b>Fire Tax Revenue</b>                    |                       |                        |                        |                       |
| Operating                                  | 23,908,908            | 24,213,677             | 24,213,677             | 26,526,440            |
| Capital                                    | 2,543,936             | 2,523,323              | 2,523,323              | 3,068,560             |
| <b>Subtotal, Taxes</b>                     | <b>26,452,844</b>     | <b>26,737,000</b>      | <b>26,737,000</b>      | <b>29,595,000</b>     |
| Use of Fund Balance                        | 496,486               | 1,476,000              | 1,476,000              | -                     |
| Interest                                   | 171,074               | 51,000                 | 51,000                 | 51,000                |
| <b>Total Revenues</b>                      | <b>27,120,905</b>     | <b>28,264,000</b>      | <b>28,264,000</b>      | <b>29,646,000</b>     |
| <b>Expenditures</b>                        |                       |                        |                        |                       |
| Department Appropriations                  |                       |                        |                        |                       |
| Personnel and Operating                    | 23,505,223            | 24,403,505             | 24,403,505             | 25,154,884            |
| <b>Subtotal, Department Appropriations</b> | <b>23,505,223</b>     | <b>24,403,505</b>      | <b>24,403,505</b>      | <b>25,154,884</b>     |
| Systemwide Costs                           |                       |                        |                        |                       |
| 800 MHz Fire Costs                         | 143,429               | 135,107                | 135,107                | 161,000               |
| CAD Fire Costs                             | 9,468                 | 6,367                  | 6,367                  | 41,000                |
| Airfare and Lodging for Apparatus Builds   | -                     | -                      | -                      | -                     |
| Fire Service Training                      | 267,020               | 186,032                | 186,032                | 186,032               |
| HAZMAT Program                             | 85,050                | 89,224                 | 89,224                 | 91,000                |
| NC Forestry - Wildfire Prevention Programs | 68,168                | 68,027                 | 68,027                 | 70,674                |
| Pager & Radio Maintenance                  | 2,469                 | 5,000                  | 5,000                  | 5,000                 |
| Dispatch Services                          | 279,933               | 295,731                | 295,731                | 308,000               |
| Contracted Services                        | 2,916                 | 85,000                 | 85,000                 | 126,000               |

## 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 2021 Fire Tax Summary</b>          | <b>FY 2019 Actual</b> | <b>FY 2020 Adopted</b> | <b>FY 2020 Amended</b> | <b>FY 2021 Budget</b> |
|------------------------------------------|-----------------------|------------------------|------------------------|-----------------------|
| Fire Incident Reporting Software Support | 17,493                | 19,000                 | 19,000                 | 19,000                |
| Telematics                               | -                     | 20,684                 | 20,684                 | 28,100                |
| Volunteer Program Reimbursements         | -                     | 30,000                 | 30,000                 | 30,000                |
| Office Supply Costs                      | 3,031                 | -                      | -                      | -                     |
| Employee Medical Exams                   | 124,635               | 220,000                | 220,000                | 220,000               |
| DMV Motor Vehicle Tax Collection Fees    | 60,455                | 57,000                 | 57,000                 | 59,150                |
| MDT Supporting Costs                     | 7,638                 | 120,000                | 120,000                | 77,600                |
| <b>Subtotal, Systemwide Costs</b>        | <b>1,071,704</b>      | <b>1,337,172</b>       | <b>1,337,172</b>       | <b>1,422,556</b>      |
|                                          |                       |                        |                        |                       |
| Debt and Capital                         |                       |                        |                        |                       |
| Transfer to Capital Projects Fund        | 1,633,000             | 1,290,102              | 1,290,102              | 1,687,000             |
| Transfer to Debt Service Fund            | 910,936               | 1,233,221              | 1,233,221              | 1,381,560             |
| <i>Subtotal, Capital</i>                 | <i>2,543,936</i>      | <i>2,523,323</i>       | <i>2,523,323</i>       | <i>3,068,560</i>      |
| <b>Total Expenditures</b>                | <b>27,120,905</b>     | <b>28,264,000</b>      | <b>28,264,000</b>      | <b>29,646,000</b>     |
| <b>Change in Fund Balance (a)</b>        | <b>(496,986)</b>      | <b>(1,476,000)</b>     | <b>(1,476,000)</b>     | <b>-</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

|                        | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| Apex FD                | \$1,261,546         | \$1,242,269         | \$1,242,269         | \$1,242,107           | 4.9%          |
| Cary FD                | \$40,992            | \$50,000            | \$50,000            | \$50,000              | 0.2%          |
| Fuquay Varina FD       | \$1,956,321         | \$2,031,128         | \$2,031,128         | \$1,986,039           | 7.9%          |
| Holly Springs FD       | \$659,686           | \$691,578           | \$691,578           | \$681,150             | 2.7%          |
| Morrisville FD         | \$846,120           | \$846,120           | \$846,120           | \$787,833             | 3.1%          |
| Zebulon FD             | \$583,445           | \$580,654           | \$580,654           | \$572,847             | 2.3%          |
| <b>Total Municipal</b> | <b>\$5,348,110</b>  | <b>\$5,441,749</b>  | <b>\$5,441,749</b>  | <b>\$5,319,976</b>    |               |
| Durham Highway FD      | \$934,320           | \$938,958           | \$938,958           | \$932,439             | 3.7%          |
| Eastern Wake FD        | \$1,868,555         | \$1,932,410         | \$1,932,410         | \$1,850,483           | 7.4%          |
| Fairview FD            | \$1,653,915         | \$1,774,821         | \$1,774,821         | \$1,814,774           | 7.2%          |
| Garner FD              | \$2,236,416         | \$2,274,889         | \$2,274,889         | \$2,345,943           | 9.3%          |
| Hopkins FD             | \$972,848           | \$1,004,431         | \$1,004,431         | \$1,037,081           | 4.1%          |
| Northern Wake FD       | \$3,220,533         | \$3,385,965         | \$3,385,965         | \$3,530,500           | 14.0%         |
| Rolesville FD          | \$808,556           | \$806,253           | \$806,253           | \$664,877             | 2.6%          |
| Swift Creek FD         | \$848,923           | \$846,282           | \$846,282           | \$849,885             | 3.4%          |
| Wake Forest FD         | \$1,285,607         | \$1,356,275         | \$1,356,275         | \$1,524,053           | 6.1%          |
| Wake-New Hope FD       | \$1,644,878         | \$1,724,201         | \$1,724,201         | \$1,789,348           | 7.1%          |
| Wendell FD             | \$1,864,680         | \$2,103,425         | \$2,103,425         | \$2,666,968           | 10.6%         |
| Western Wake FD        | \$817,924           | \$813,846           | \$813,846           | \$828,557             | 3.3%          |
| <b>Total Rural</b>     | <b>\$18,157,155</b> | <b>\$18,961,756</b> | <b>\$18,961,756</b> | <b>\$19,834,908</b>   |               |
| <b>Total</b>           | <b>\$23,505,265</b> | <b>\$24,403,505</b> | <b>\$24,403,505</b> | <b>\$25,154,884</b>   | <b>100.0%</b> |

# Grants and Donations

## Fund Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Federal                                  | \$1,763,754        | \$1,033,696        | \$1,676,456        | \$1,722,218           | 38.9%         |
| State                                    | \$874,762          | \$929,169          | \$731,092          | \$905,454             | 20.5%         |
| Local                                    | \$1,003,474        | \$815,822          | \$1,983,983        | \$753,674             | 17.0%         |
| Charges For Services                     | \$110,050          | \$31,500           | \$75,500           | —                     | 0.0%          |
| Fines & Forfeitures                      | \$54               | —                  | —                  | —                     | 0.0%          |
| Interest Income                          | \$44,453           | —                  | \$22,035           | —                     | 0.0%          |
| Miscellaneous                            | \$3,300            | —                  | \$196,452          | —                     | 0.0%          |
| Transfers                                | \$871,338          | \$268,813          | \$268,813          | \$1,045,654           | 23.6%         |
| <b>Revenue Totals</b>                    | <b>\$4,671,185</b> | <b>\$3,079,000</b> | <b>\$4,954,331</b> | <b>\$4,427,000</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$1,506,512        | \$1,168,248        | \$2,025,260        | \$1,537,342           | 34.7%         |
| Contractual Services                     | \$1,597,179        | \$1,541,726        | \$1,956,450        | \$1,754,578           | 39.6%         |
| Supplies, Materials and<br>Other Charges | \$683,911          | \$365,626          | \$480,284          | \$1,132,338           | 25.6%         |
| Capital Outlay                           | \$181,586          | —                  | \$292,485          | —                     | 0.0%          |
| Debt                                     | —                  | \$3,400            | \$3,400            | \$2,742               | 0.1%          |
| Budget Reserves                          | —                  | —                  | \$196,452          | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$3,969,189</b> | <b>\$3,079,000</b> | <b>\$4,954,331</b> | <b>\$4,427,000</b>    |               |
| <b>Number of FTEs</b>                    | <b>19.000</b>      | <b>19.000</b>      | <b>23.000</b>      | <b>22.000</b>         |               |

## Summary by Source and Department

| Department     | Grants/Donations   | County Match       | Totals             |
|----------------|--------------------|--------------------|--------------------|
| Communications | \$84,855           |                    | \$84,963           |
| Human Services | \$3,076,128        | \$1,045,654        | \$4,121,782        |
| Fire Services  | \$220,363          |                    | \$220,363          |
| <b>Totals</b>  | <b>\$3,381,346</b> | <b>\$1,045,654</b> | <b>\$4,427,000</b> |

# Grants and Donations

## Planned Use of Funds in FY 2021

| Revenue Source                                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | FY 2021 Budget |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Grants</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |
| <u>Communications</u>                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |
| 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:<br>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). | 84,855         |
| <u>Human Services</u>                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |
| 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.                                                                                                                                                                                                                                                                                                                                  | 35,000         |
| Wake County ABC Board                                                         | The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery 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.                                                                                                                                                                          | 309,966        |
| Substance Abuse and Mental Health Services Administration (SAMHSA)            | The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery 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.                                                                                                                                                                          | 400,000        |
| 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.                                                                                                                                                                                                                                                                                          | 462,759        |

# Grants and Donations

## Planned Use of Funds in FY 2021

| Revenue Source                                                                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | FY 2021 Budget |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| US Department of Health and Human Services - Health Resources and Services Administration | Ryan White Part C 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. | 534,798        |
| NC 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.                                                                                                                                                                      | 173,200        |
| NC Department of Health and Human Services, Division of Social Services                   | The DSS Respite Services Grant supports outreach, education and support groups, and respite services to relative caregivers of children at risk of entering the child welfare system.                                                                                                                                                                                                                                                                                                                                                                     | 40,000         |
| NC Department of Health and Human Services, NC 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.                                                                                                                                                                                                                                                                                                                                                                         | 184,640        |
| ShiftNC                                                                                   | The grant supports the Every Teen Counts initiative. Funds provide the 4H program with resources to implement teen pregnancy prevention programs and strategies within foster care and juvenile justice systems.                                                                                                                                                                                                                                                                                                                                          | 35,000         |
| Gilead Sciences, INC                                                                      | The FOCUS grant provides Hepatitis C screenings and linkage to care for baby boomers and those with high risk behaviors. The program aims to reduce the number of undiagnosed individuals, decrease the number of those diagnosed late, and ensure strong linkages to care and treatment.                                                                                                                                                                                                                                                                 | 253,311        |
| Private Donations                                                                         | Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association completes program 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 fire wood and uses volunteers to cut and distribute the fire wood.                                                                                                                      | 60,000         |

# Grants and Donations

## Planned Use of Funds in FY 2021

| Revenue Source          | Description                                                                                                                                                                                                                                                              | FY 2021 Budget     |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 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             |
| ABC Fund Balance        | The Drug Overdose Prevention Program includes two positions and contracts with community partners to expand access, treatment and recovery supports for opioid users and increase community awareness on the prevention of substance misuse.                             | 845,688            |
| Child Support Incentive | The Child Support Incentive program is supported by federal dollars to improve program effectiveness and efficiency by supplementing and not supplanting State expenditures.                                                                                             | 712,420            |
| <u>Fire Services</u>    |                                                                                                                                                                                                                                                                          |                    |
| Duke Energy             | Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.                                                                                                                      | 220,363            |
| <b>FUND TOTAL</b>       |                                                                                                                                                                                                                                                                          | <b>\$4,427,000</b> |

# Housing and Community Revitalization

## Fund Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Federal                                  | \$4,078,816        | \$6,385,325        | \$6,438,133        | \$7,135,000           | 100.0%        |
| Charges For Services                     | \$517,825          | \$363,675          | \$310,865          | —                     | 0.0%          |
| Interest Income                          | \$6,658            | —                  | —                  | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$4,603,299</b> | <b>\$6,749,000</b> | <b>\$6,748,998</b> | <b>\$7,135,000</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$616,499          | \$678,080          | \$583,031          | \$922,986             | 12.9%         |
| Contractual Services                     | \$6,593,983        | \$6,002,810        | \$6,097,713        | \$6,155,983           | 86.3%         |
| Supplies, Materials and<br>Other Charges | \$(412,193)        | \$68,110           | \$68,256           | \$56,031              | 0.8%          |
| Capital Outlay                           | \$266              | —                  | —                  | —                     | 0.0%          |
| <b>Expenditure Totals</b>                | <b>\$6,798,555</b> | <b>\$6,749,000</b> | <b>\$6,749,000</b> | <b>\$7,135,000</b>    |               |
| <b>Number of FTEs</b>                    | <b>10.000</b>      | <b>8.000</b>       | <b>8.000</b>       | <b>9.000</b>          |               |

## Fund Purpose and Goals

The Department of Housing Affordability & Community Revitalization administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and County funds. The department also includes services in the County General Fund and the Housing Capital Fund. The special revenue fund has four primary revenue sources from the U.S. Department of Housing and Urban Development: Community Development Block Grant Program, Home Investment Partnership Program, Housing Opportunities for People with AIDS, and the Emergency Solutions Grant. Program income is also earned in this fund through programs requiring repayment of loans.

Specific programs include grant programs to assist low income individuals with repairs to substandard housing, as well as public facility projects that improve infrastructure in low income neighborhoods. These programs are available throughout Wake County in the unincorporated areas and all municipalities, excluding Raleigh and Cary, which receive their own federal funds.

Funds are also used to mitigate the affordable housing crisis through preservation and development

of additional affordable units across the County. In addition, employment training, multifamily (apartments) rehabilitation, community outreach, homelessness prevention, and supportive services to vulnerable populations are all targeted in the five-year consolidated plan.

## Major Accomplishments

The department exceeded its goals for producing affordable housing units and is on track to meet the five-year goals for housing rehabilitation outlined in the Annual Action Plan submitted to U.S. Department of Housing and Urban Development. All goals benefit low income families, prioritizing the most vulnerable populations of Wake County.

During the latest Low Income Housing Tax Credit cycle, Wake County approved six developments for funding for a total of 440 units. Ultimately, 192 units were approved for development by the North Carolina Housing Finance Agency.

As recommended in the 20-year, Comprehensive Affordable Housing Plan, the department adopted a policy for Public Land Disposition for Affordable Housing. This policy identifies the legal authority and process to dispose of County-owned property to create or to add affordable housing.

# Housing and Community Revitalization

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## FY21 Discussion

The budget totals \$7.14 million, \$386,000 more than the prior year. The increase is mostly from a larger federal allocation for rental assistance in connection with matching supportive services.

An Administrative Officer is included in the budget using CDBG funds to increase and preserve housing affordability by ensuring coordination, timeliness, and compliance of existing development programs and an increasing loan portfolio (1.000 FTE, \$99,000).

## 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.

The cost of living continues to outpace growth in wages for many across Wake County. Developable land, especially in areas of high economic opportunity, has become more difficult to find and is more expensive. In addition, Wake County continues to experience significant growth intensifying supply and demand for materials, skilled trade workers, and the overall housing supply. Wake has consistently been identified as a top market for real estate investment which has led to displacement of tenants as naturally occurring affordable housing is repositioned or redeveloped.



# Major Facilities

## Fund Summary

|                                  | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                 |                     |                     |                     |                       |               |
| Appropriated Fund Balance        | —                   | —                   | —                   | \$2,361,000           | 4.3%          |
| City of Raleigh                  | —                   | —                   | \$5,400,000         | \$4,400,000           | 8.0%          |
| Occupancy Tax                    | \$29,328,077        | \$30,019,000        | \$30,501,000        | \$23,558,000          | 43.0%         |
| Other Revenues                   | \$276,388           | —                   | —                   | —                     | 0.0%          |
| Prepared Food Tax                | \$30,961,199        | \$32,241,000        | \$32,509,000        | \$24,500,000          | 44.7%         |
| <b>Total</b>                     | <b>\$60,565,664</b> | <b>\$62,260,000</b> | <b>\$68,410,000</b> | <b>\$54,819,000</b>   |               |
| <b>Expenditures:</b>             |                     |                     |                     |                       |               |
| Cary-Occupancy Tax               | \$1,433,904         | \$1,468,000         | \$1,492,500         | \$1,145,000           | 2.1%          |
| Cent Auth/Facility Improvements  | \$2,000,000         | —                   | —                   | \$9,000,000           | 16.4%         |
| Centennial Authority             | \$3,502,702         | \$8,626,000         | \$8,668,500         | \$4,768,000           | 8.7%          |
| Centennial Center-Debt Service   | \$5,208,208         | \$868,000           | \$868,000           | —                     | 0.0%          |
| GRCVB                            | \$7,416,769         | \$7,589,000         | \$7,710,000         | \$5,974,000           | 10.9%         |
| Indoor Sports Facility           | —                   | —                   | —                   | \$2,360,000           | 4.3%          |
| New Convention Center            | \$31,150,539        | \$33,684,000        | \$34,162,500        | \$14,952,000          | 27.3%         |
| Other Aid To Governmental Units  | \$2,000,000         | —                   | \$3,000,000         | \$3,000,000           | 5.5%          |
| Raleigh Annual Distribution      | \$1,000,000         | \$1,000,000         | \$1,000,000         | \$1,000,000           | 1.8%          |
| Raleigh-Occupancy Tax            | \$680,000           | \$680,000           | \$680,000           | \$680,000             | 1.2%          |
| Reserve For Future Appropriation | —                   | \$3,945,000         | \$1,028,500         | —                     | 0.0%          |
| Transfer To General Fund         | \$1,400,000         | \$1,400,000         | \$1,400,000         | \$1,400,000           | 2.6%          |
| Transfer To Major Facilities CIP | \$3,000,000         | \$3,000,000         | \$8,400,000         | \$10,540,000          | 19.2%         |
| <b>Expenditure Totals</b>        | <b>\$58,792,123</b> | <b>\$62,260,000</b> | <b>\$68,410,000</b> | <b>\$54,819,000</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.

In March 2017, stakeholders developed operating principles to articulate the values of the community and stakeholders related to use of Wake County

Room Occupancy and Prepared Food and Beverage Revenues:

- A. Prioritize use of funds for projects that drive measurable, regular overnight visitation or positive return on investment
- B. Support and promote the on-going capital expenditure program and expansion of existing investments in major facilities to keep them current, relevant and competitive in market.
- C. Comply with all requirements of the existing enabling legislation

# Major Facilities

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- D. Ensure project investments are secured by solid long-term plans, both operational and financial, that demonstrate viability and sustainability
- E. Utilize high standards of fiscal accountability in planning and managing the use of tax revenues: fulfill existing obligations before entering into significant new financial commitments and maintain long-term conservative financial forecasting
- F. Support investments that complement economic development efforts and enhance quality of life experiences for visitors, newcomers, and long-time residents
- G. Create sports, arts, and cultural opportunities, by leveraging community investments and partnerships, that benefit residents and enhance tourism offerings
- H. Support a project investment mix that considers location and types of uses (sports, cultural, arts, convention, etc.)
- I. Engage stakeholders representing varying entities, jurisdictions, and uses
- J. Ensure that investments support the long-term vision of Wake County and its cities and towns as a tourism destination
- K. Provide a regular funding source for eligible projects that require a smaller scale investment
- L. Support investments that consider emerging arts, sports, and cultural experiences and unmet needs

## Major Accomplishments

Interlocal Agreement amendments, approved by the Raleigh City Council and County Board of Commissioners, direct the distribution of revenues for projects. The second amendment authorized debt service for the PNC Arena (formerly RBC Center) through FY 2020.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a Raleigh Convention Center. The tenth amendment distributed the remaining 15 percent to other projects. The table below summarizes the

payment schedule for projects funded by the remaining 15 percent.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds between February 2011 and March 2012. The review included representatives from 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 included capital maintenance plans for the Raleigh Convention Center and PNC Arena 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 approved by the Raleigh City Council and the Wake County Board of Commissioners. The approved recommendations included 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 twentieth amendment replaced the 2-for-1 reimbursement provision with a provision where the County receives \$2 million annually for distribution via a competitive process to support capital projects. The administration and collection fee for Wake County was capped at \$1.4 million, which sufficiently recovers costs.

Staff from the City of Raleigh and Wake County began a public review of the financial model, Convention Center Financing and Capital Maintenance Plans, and the PNC Capital Maintenance Plan in September 2018. A review team with representatives from the Centennial Authority, Greater Raleigh Convention and Visitors Bureau, Wake County Hospitality Alliance, City of Raleigh, Town of Cary, Town of Knightdale, Town of Morrisville, and Wake County assisted in developing

# Major Facilities

the public review process. The public review included a request for information (RFI) for planned capital projects that may request interlocal funds at a future date. From January through March 2019, a stakeholder team met and heard from the RFI respondents, Convention Center Complex, PNC Arena, and Cary Sports Facilities.

Following the public review process described above, the City and County developed and shared recommendations for future uses of the hospitality taxes with stakeholders, the Wake County Board of Commissioners and Raleigh City Council during the summer of 2019. The recommendations were included in the twenty-first amendment, which was given final approval in September 2019. Changes in the twenty-first amendment include 1) A \$9.0 million annual allocation to support the PNC Arena, 2) A \$2.36 million annual allocation up to 25 years for an indoor sports facility in Wake County, 3) Medium Competitive Projects funding totaling \$46.6 million for the period of FY 2020-2026, 4) Support for the City of Raleigh's Convention Center Complex expansion plans, including purchase of land, parking and infrastructure and 5) continued funding for Cary sports venues.

## FY21 Discussion

Occupancy tax revenues are projected to decrease by \$6.46 million, or 22 percent, from the prior year

Adopted Budget in anticipation of continued impacts from the COVID-19 pandemic. Travel restrictions and event cancellations directly impact this revenue source through fewer hotel bookings and resulting lower average daily room rates.

Prepared food and beverage revenues are expected to decline by \$7.74 million, or 24 percent, from the prior year Adopted Budget. Measures taken to combat COVID-19 have directly impacted this revenue source through temporary bans on dine-in options at restaurants. The budget anticipates impacts on prepared food and beverage tax revenues from COVID-19 to continue into FY 2021.

A \$4.40 million contribution from the City of Raleigh is included to fund medium competitive projects as outlined in the 21st Amendment to the interlocal agreement.

A fund balance appropriation totaling \$2.36 million is also included to support transfers to the Major Facilities Capital Projects Fund for competitive projects and improvements at Five County Stadium and the Marbles Kids Museum in Raleigh.

| Fiscal Year | Cary Sports Facilities* | NC Art Museum | NC Museum of Natural Sciences | PNC Center** | St. Augustine's College Track | Small Competitive Projects | Medium Competitive Projects |
|-------------|-------------------------|---------------|-------------------------------|--------------|-------------------------------|----------------------------|-----------------------------|
| 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        | 3,000,000               | -             | -                             | -            | -                             | 2,000,000                  | -                           |
| <b>2021</b> | <b>3,000,000</b>        | -             | -                             | -            | -                             | <b>2,000,000</b>           | -                           |
| 2022        | 3,000,000               | -             | -                             | -            | -                             | 2,000,000                  | -                           |
| 2023        | 3,000,000               | -             | -                             | -            | -                             | 2,000,000                  | -                           |

## Major Facilities

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|              |                   |                  |                  |                  |                |                   |                  |
|--------------|-------------------|------------------|------------------|------------------|----------------|-------------------|------------------|
| 2024         | 3,000,000         | -                | -                | -                | -              | 2,000,000         | -                |
| 2025         | 3,000,000         | -                | -                | -                | -              | 2,000,000         | 4,400,000        |
| 2026         | 3,000,000         |                  |                  |                  |                | 2,000,000         | 3,500,000        |
| <b>Total</b> | <b>31,000,000</b> | <b>7,000,000</b> | <b>3,400,000</b> | <b>9,000,000</b> | <b>600,000</b> | <b>18,000,000</b> | <b>7,900,000</b> |

\* 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 now funded prior to the 85/15% split.

\*\*\* Section 3 of the Major Facilities Cash Flow Model includes a transfer to Major facilities Capital Fund in FY20-FY24 funded by a City of Raleigh contribution.

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# Transportation

## Fund Summary

|                                          | FY2019<br>Actual   | FY2020<br>Adopted  | FY2020<br>Amended  | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                    |                    |                    |                       |               |
| Federal                                  | \$1,507,034        | \$1,571,961        | \$1,694,478        | \$2,220,478           | 23.5%         |
| State                                    | \$809,813          | \$1,473,779        | \$1,546,384        | \$1,558,613           | 16.5%         |
| Local                                    | \$349,758          | \$453,245          | \$378,492          | \$584,883             | 6.2%          |
| Charges For Services                     | \$4,195,924        | \$5,050,015        | \$4,929,646        | \$4,807,026           | 51.0%         |
| Interest Income                          | \$(27,651)         | —                  | —                  | —                     | 0.0%          |
| Miscellaneous                            | \$43,957           | \$138,000          | \$138,000          | \$138,000             | 1.5%          |
| Other Financing Sources                  | —                  | \$125,000          | \$582,816          | \$125,000             | 1.3%          |
| <b>Revenue Totals</b>                    | <b>\$6,878,835</b> | <b>\$8,812,000</b> | <b>\$9,269,816</b> | <b>\$9,434,000</b>    |               |
| <b>Expenditures:</b>                     |                    |                    |                    |                       |               |
| Salary / Benefits                        | \$195,266          | \$297,601          | \$297,601          | \$429,411             | 4.6%          |
| Contractual Services                     | \$4,802,913        | \$6,998,686        | \$6,926,770        | \$7,736,173           | 82.0%         |
| Supplies, Materials and<br>Other Charges | \$606,036          | \$668,107          | \$657,129          | \$529,776             | 5.6%          |
| Capital Outlay                           | \$562,286          | \$729,606          | \$1,270,316        | \$620,640             | 6.6%          |
| Budget Reserves                          | —                  | \$118,000          | \$118,000          | \$118,000             | 1.3%          |
| <b>Expenditure Totals</b>                | <b>\$6,166,501</b> | <b>\$8,812,000</b> | <b>\$9,269,816</b> | <b>\$9,434,000</b>    |               |
| <b>Number of FTEs</b>                    | <b>3.000</b>       | <b>4.000</b>       | <b>4.000</b>       | <b>4.000</b>          |               |

## Fund Purpose and Goals

The Human Services Transportation Fund (also known as GoWake Access) provides access options and supports safety-net transportation infrastructure for Human Services divisions and other human service organizations. The transportation provided primarily includes services for mandated Medicaid transportation as well as for clients of Social Services and Public Health. Clients are often the elderly, disabled, underemployed, and those with 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

Awarded an FTA Innovation Grant to test different innovation scenarios.

Awarded FTA 5310 Enhanced Transportation for Elderly & Disabled Grant which will allow for increased transportation for dialysis and chemotherapy patients in this demographic.

## FY21 Discussion

The budget totals \$9.4 million, \$622,000 higher than the prior year. About half of that increase is related to new federal revenues for a federal program promoting innovations in integrating mobility. Most of the remaining increase is additional federal revenues for transit urbanized areas for transit capital and operating assistance. This last revenue also helps support the salary distribution described below.

The budget includes an 80 percent salary distribution of the Assistant County Manager for Transit to the Human Services Transportation Fund (\$133,000).

## Horizon Issues

In 2015, the NC General Assembly enacted a law transitioning Medicaid from a fee-for-service structure to a managed care service (Prepaid Health Plans receive a set per member per month payment for services). PHPs will be responsible for contracting for non-emergency transportation and don't have to contract with the County. Currently, the County receives \$3.15 million and estimates that 20% of those revenues will move to PHPs in the first year with additional funding being lost each year. Currently, the roll-out date for Managed Care has been temporarily suspended until budget approval.

GoRaleigh Transportation and GoWake Access Transportation will be sharing a new paratransit facility that will house, vehicles for both agencies, drivers, vendors, customer service representatives, management and administrative staff. GoWake

currently rents an older building owned by the City of Raleigh that houses County operations. This new combined facility is the first of its kind in Wake County. The combined paratransit center will allow for better coordination, increased efficiency, and increased opportunities for growth between two of Wake County's largest transportation providers.

Fiscal year 2023 will be the last year Wake County will receive the 5311 Community Transportation Grant. The 5311 grant has provided capital to replace wheelchair equipped vans, administrative staff and expenses since the inception of the program over 10 years ago. This change is taking place as a result of Wake County's rural communities being redefined as an urban community based on Census data. GoWake continues to prepare for this upcoming change by exploring other funding opportunities.

# Corporate Fleet Fund

## Fund Summary

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Charges For Services                     | \$9,270,096         | \$9,674,081         | \$9,674,081         | \$9,551,525           | 92.6%         |
| Interest Income                          | \$103,924           | \$20,000            | \$20,000            | \$20,000              | 0.2%          |
| Miscellaneous                            | \$577,407           | \$511,083           | \$511,083           | \$397,147             | 3.8%          |
| Other Financing Sources                  | —                   | \$197,836           | \$826,971           | \$350,328             | 3.4%          |
| <b>Revenue Totals</b>                    | <b>\$9,951,428</b>  | <b>\$10,403,000</b> | <b>\$11,032,135</b> | <b>\$10,319,000</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$1,243,436         | \$1,440,281         | \$1,440,281         | \$1,461,727           | 14.2%         |
| Contractual Services                     | \$212,121           | \$121,777           | \$158,177           | \$206,048             | 2.0%          |
| Supplies, Materials and<br>Other Charges | \$4,024,827         | \$4,421,232         | \$4,515,943         | \$4,130,194           | 40.0%         |
| Capital Outlay                           | \$4,569,764         | \$3,561,000         | \$4,059,023         | \$4,499,686           | 43.6%         |
| Budget Reserves                          | —                   | \$858,710           | \$858,710           | \$21,345              | 0.2%          |
| <b>Expenditure Totals</b>                | <b>\$10,050,148</b> | <b>\$10,403,000</b> | <b>\$11,032,134</b> | <b>\$10,319,000</b>   |               |
| <b>Number of FTEs</b>                    | <b>18.000</b>       | <b>18.000</b>       | <b>18.000</b>       | <b>18.000</b>         |               |

## 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 and is accounted for within an internal services fund.

Fleet operations consists of three business areas: Asset, Service, and Fuel Management. The Corporate Fleet Plan guides Fleet in providing safe, reliable vehicles to County departments using best practices and technology to deliver excellent customer service.

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 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,

and 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. 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.

Finished pilot implementation of reusable oil filter for vehicle maintenance. This product will reduce lifetime maintenance expenses, decrease vehicle and driver downtime, and reduce the number of oil filters that go to the landfill.

## FY21 Discussion

The Fleet Fund budget decreased by \$84,000 compared to the prior year due to the vehicle replacement schedule, vehicle reductions, and adjustments to the projected fuel rate. The budget assumes \$1.60/gallon (previously \$1.80) for unleaded and \$2.00/gallon (previously \$2.05) for diesel.

# Corporate Fleet Fund

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The Fleet Fund budget includes \$350,000 in appropriated fund balance for the purchase of an ambulance to support EMS.

The budget decreased by \$32,000 from the elimination of five Sheriff vehicles and a CCBI vehicle.

## Horizon Issues

Reduce fuel use through conservation, idle reduction, and right sizing vehicles. Continue evaluating market analysis recommendations for future enhancements.

Implement the Motor Pool module in the new Fleet Management software and expand this program to additional key County facilities. The module will be designed to help monitor motor pool usage, track mileage and expenses, and decrease staff mileage reimbursements.

Provide access to the Fleet Management System to departments to assist with managing their assigned fleet. Use the Fleet Advisory Committee to develop performance measures using fleet information systems data.



# Solid Waste Management

## Fund Summary

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| State                                    | \$2,278,073         | \$2,428,189         | \$2,428,189         | \$2,354,168           | 12.4%         |
| Charges For Services                     | \$9,527,502         | \$9,829,393         | \$9,829,393         | \$10,081,809          | 52.9%         |
| Licenses & Permits                       | \$8,600             | \$7,500             | \$7,500             | \$8,600               | 0.0%          |
| Interest Income                          | \$941,277           | \$460,614           | \$460,614           | \$448,526             | 2.4%          |
| Miscellaneous                            | \$1,999,771         | \$2,927,702         | \$2,927,702         | \$2,767,150           | 14.5%         |
| Other Financing Sources                  | —                   | \$2,305,723         | \$2,305,723         | \$2,180,909           | 11.4%         |
| Transfers                                | \$1,118,303         | \$1,186,879         | \$1,186,879         | \$1,209,838           | 6.4%          |
| <b>Revenue Totals</b>                    | <b>\$15,873,526</b> | <b>\$19,146,000</b> | <b>\$19,146,000</b> | <b>\$19,051,000</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$1,498,197         | \$1,630,043         | \$1,630,043         | \$1,660,061           | 8.7%          |
| Contractual Services                     | \$10,419,714        | \$13,139,642        | \$13,139,642        | \$13,533,746          | 71.0%         |
| Supplies, Materials and<br>Other Charges | \$11,782            | \$913,198           | \$913,198           | \$983,757             | 5.2%          |
| Debt                                     | \$1,117             | \$1,117             | \$1,117             | \$1,163               | 0.0%          |
| Transfers Out                            | \$450,000           | \$3,462,000         | \$3,462,000         | \$2,872,273           | 15.1%         |
| <b>Expenditure Totals</b>                | <b>\$12,380,811</b> | <b>\$19,146,000</b> | <b>\$19,146,000</b> | <b>\$19,051,000</b>   |               |
| <b>Number of FTEs</b>                    | <b>15.000</b>       | <b>15.000</b>       | <b>15.000</b>       | <b>15.000</b>         |               |

## Fund Purpose and Goals

The mission of the Solid Waste Management Division (SWMD) is to protect the public health and safety of Wake County citizens by providing quality solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible. The division accomplishes this 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.

The Solid Waste Management Division operates 17 sites conveniently located throughout the county offering easy access for solid waste disposal and the recycling of numerous materials. This includes:

Eleven convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction debris from homeowners' remodeling projects;

Three multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses; and

Three household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

## Major Accomplishments

The division initiated and completed the 2020 Comprehensive Solid Waste Management Plan, which reviewed solid waste activities throughout the County. It also looked at potential future waste disposal options including Waste to Energy as well as out-of-county disposal. The plan made some recommendations regarding dealing with special wastes as well as potential new transfer station locations/concepts.

# Solid Waste Management

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Staff completed an evaluation of the 86it anti-litter campaign and developed strategies to improve efforts to minimize litter.

Access and safety related improvements were made at eight of the County's convenience centers.

## FY21 Discussion

Total fund revenues decreased by \$95,000 from the prior year, primarily from a decrease in appropriated fund balance of \$125,000. The net change in all other revenues from the prior year is a \$30,000 increase, which reflects the net impacts of increases in the annual household fee and scrap metal sales and decreases in other areas including state funding, recycled cardboard and rebates.

The \$95,000 net total fund expenditure decrease from the prior year is the result of a decreased transfer to the Solid Waste Capital Projects Fund for capital projects (\$590,000 decrease) plus increases in other areas detailed below.

Contractual services increased by \$394,000, primarily for contracts with the convenience center operator and multi-material and household hazardous waste services.

Supplies, materials and other charges increased by \$70,000, mostly from increases in interdepartmental charges for utilities, janitorial services and other services charges.

Salary and benefits increased by \$30,000 primarily because of a new on-call pay policy the County implemented in FY 2020.

## Horizon Issues

The division is planning a West Wake Solid Waste Management Facility in concert with the Town of Morrisville. This would relocate and expand convenience center site 3 in Morrisville, which was recommended for expansion in the Convenience Center Master Plan. Due to the NC Department of Transportation's proposed widening of Aviation Parkway and other factors, expansion on the existing site was not feasible. The Solid Waste Capital Projects Fund includes construction funding for this facility in FY 2021.

As part of the 2020 Comprehensive Solid Waste Management Plan update, future waste disposal methodologies and alternative special waste practices are being evaluated for future consideration.

Costs for some solid waste programs have increased in recent years due to external factors outside the County's control. One example is in recycling, where overseas demand for recyclables has declined due to government action. Some reusable materials that were generating net revenues now cost the County to dispose of. This, along with projected growth in programming, may result in the need for a household fee increase in the next five to seven years.

# South Wake Landfill

## Fund Summary

|                                          | FY2019<br>Actual    | FY2020<br>Adopted   | FY2020<br>Amended   | FY2021<br>Recommended | % of<br>Total |
|------------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Revenues:</b>                         |                     |                     |                     |                       |               |
| Charges For Services                     | \$18,775,945        | \$20,900,000        | \$20,900,000        | \$20,454,598          | 98.3%         |
| Interest Income                          | \$383,723           | —                   | —                   | \$402                 | 0.0%          |
| Miscellaneous                            | \$(34)              | —                   | —                   | —                     | 0.0%          |
| Other Financing Sources                  | —                   | —                   | —                   | \$361,000             | 1.7%          |
| Transfers                                | \$8,490,566         | —                   | —                   | —                     | 0.0%          |
| <b>Revenue Totals</b>                    | <b>\$27,650,200</b> | <b>\$20,900,000</b> | <b>\$20,900,000</b> | <b>\$20,816,000</b>   |               |
| <b>Expenditures:</b>                     |                     |                     |                     |                       |               |
| Salary / Benefits                        | \$283,872           | \$296,999           | \$296,999           | \$304,684             | 1.5%          |
| Contractual Services                     | \$11,347,964        | \$13,080,725        | \$13,080,725        | \$13,177,042          | 63.3%         |
| Supplies, Materials and<br>Other Charges | \$6,409,495         | \$6,185,397         | \$6,185,397         | \$5,557,436           | 26.7%         |
| Transfers Out                            | \$9,608,869         | \$1,336,879         | \$1,336,879         | \$1,776,838           | 8.5%          |
| <b>Expenditure Totals</b>                | <b>\$27,650,200</b> | <b>\$20,900,000</b> | <b>\$20,900,000</b> | <b>\$20,816,000</b>   |               |
| <b>Number of FTEs</b>                    | <b>5.000</b>        | <b>5.000</b>        | <b>5.000</b>        | <b>5.000</b>          |               |

## 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 all the citizens 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 (SWLF) and the East Wake Transfer Station (EWTS).

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.

## Major Accomplishments

Pneumatic pumps were installed in twenty landfill gas wells to better manage landfill gas.

Automated wellheads were installed in thirty wells to better manage landfill gas.

Envirosuite software and hardware was implemented to allow better odor complaint analysis and reporting.

## FY21 Discussion

Fund revenues are from tip fees based on municipal solid waste tonnages coming into the landfill. Total revenues decreased by \$84,000 from the prior year. This reflects the net impact of a decrease of \$445,000 in tip fees from the prior year budget and increase in appropriated fund balance of \$361,000.

Tip fee revenues are projected to decrease based on projected tonnages. The FY 2020 Budget anticipated significantly higher tonnages than actually realized. The FY 2021 budget still anticipates tonnages to increase moderately from updated FY 2020 projections.

# South Wake Landfill

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The appropriated fund balance supports transfers to the Solid Waste Capital Projects Fund for odor mitigation initiatives and landfill gas to energy expansions.

The total expenditure decrease of \$84,000 reflects the net impact of several changes in the budget. Supplies, materials and other charges are projected to decrease by \$628,000 due to lower rebates to the South Wake Landfill Partnership partners. Rebates are based on the net revenues after landfill operations costs. Transfers are increased by \$440,000 to support capital projects referenced above. Contractual services are increased by \$96,000 mostly from increases in contracts for landfill operations and disposal.

## Horizon Issues

Soil is required for future phases of the landfill. The County has an established soil borrow site to support

the landfill and continued development in the areas surrounding the landfill has helped with availability, but the division will continue to monitor this resource moving forward.

The Solid Waste Division is actively engaged in identifying and evaluating alternatives to extend the life of the existing South Wake Landfill and determine the future method of solid waste disposal for Wake County

The County will continue to pursue initiatives to minimize odors from the landfill. Leachate and leachate condensate management continues to be challenging due to historic levels of rain. Management of this waste stream is the landfill contractor's responsibility, but more County involvement may be required to appropriately manage the waste stream and minimize odors.

# Capital Improvement Program

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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 2021 - 2027 Capital Improvement Program (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital projects cost \$100,000 or more and require longer than one year to complete. The acquisition of land is also considered a capital expenditure, including when the land is acquired to preserve Open Space.

The FY 2021 capital budget represents funded projects. The remaining projects shown in FY 2022 - 2027 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 District, Major Facilities Fund, the Solid Waste Fund, and Housing Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are mandated for use towards capital as 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.

The FY 2021 - 2027 CIP sources reflect a reduction in the property tax dedicated to debt and capital and reduced transfers from the General Fund based on revised property and sales tax projections. The proportional tax rate dedicated to debt and capital based on the revenue neutral property tax rate was reduced by .21 cent to support the General Fund. The tax rate dedicated to debt and capital for the FY 2021 - 2027 CIP is 18.57 cents. The .21 cent shift increases

General Fund revenue by \$3.84 million and reduces debt and capital revenue by \$28.34 million across the seven-year plan. Additionally, property and sales tax projections in a declining economic environment with future economic uncertainty resulted in decreases in transfers from the General Fund and delays to planned debt projects.

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 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. Debt funded Parks, Recreation, and Open Space projects in the County Capital Fund will be financed with general obligation debt. Other County Capital Debt funded items, such as the Human Services Master Plan and the Hammond Road Annex, are anticipated to be financed through Limited Obligation bonds.

## Highlights of the FY 2021 - 2027 CIP

The FY 2021 - 2027 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 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.

# Introduction and Highlights

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## Wake County Public School System

The Wake County Public School System's Capital Improvement Program is a seven year plan that includes funding for land acquisition, design and construction of new schools. It also includes funding for major renovation at existing schools, life cycle replacement, education equipment replacement, technology and security, land acquisition, start-up design for new schools, facility assessments and program management and contingency.

The financial model incorporates the 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 projects in the first three fiscal years of the presented multi-year CIP (FY 2021 - 2023) will be funded through a combination of annual cash allocations from the General Fund and voter approved General Obligation bonds. Projects in FY 2024 - 2027 will be funded through a combination of cash allocations from the General Fund and proposed future debt funds.

Projects included in the FY 2021 - 2027 CIP include new buildings on the RTP, Scott Northern Wake, Southern Wake, Perry Health Sciences, and Public Safety Education campuses, as well as land acquisition and building construction for a soon to be established East Wake Campus in Wendell. Additionally, repairs and renovations, infrastructure replacement, and technology infrastructure projects on all campuses are planned to support increased safety and security for students, faculty and staff, online class growth, and school technology needs.

## Automation

The Automation CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure including 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 2021 - 2027 CIP totals \$3.50 million over the seven year period. These funds go towards partnering with community organizations who have identified 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. Five projects were selected for funding during the FY 2018 process. A total of \$2.3 million was allocated to those projects with \$815,000 distributed in FY 2019, another \$500,000 distributed for FY 2020 and the remaining \$1.0 million planned for disbursement in FY 2021 and 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 County Buildings 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, energy savings projects, stormwater control repairs and, improvements identified in facility condition assessments. The County Buildings CIP includes projects associated with the Human Services Facilities Master Plan, EMS Master Plan, and construction of a new Animal Control Center. Funding is included for new projects to upfit leased Human Services buildings and the vacant space at Oak City Multi-Services Center.

## Criminal Justice

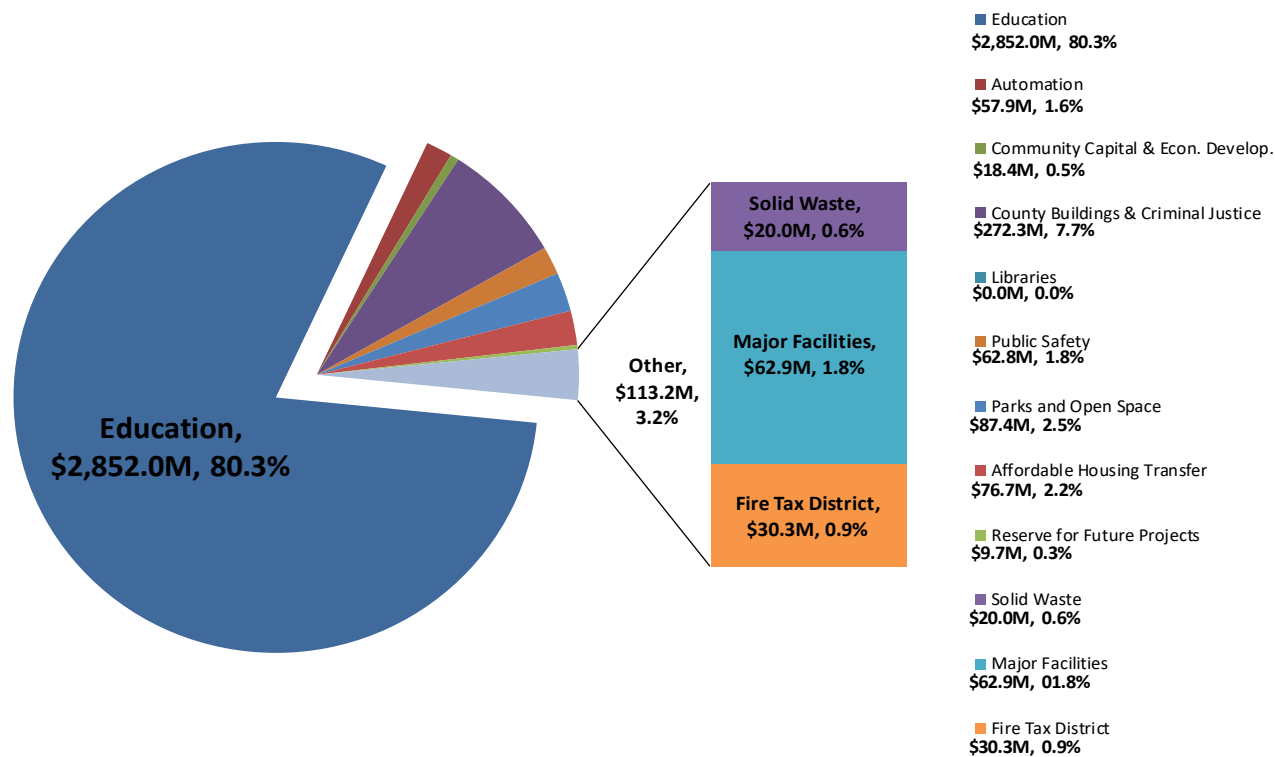
The FY 2021 - 2027 CIP includes capital projects related to Criminal Justice facilities and needs in the County. The County's rapidly growing population will likely place increasing demands on the County detention and court facilities. There is funding in FY 2023 - 2025 to reopen the Wake County Jail Annex to house inmates as a result of anticipated growth in the general population as well as the increase in special inmate populations that require special housing and programming.

## Libraries

The FY 2021 - 2027 CIP does not include any new funding for libraries. The County will continue to

# Introduction and Highlights

## FY 2021 - 2027 Capital Improvement Program: \$3.550 billion



complete previously budgeted library projects. Master planning is also underway for future years' renovation and construction.

### Open Space

The County has a goal of protecting 30 percent of County land and water as permanent open space. Targeting critical watershed corridors, the Open Space program supports land protection and conservation to ensure clean water for years to come.

In November 2018, a \$120 million bond passed for parks, recreation, greenways, and open space. The bond included approximately \$20 million for open space acquisition and \$20 million for greenway development. Since the bond encompassed both open space and parks projects, the Open Space element was combined with the Parks element in FY 2020 to better align the County CIP structure with the anticipated bond projects. The County continues to complete previously budgeted open space projects in this element.

### Parks, Recreation, Greenways and Open Space

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways and open space that will improve and expand recreational opportunities across the County. The FY 2021 - 2027 CIP includes this bond funding for greenway development, open space acquisition, new parks in southeast Wake County and at Lake Myra, existing park renovations and improvements, and nature preserves. However, due to the COVID-19 economic downturn, future bond sales are delayed by one year compared to the FY 2020 - FY 2026 plan. The FY 2021 - 2027 CIP also includes the County's contribution towards the Community Use of School Parks Program, existing facility improvements at various County parks and school/park facilities, and reimbursements from the City of Raleigh for open space acquisitions.

### Public Safety & Public Safety Communications

The FY 2021 - 2027 CIP includes planned facilities, equipment and emergency communication systems. Planned facilities include 16 EMS stations, land acquisition for four EMS station replacements, and

# Introduction and Highlights

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the construction of a new County Emergency Operations Center. Continued funding to maintain the 800 MHz radio & CAD infrastructure are included in this program. Funding is included for the purchase of 100 law enforcement body cameras and associated storage costs.

## **Economic Development**

The FY 2021 - 2027 CIP includes funding towards economic development strategies within Wake County. These include water and sewer system infrastructure reimbursements 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 2021 - 2027 CIP includes anticipated business development grant awards for Red Hat, MetLife, NetApp, Trilliant, Infosys, Conduent, Credit Suisse, Citrix, Syneos (formerly INC Research), Advanced Auto Parts, Pendo, Collectis, Xerox, Microsoft and Schmalz.

In addition to providing grants to new businesses creating jobs and increasing the tax base in Wake County, the County provides off-site and on-site water and sewer infrastructure improvements in the southern portion of Research Triangle Park (RTP) to attract new businesses to RTP.

## **Housing Affordability and Community Revitalization 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. Based on this plan, the County created a new Housing Department and increased the annual contribution to housing affordability efforts.

The FY 2021 - 2027 CIP continues to build on that plan by increasing the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless and other vulnerable populations. In addition, affordable housing investments will be targeted to create a loan

fund to acquire sites for affordable housing development and provide low-cost permanent financing to maintain existing affordable multi-family rental properties. The funds will also support work with the public housing authorities to develop a comprehensive redevelopment plan for all public housing sites to transform them into mixed-income communities or modern affordable housing developments. The Cornerstone building is slated for an upfit to better utilize existing space for new focus as a front door for transitional housing opportunities on the road to permanent supportive housing.

## **Fire Tax District Capital Fund**

The FY 2021 - 2027 CIP includes funding for fire apparatus and vehicles, small equipment, facility repairs and renovations, and a new Reserve for Future Fire Station Construction.

The plan continues funding for apparatus, vehicle and equipment replacement schedules driven by data-based formulas and national standards.

FY 2021 features the creation of a Reserve for Future Fire Station construction that will provide funding for future fire stations constructed by partner agencies that have a demonstrable benefit to the Fire Tax District. Additionally, annual funding is included to address facility repairs and renovations and improvements identified in a recent facility condition assessment.

Funds for the fourth year of a five-year plan to provide a defibrillator on every vehicle throughout the District are also included, as well as the continuation of the small equipment replacement for Turnout Gear, Thermal Imaging Camera and Self Contained Breathing Apparatus (SCBA).

## **Solid Waste Capital Fund**

The FY 2021 - 2027 CIP for the Solid Waste Capital Fund includes 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.



# Introduction and Highlights

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## Major Facilities Capital Fund

The FY 2021 - 2027 CIP for the Major Facilities Capital Fund includes Wake County's allocation of occupancy and prepared food/beverage tax revenue that is used to support tourism generating capital projects.

Funding is included for scheduled projects at Five County Stadium and Marbles Kids Museum. The CIP includes an annual appropriation for Wake County to award to small capital projects through a competitive process. Funding is included in FY 2021 - 2025 to award to medium capital projects.

# 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 2021 - 2027 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, and General Services Administration 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. Project timing 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 provides policy guidance in 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 infrastructure or constructing libraries instead of

# Capital Budget Process

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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, Information Services, and General Services Administration 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 General Fund interest earnings 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 available) from all three rating agencies, interest rates incurred on debt are very favorable. 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 current and future taxpayers share the cost and benefits of the facilities.

# How to Read the Capital Improvement Program

This section groups capital projects into six 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 reimbursements or payments from municipal partners. | Automation<br>Community Capital Projects<br>County Building Improvements<br>Criminal Justice<br>Libraries<br>Parks, Recreation, Greenways, and Open Space<br>Public Safety<br>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<br>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 2021 appropriation (a financial commitment by the Board of Commissioners), FY 2022-2027 planned projects, and the operating impact of the planned projects.

**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 2020.

**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 provide more information about each planned project and how the capital dollars will be spent.

# Operating Budget Impact

## New General Fund Operating Impact

|                                      | FY 2021         | FY 2022          | FY 2023            | FY 2024          | FY 2025            | FY 2026          | FY 2027          | TOTAL              |
|--------------------------------------|-----------------|------------------|--------------------|------------------|--------------------|------------------|------------------|--------------------|
| <b>County Capital Elements</b>       |                 |                  |                    |                  |                    |                  |                  |                    |
| Automation                           | \$16,000        | \$1,000          | \$1,000            | \$1,000          | \$1,000            | --               | --               | \$20,000           |
| County Buildings                     | --              | \$99,000         | \$200,000          | \$13,000         | \$1,377,000        | \$77,000         | \$46,000         | \$1,812,000        |
| Criminal Justice                     | --              | --               | --                 | --               | \$743,000          | \$33,000         | --               | \$776,000          |
| Public Safety                        | --              | --               | \$1,595,000        | \$237,000        | \$1,731,000        | \$134,000        | \$100,000        | \$3,797,000        |
| <b>Total Operating Budget Impact</b> | <b>\$16,000</b> | <b>\$100,000</b> | <b>\$1,796,000</b> | <b>\$251,000</b> | <b>\$3,852,000</b> | <b>\$244,000</b> | <b>\$146,000</b> | <b>\$6,405,000</b> |

When developing the seven-year Capital Improvement Program, the County must carefully evaluate the financial impacts of each project; this includes the initial capital cost and 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 2021 - 2027 CIP (FY 2021 impacts are included in the FY 2021 operating budget). Operating impacts are provided and evaluated alongside the CIP project request.

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 with the 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 2.000 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 EMS stations requires new operating budget dollars for both staff and facility maintenance. 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 | Wake County Administrative Building                                                                                                                                                                                       |
| Public Safety                | Future EMS Stations                                                                                                                                                                                                       |
| Criminal Justice             | Hammond Road Detention Center Phase 3<br>Wake County Justice Center 6th Floor Build-out<br>Public Safety Center Modifications and Upfit<br>Wake County Sheriff's Office Body Cameras and Support Infrastructure (partial) |
| Libraries                    | Future Library Projects                                                                                                                                                                                                   |
| Economic Development         | Falls Lake Rule Compliance                                                                                                                                                                                                |
| Solid Waste                  | Future Waste Disposal Study                                                                                                                                                                                               |

# Capital Improvement Program Projects

The following is a list of project balances as of March 3, 2020 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.

**Fund: 4100 County Capital Improvement Fund**

**Department 62 Automation CIP**

**Division 6210 Major Automation Projects**

| Unit                                                 | Unit Name                                       | Budgeted Revenues   | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Actual Balance      |
|------------------------------------------------------|-------------------------------------------------|---------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|---------------------|
| 210A                                                 | Major Systems - Property Tax                    | \$1,410,000         | \$0                            | \$1,410,000                | \$1,045,868             | \$1,078,850                                          | \$331,150                    | \$331,150           |
| 237A                                                 | DSS Document Management                         | \$1,820,000         | \$0                            | \$1,820,000                | \$1,304,364             | \$1,305,107                                          | \$514,893                    | \$514,893           |
| 238A                                                 | Public Health System Replacement                | \$3,277,500         | \$0                            | \$3,277,500                | \$2,529,333             | \$2,711,822                                          | \$565,678                    | \$565,678           |
| 240A                                                 | eWake Upgrade                                   | \$11,906,355        | \$0                            | \$11,862,355               | \$11,855,542            | \$11,862,182                                         | \$173                        | \$44,173            |
| 241A                                                 | CCBI Lab Information Management System          | \$300,000           | \$0                            | \$300,000                  | \$290,551               | \$300,000                                            | \$0                          | \$0                 |
| 244A                                                 | Jail & Records Management System Upgrade        | \$426,856           | \$0                            | \$426,856                  | \$320,564               | \$384,687                                            | \$42,169                     | \$42,169            |
| 246A                                                 | ROD Books                                       | \$2,129,000         | \$0                            | \$2,129,000                | \$1,756,382             | \$1,756,382                                          | \$372,618                    | \$372,618           |
| 247A                                                 | Reval Projects                                  | \$1,556,000         | \$0                            | \$1,556,000                | \$569,797               | \$569,797                                            | \$986,203                    | \$986,203           |
| 278A                                                 | Planning & Permitting System                    | \$2,996,992         | \$0                            | \$2,996,992                | \$2,046,813             | \$2,208,660                                          | \$788,332                    | \$788,332           |
| 279A                                                 | DSS Document Management - Child Welfare         | \$1,475,000         | \$0                            | \$1,475,000                | \$1,092,907             | \$1,249,295                                          | \$225,705                    | \$225,705           |
| 295A                                                 | eWake Pilot Document Management                 | \$1,087,000         | \$0                            | \$1,087,000                | \$559,712               | \$559,712                                            | \$527,288                    | \$527,288           |
| 296A                                                 | Telecommunications Infrastructure               | \$3,982,000         | \$0                            | \$3,982,000                | \$2,039,729             | \$2,121,676                                          | \$1,860,324                  | \$1,860,324         |
| 311A                                                 | AT&T Dark Fiber Replacement                     | \$2,200,000         | \$0                            | \$2,200,000                | \$2,041,248             | \$2,041,248                                          | \$158,752                    | \$158,752           |
| 312A                                                 | VoIP System Acquisition and Implementation      | \$2,700,000         | \$0                            | \$2,700,000                | \$2,163,869             | \$2,249,537                                          | \$450,463                    | \$450,463           |
| 313A                                                 | Enterprise Infrastructure - WCSO Infrastructure | \$1,149,155         | \$0                            | \$1,149,155                | \$1,079,655             | \$1,079,655                                          | \$69,500                     | \$69,500            |
| 315A                                                 | Document Management - Adult Services            | \$316,000           | \$0                            | \$316,000                  | \$180,089               | \$231,061                                            | \$84,939                     | \$84,939            |
| 316A                                                 | Document Management - Program Integrity         | \$291,000           | \$0                            | \$291,000                  | \$38,564                | \$164,905                                            | \$126,095                    | \$126,095           |
| 317A                                                 | GIS MAR Implementation                          | \$340,000           | \$0                            | \$340,000                  | \$246,965               | \$246,965                                            | \$93,036                     | \$93,036            |
| 344A                                                 | Enterprise Wide Document Management             | \$419,000           | \$0                            | \$419,000                  | \$180,570               | \$242,367                                            | \$176,633                    | \$176,633           |
| 345A                                                 | Child Support Document Management               | \$996,000           | \$0                            | \$996,000                  | \$151,425               | \$340,428                                            | \$655,572                    | \$655,572           |
| 346A                                                 | Child Support Case Management                   | \$539,000           | \$14,308                       | \$539,000                  | \$463,702               | \$463,702                                            | \$75,298                     | \$60,990            |
| 347A                                                 | Innovation                                      | \$400,000           | \$0                            | \$400,000                  | \$140,783               | \$150,215                                            | \$249,785                    | \$249,785           |
| 349A                                                 | WCSO Electronic Medical Records System          | \$1,400,000         | \$0                            | \$1,400,000                | \$144,967               | \$250,942                                            | \$1,149,058                  | \$1,149,058         |
| 350A                                                 | Recruitment System Replacement                  | \$654,711           | \$0                            | \$654,711                  | \$650,509               | \$650,509                                            | \$4,202                      | \$4,202             |
| 352A                                                 | BOE Voting Equipment Replacement                | \$3,148,000         | \$0                            | \$3,148,000                | \$1,737,474             | \$1,737,474                                          | \$1,410,526                  | \$1,410,526         |
| 362A                                                 | DSS Queuing System                              | \$100,000           | \$0                            | \$100,000                  | \$9,986                 | \$84,315                                             | \$15,685                     | \$15,685            |
| 363A                                                 | Human Services Automation Projects              | \$1,628,000         | \$0                            | \$1,628,000                | \$1,200                 | \$1,200                                              | \$1,626,800                  | \$1,626,800         |
| 374A                                                 | EMS Operation/Deployment Modeling Software      | \$411,000           | \$0                            | \$411,000                  | \$156,093               | \$397,832                                            | \$13,168                     | \$13,168            |
| 375A                                                 | eWake 4.0                                       | \$3,776,000         | \$0                            | \$3,820,000                | \$2,338,150             | \$2,338,150                                          | \$1,481,850                  | \$1,437,850         |
| 376A                                                 | NC Fast Document Management Implementation      | \$85,000            | \$0                            | \$85,000                   | \$21,257                | \$84,971                                             | \$29                         | \$29                |
| 377A                                                 | NC FAST Federation                              | \$250,000           | \$0                            | \$250,000                  | \$2,363                 | \$95,000                                             | \$155,000                    | \$155,000           |
| 378A                                                 | Office 2010 Replacement                         | \$375,000           | \$0                            | \$375,000                  | \$280,140               | \$280,140                                            | \$94,860                     | \$94,860            |
| 390A                                                 | CSOD Succession Planning                        | \$526,000           | \$0                            | \$526,000                  | \$0                     | \$0                                                  | \$526,000                    | \$526,000           |
| 391A                                                 | WakeGov Redesign                                | \$700,000           | \$0                            | \$700,000                  | \$138,440               | \$692,200                                            | \$7,800                      | \$7,800             |
| 999A                                                 | Automation Holding Account                      | \$234,400           | \$0                            | \$234,400                  | \$0                     | \$0                                                  | \$234,400                    | \$234,400           |
| <b>Total Division 6210 Major Automation Projects</b> |                                                 | <b>\$55,004,969</b> | <b>\$14,308</b>                | <b>\$55,004,969</b>        | <b>\$37,579,010</b>     | <b>\$39,930,987</b>                                  | <b>\$15,073,982</b>          | <b>\$15,059,674</b> |

**Division 6230 Computer Equipment**

| Unit                                          | Unit Name                  | Budgeted Revenues  | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Authority (actual balance) |
|-----------------------------------------------|----------------------------|--------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------|
| 332A                                          | New Equipment 2017         | \$2,093,633        | \$0                            | \$2,093,633                | \$1,994,020             | \$1,994,020                                          | \$99,613                     | \$99,613                             |
| 353A                                          | New Equipment 2018         | \$2,143,000        | \$0                            | \$2,143,000                | \$2,135,900             | \$2,135,900                                          | \$7,100                      | \$7,100                              |
| 364A                                          | New Equipment 2019         | \$2,355,000        | \$0                            | \$2,355,000                | \$2,346,769             | \$2,346,769                                          | \$8,231                      | \$8,231                              |
| 365A                                          | Maintenance Libraries 2019 | \$25,000           | \$0                            | \$25,000                   | \$16,282                | \$16,282                                             | \$8,718                      | \$8,718                              |
| 379A                                          | New Equipment 2020         | \$2,705,000        | \$0                            | \$2,705,000                | \$1,905,940             | \$1,977,675                                          | \$727,325                    | \$727,325                            |
| 380A                                          | Maintenance Libraries 2020 | \$25,000           | \$0                            | \$25,000                   | \$1,247                 | \$1,247                                              | \$23,753                     | \$23,753                             |
| 381A                                          | Telephone Equipment 2020   | \$50,000           | \$0                            | \$50,000                   | \$0                     | \$0                                                  | \$50,000                     | \$50,000                             |
| <b>Total Division 6230 Computer Equipment</b> |                            | <b>\$9,396,633</b> | <b>\$0</b>                     | <b>\$9,396,633</b>         | <b>\$8,400,158</b>      | <b>\$8,471,892</b>                                   | <b>\$924,741</b>             | <b>\$924,741</b>                     |

# Capital Improvement Program Projects

## Division 6240 Enterprise Network

| Unit                                   | Unit Name                           | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|----------------------------------------|-------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 304A                                   | CCBI Infrastructure 2015            | \$68,000          | \$0                            | \$68,000                   | \$54,765                | \$54,765                                             | \$13,235                     | \$13,235                                         |
| 338A                                   | CCBI Infrastructure 2017            | \$8,000           | \$0                            | \$8,000                    | \$0                     | \$0                                                  | \$8,000                      | \$8,000                                          |
| 340A                                   | Libraries Infrastructure 2017       | \$65,000          | \$0                            | \$65,000                   | \$19,829                | \$19,829                                             | \$45,171                     | \$45,171                                         |
| 351A                                   | Security Services 2018              | \$395,000         | \$0                            | \$395,000                  | \$392,138               | \$392,138                                            | \$2,862                      | \$2,862                                          |
| 357A                                   | CCBI Infrastructure 2018            | \$170,000         | \$0                            | \$170,000                  | \$155,040               | \$155,040                                            | \$14,960                     | \$14,960                                         |
| 360A                                   | Network Services 2018               | \$317,000         | \$0                            | \$317,000                  | \$307,048               | \$317,000                                            | \$0                          | \$0                                              |
| 361A                                   | Server Services 2018                | \$141,500         | \$0                            | \$141,500                  | \$21,368                | \$141,500                                            | \$0                          | \$0                                              |
| 370A                                   | Network Services 2019               | \$1,170,500       | \$0                            | \$1,170,500                | \$1,051,041             | \$1,171,275                                          | (\$775)                      | (\$775)                                          |
| 371A                                   | Security Services 2019              | \$130,000         | \$0                            | \$130,000                  | \$98,709                | \$98,709                                             | \$31,291                     | \$31,291                                         |
| 372A                                   | Server Services 2019                | \$188,000         | \$0                            | \$188,000                  | \$0                     | \$188,000                                            | \$0                          | \$0                                              |
| 373A                                   | GIS Infrastructure 2019             | \$45,000          | \$0                            | \$45,000                   | \$36,060                | \$36,060                                             | \$8,940                      | \$8,940                                          |
| 382A                                   | Application Hardware/Software 2020  | \$67,000          | \$0                            | \$67,000                   | \$67,000                | \$67,000                                             | \$0                          | \$0                                              |
| 383A                                   | Telecom/Desktop/Helpdesk Tools 2020 | \$134,000         | \$0                            | \$134,000                  | \$0                     | \$14,000                                             | \$120,000                    | \$120,000                                        |
| 384A                                   | Database Operations 2020            | \$120,000         | \$0                            | \$120,000                  | \$0                     | \$0                                                  | \$120,000                    | \$120,000                                        |
| 385A                                   | Network Services 2020               | \$1,038,000       | \$0                            | \$1,038,000                | \$569,693               | \$702,291                                            | \$335,709                    | \$335,709                                        |
| 386A                                   | Security Services 2020              | \$465,000         | \$0                            | \$465,000                  | \$323,656               | \$328,188                                            | \$136,812                    | \$136,812                                        |
| 387A                                   | Server Services 2020                | \$828,000         | \$0                            | \$828,000                  | \$211,597               | \$736,475                                            | \$91,525                     | \$91,525                                         |
| 388A                                   | GIS Infrastructure 2020             | \$70,000          | \$0                            | \$70,000                   | \$0                     | \$0                                                  | \$70,000                     | \$70,000                                         |
| 389A                                   | Libraries Infrastructure 2020       | \$24,000          | \$0                            | \$24,000                   | \$0                     | \$10,920                                             | \$13,080                     | \$13,080                                         |
| Total Division 6240 Enterprise Network |                                     | \$5,444,000       | \$0                            | \$5,444,000                | \$3,307,946             | \$4,433,191                                          | \$1,010,809                  | \$1,010,809                                      |
| Total Department 62 Automation CIP     |                                     | \$69,845,602      | \$14,309                       | \$69,845,602               | \$49,287,114            | \$52,836,070                                         | \$17,009,532                 | \$16,995,223                                     |

## Department 64 Community Capital Projects

### Division 6400 Community Capital Projects

| Unit                                           | Unit Name                                  | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|------------------------------------------------|--------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 001C                                           | General Community Planned Projects         | \$0               | (\$314,000)                    | \$0                        | \$0                     | \$0                                                  | \$0                          | \$314,000                                        |
| 019C                                           | NC Freedom Park                            | \$25,000          | \$0                            | \$25,000                   | \$0                     | \$0                                                  | \$25,000                     | \$25,000                                         |
| 022C                                           | Poe Center                                 | \$128,000         | \$0                            | \$128,000                  | \$128,000               | \$128,000                                            | \$0                          | \$0                                              |
| 023C                                           | Healing Transitions 2018 Community Capital | \$100,000         | \$0                            | \$100,000                  | \$0                     | \$0                                                  | \$100,000                    | \$100,000                                        |
| 024C                                           | YMCA 2018 Community Capital                | \$150,000         | \$0                            | \$150,000                  | \$0                     | \$0                                                  | \$150,000                    | \$150,000                                        |
| 025C                                           | Alliance Medical Ministry 2018             | \$125,000         | \$0                            | \$125,000                  | \$0                     | \$0                                                  | \$125,000                    | \$125,000                                        |
| Total Division 6400 Community Capital Projects |                                            | \$528,000         | (\$314,000)                    | \$528,000                  | \$128,000               | \$128,000                                            | \$400,000                    | \$714,000                                        |
| Total Department 64 Community Capital Projects |                                            | \$528,000         | (\$314,000)                    | \$528,000                  | \$128,000               | \$128,000                                            | \$400,000                    | \$714,000                                        |

## Department 66 County Building Improvements

### Division 6610 Major County Building Projects

| Unit                                               | Unit Name                                       | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|----------------------------------------------------|-------------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 019B                                               | Facilities Condition Assessment                 | \$1,424,148       | \$0                            | \$1,424,148                | \$1,177,909             | \$1,320,209                                          | \$103,939                    | \$103,939                                        |
| 200B                                               | WakeBrook Partnership                           | \$28,450,000      | \$452,654                      | \$28,450,000               | \$27,789,968            | \$27,833,830                                         | \$616,170                    | \$163,516                                        |
| 249B                                               | Community Services Center Renovation            | \$3,265,687       | \$0                            | \$3,265,687                | \$3,206,011             | \$3,240,794                                          | \$24,894                     | \$24,894                                         |
| 281B                                               | Board of Elections                              | \$1,747,410       | \$0                            | \$1,747,410                | \$1,327,783             | \$1,675,938                                          | \$71,472                     | \$71,472                                         |
| 282B                                               | WCOB Life Safety/Egress Renovations             | \$599,644         | \$0                            | \$599,644                  | \$594,351               | \$594,351                                            | \$5,293                      | \$5,293                                          |
| 329B                                               | WCOB Renovations                                | \$11,593,254      | \$0                            | \$11,593,254               | \$8,505,625             | \$9,555,056                                          | \$2,038,198                  | \$2,038,198                                      |
| 353B                                               | Human Service Master Planning                   | \$250,000         | \$0                            | \$250,000                  | \$233,478               | \$235,763                                            | \$14,237                     | \$14,237                                         |
| 368B                                               | Swinburne FCA Upgrades                          | \$1,070,000       | \$0                            | \$1,070,000                | \$420,100               | \$576,127                                            | \$493,873                    | \$493,873                                        |
| 378B                                               | HS Western Facilities                           | \$140,000         | \$0                            | \$140,000                  | \$122,620               | \$122,620                                            | \$17,380                     | \$17,380                                         |
| 385B                                               | Oak City Multi-Services Ctr                     | \$10,696,500      | \$0                            | \$10,696,500               | \$10,533,072            | \$10,540,436                                         | \$156,064                    | \$156,064                                        |
| 390B                                               | GSA Site Improvements                           | \$275,000         | \$0                            | \$275,000                  | \$225,985               | \$225,985                                            | \$49,015                     | \$49,015                                         |
| 401B                                               | New Public Health Center                        | \$800,000         | \$0                            | \$800,000                  | \$110,781               | \$528,538                                            | \$271,462                    | \$271,462                                        |
| 405B                                               | S. Wilmington St Shelter FCA lifecycle/upgrades | \$450,000         | \$0                            | \$450,000                  | \$364,142               | \$368,174                                            | \$81,826                     | \$81,826                                         |
| 407B                                               | Agricultural Bldg FCA Upgrades                  | \$1,824,372       | \$0                            | \$1,824,372                | \$502,736               | \$1,519,150                                          | \$305,221                    | \$305,221                                        |
| 433B                                               | County Administrative Master Plan               | \$500,000         | \$0                            | \$500,000                  | \$0                     | \$0                                                  | \$500,000                    | \$500,000                                        |
| 434B                                               | Community Services Center Renovation - Ph.2     | \$5,500,000       | \$0                            | \$5,500,000                | \$149,194               | \$357,034                                            | \$5,142,966                  | \$5,142,966                                      |
| 435B                                               | Western Regional Center/ Dorcas Co-Location     | \$1,000,000       | \$0                            | \$1,000,000                | \$16,872                | \$16,872                                             | \$983,128                    | \$983,128                                        |
| 437B                                               | Swinburne Center Major Renovations              | \$100,000         | \$0                            | \$100,000                  | \$0                     | \$0                                                  | \$100,000                    | \$100,000                                        |
| 438B                                               | Animal Control Center Future Land Planning      | \$1,000,000       | \$0                            | \$1,000,000                | \$0                     | \$0                                                  | \$1,000,000                  | \$1,000,000                                      |
| Total Division 6610 Major County Building Projects |                                                 | \$70,686,015      | \$452,654                      | \$70,686,015               | \$55,280,626            | \$58,710,877                                         | \$11,975,138                 | \$11,522,484                                     |



# Capital Improvement Program Projects

## Division 6620 Energy Conserving Projects

| Unit                                           | Unit Name                                                | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|------------------------------------------------|----------------------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 408B                                           | Energy Conservation Measures                             | \$846,789         | \$0                            | \$846,789                  | \$314,364               | \$367,066                                            | \$479,724                    | \$479,724                                        |
| 452B                                           | ECM - Oak City Multi-Services Center Solar PV Project    | \$145,000         | \$0                            | \$145,000                  | \$13,132                | \$13,132                                             | \$131,868                    | \$131,868                                        |
| 453B                                           | ECM - Oak View Park Area Light LED Maintenance Upfit     | \$7,205           | \$0                            | \$7,205                    | \$0                     | \$0                                                  | \$7,205                      | \$7,205                                          |
| 454B                                           | ECM - Wake County Courthouse Exterior LED Maint Retrofit | \$7,580           | \$0                            | \$7,580                    | \$0                     | \$0                                                  | \$7,580                      | \$7,580                                          |
| 455B                                           | ECM - South Wilmington Street Center Solar PV Project    | \$330,000         | \$0                            | \$330,000                  | \$44,994                | \$64,281                                             | \$265,719                    | \$265,719                                        |
| 456B                                           | ECM - Fire Arms Education Center - LED Retrofit          | \$20,000          | \$0                            | \$20,000                   | \$0                     | \$0                                                  | \$20,000                     | \$20,000                                         |
| 457B                                           | ECM - Eva Perry Library - Area Lighting LED Retrofit     | \$40,000          | \$0                            | \$40,000                   | \$2,850                 | \$12,000                                             | \$28,000                     | \$28,000                                         |
| 459B                                           | ECM - Leesville Library LED Retrofit                     | \$8,500           | \$0                            | \$8,500                    | \$3,835                 | \$4,500                                              | \$4,000                      | \$4,000                                          |
| 461B                                           | ECM-Direct Digital System Migration                      | \$61,579          | \$0                            | \$61,579                   | \$0                     | \$0                                                  | \$61,579                     | \$61,579                                         |
| 462B                                           | ECM-Annex LED Retrofit                                   | \$15,000          | \$0                            | \$15,000                   | \$0                     | \$0                                                  | \$15,000                     | \$15,000                                         |
| Total Division 6620 Energy Conserving Projects |                                                          | \$1,481,653       | \$0                            | \$1,481,653                | \$379,176               | \$460,978                                            | \$1,020,674                  | \$1,020,674                                      |

## Division 6630 County Building Security Projects

| Unit                                                  | Unit Name                     | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|-------------------------------------------------------|-------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 255B                                                  | Security Improvements-Phase 8 | \$318,815         | \$0                            | \$318,815                  | \$317,353               | \$317,353                                            | \$1,462                      | \$1,462                                          |
| 280B                                                  | Security Improvements - Ph 9  | \$2,058,153       | \$0                            | \$2,058,153                | \$1,665,343             | \$1,819,494                                          | \$238,659                    | \$238,659                                        |
| 382B                                                  | Hardware Upgrade              | \$363,009         | \$0                            | \$363,009                  | \$24,934                | \$134,333                                            | \$228,676                    | \$228,676                                        |
| 429B                                                  | Library Door Counters         | \$38,000          | \$0                            | \$38,000                   | \$3,862                 | \$41,862                                             | (\$3,862)                    | (\$3,862)                                        |
| Total Division 6630 County Building Security Projects |                               | \$2,777,976       | \$0                            | \$2,777,976                | \$2,011,492             | \$2,313,042                                          | \$464,935                    | \$464,935                                        |

## Division 6640 Minor CIP Projects

| Unit                                   | Unit Name                                              | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|----------------------------------------|--------------------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 037B                                   | General Bld Renov - Minor-General                      | \$1,141,792       | \$0                            | \$1,141,792                | \$0                     | \$0                                                  | \$1,141,792                  | \$1,141,792                                      |
| 240B                                   | PSC Data Center UPS Life Cycle Replacement             | \$149,000         | \$0                            | \$149,000                  | \$123,790               | \$123,790                                            | \$25,210                     | \$25,210                                         |
| 269B                                   | RR - WCOP Exterior Waterproofing                       | \$23,500          | \$0                            | \$23,500                   | \$0                     | \$0                                                  | \$23,500                     | \$23,500                                         |
| 295B                                   | RR - WCOB Life Safety/Fire/ADA/Elevator Improvements   | \$6,000           | \$0                            | \$6,000                    | \$0                     | \$0                                                  | \$6,000                      | \$6,000                                          |
| 296B                                   | RR - Sunnybrook Mechanical Test and Balance            | \$23,200          | \$0                            | \$23,200                   | \$18,040                | \$22,550                                             | \$650                        | \$650                                            |
| 317B                                   | RR - CSC Exterior Building Envelope Upgrades           | \$164,050         | \$0                            | \$164,050                  | \$162,550               | \$162,550                                            | \$1,500                      | \$1,500                                          |
| 320B                                   | RR - Fellowship Home Partnership Reimbursement Account | \$55,000          | \$28                           | \$55,000                   | \$54,404                | \$54,404                                             | \$596                        | \$568                                            |
| 347B                                   | RR - Lake Crabtree Boat Rental/Bathroom Mod (ADA)      | \$299,845         | \$0                            | \$299,845                  | \$282,830               | \$282,830                                            | \$17,015                     | \$17,015                                         |
| 366B                                   | RR - General Partnership Accounts                      | \$100,000         | \$100,000                      | \$100,000                  | \$0                     | \$0                                                  | \$100,000                    | \$0                                              |
| 388B                                   | RR - WCDC Domestic Water Boiler Replacement            | \$194,970         | \$0                            | \$194,970                  | \$182,541               | \$182,541                                            | \$12,429                     | \$12,429                                         |
| 389B                                   | RR - WCCH Radio Tower Replacement                      | \$393,313         | \$0                            | \$393,313                  | \$368,105               | \$371,273                                            | \$22,040                     | \$22,040                                         |
| 397B                                   | RR - Painting Oak View Main House                      | \$132,498         | \$0                            | \$132,498                  | \$132,498               | \$132,498                                            | \$0                          | \$0                                              |
| 400B                                   | RR - SWSC Emergency Repairs to AHU#1                   | \$248,710         | \$0                            | \$248,710                  | \$224,882               | \$224,882                                            | \$23,828                     | \$23,828                                         |
| 409B                                   | RR - Digital Signage & Corporate A/V Replacements      | \$70,000          | \$0                            | \$70,000                   | \$67,661                | \$70,530                                             | (\$530)                      | (\$530)                                          |
| 410B                                   | RR - Ag Services Finishes Upgrades                     | \$113,223         | \$0                            | \$113,223                  | \$104,759               | \$112,894                                            | \$329                        | \$329                                            |
| 412B                                   | RR - PSC AHU 3 and 4C Control Valve Install            | \$65,292          | \$0                            | \$65,292                   | \$48,720                | \$48,720                                             | \$16,572                     | \$16,572                                         |
| 413B                                   | RR - HS Sunnybrook Interior & Exterior Assessments     | \$46,110          | \$0                            | \$46,110                   | \$0                     | \$0                                                  | \$46,110                     | \$46,110                                         |
| 414B                                   | RR - WCDC PVI Domestic HW Heater Replacement           | \$310,410         | \$0                            | \$310,410                  | \$297,218               | \$297,218                                            | \$13,192                     | \$13,192                                         |
| 415B                                   | RR - SWSC-Oak City Center PME Interconnect             | \$313,589         | \$0                            | \$313,589                  | \$180,765               | \$196,735                                            | \$116,854                    | \$116,854                                        |
| 425B                                   | RR - High Hazard Dam Assessments                       | \$100,000         | \$0                            | \$100,000                  | \$100,000               | \$100,000                                            | \$0                          | \$0                                              |
| 428B                                   | RR - FY19 Multi Site Paving Repairs                    | \$100,000         | \$0                            | \$100,000                  | \$93,372                | \$95,372                                             | \$4,628                      | \$4,628                                          |
| 430B                                   | RR - AE Finley Ed & Res Ctr UG HW & CW Lines Repairs   | \$101,694         | \$0                            | \$101,694                  | \$64,794                | \$69,830                                             | \$31,864                     | \$31,864                                         |
| 431B                                   | RR - WCCH Stairwell & Elevator Security Phase 1        | \$241,145         | \$0                            | \$241,145                  | \$187,011               | \$187,011                                            | \$54,134                     | \$54,134                                         |
| 432B                                   | RR - BOE Phase 1.2 Mechanical Upfit                    | \$470,000         | \$0                            | \$470,000                  | \$469,460               | \$469,460                                            | \$540                        | \$540                                            |
| 446B                                   | RR - WC Parking Deck Generator Replacement             | \$119,837         | \$0                            | \$119,837                  | \$6,160                 | \$104,071                                            | \$15,767                     | \$15,767                                         |
| 447B                                   | RR - UPS Battery Replacements                          | \$71,700          | \$0                            | \$71,700                   | \$63,225                | \$63,225                                             | \$8,475                      | \$8,475                                          |
| 449B                                   | RR - Imax Boiler Replacement                           | \$153,000         | \$0                            | \$153,000                  | \$113,435               | \$137,143                                            | \$15,857                     | \$15,857                                         |
| 450B                                   | WCDC Kitchen Improvement                               | \$75,000          | \$0                            | \$75,000                   | \$3,945                 | \$24,520                                             | \$50,480                     | \$50,480                                         |
| 451B                                   | WCCH Chiller Repair                                    | \$68,000          | \$0                            | \$68,000                   | \$0                     | \$19,875                                             | \$48,125                     | \$48,125                                         |
| 458B                                   | WCCH Plaza Improvements Fayetteville Street            | \$240,000         | \$0                            | \$240,000                  | \$0                     | \$0                                                  | \$240,000                    | \$240,000                                        |
| 460B                                   | RR-WCDC Dorm Floor Repairs                             | \$75,000          | \$0                            | \$75,000                   | \$0                     | \$71,214                                             | \$3,786                      | \$3,786                                          |
| 463B                                   | AR-Sunnybrook Pharmacy Renovation                      | \$135,000         | \$0                            | \$135,000                  | \$0                     | \$5,699                                              | \$129,301                    | \$129,301                                        |
| 464B                                   | AR-WCOB 6th Floor ES Renovations                       | \$100,000         | \$0                            | \$100,000                  | \$0                     | \$0                                                  | \$100,000                    | \$100,000                                        |
| Total Division 6640 Minor CIP Projects |                                                        | \$5,900,878       | \$100,028                      | \$5,900,878                | \$3,350,165             | \$3,630,835                                          | \$2,270,043                  | \$2,170,016                                      |

# Capital Improvement Program Projects

## Division 6650 Mechanical, Electrical And Plumbing

| Unit                                                    | Unit Name                               | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|---------------------------------------------------------|-----------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 080B                                                    | Mechanical, Electrical & Plumbing - Gen | \$339,249         | \$0                            | \$339,249                  | \$140,521               | \$140,521                                            | \$198,728                    | \$198,728                                        |
| 322B                                                    | Sunnybrook HVAC                         | \$930,862         | \$0                            | \$930,862                  | \$765,354               | \$876,533                                            | \$54,329                     | \$54,329                                         |
| 393B                                                    | Rural Center HVAC Replacement           | \$115,000         | \$115,000                      | \$115,000                  | \$13,533                | \$20,503                                             | \$94,497                     | (\$20,503)                                       |
| 395B                                                    | CSC Elevator Mordernization             | \$401,546         | \$0                            | \$401,546                  | \$216,972               | \$297,918                                            | \$103,628                    | \$103,628                                        |
| 422B                                                    | S. Wilmington St HVAC Replacement       | \$784,742         | \$0                            | \$784,742                  | \$683,412               | \$728,871                                            | \$55,871                     | \$55,871                                         |
| 423B                                                    | Green Road Boiler Replacement           | \$50,000          | \$0                            | \$50,000                   | \$42,439                | \$42,439                                             | \$7,561                      | \$7,561                                          |
| 426B                                                    | Olivia Raney Library HVAC               | \$300,000         | \$0                            | \$300,000                  | \$0                     | \$300,000                                            | \$0                          | \$0                                              |
| 436B                                                    | PSC VAV - Inmate Housing Area           | \$930,000         | \$0                            | \$930,000                  | \$31,461                | \$85,761                                             | \$844,239                    | \$844,239                                        |
| 442B                                                    | WCOB Elevator Replacement               | \$700,000         | \$0                            | \$700,000                  | \$27,103                | \$106,202                                            | \$593,798                    | \$593,798                                        |
| Total Division 6650 Mechanical, Electrical And Plumbing |                                         | \$4,551,399       | \$115,000                      | \$4,551,399                | \$1,920,794             | \$2,598,746                                          | \$1,952,653                  | \$1,837,653                                      |

## Division 6660 Roofing Projects

| Unit                                 | Unit Name                               | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|--------------------------------------|-----------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 098B                                 | Roof Replacements - General             | \$110,465         | \$0                            | \$110,465                  | \$443                   | \$443                                                | \$110,022                    | \$110,022                                        |
| 375B                                 | Eva Perry Library Roof Replacement      | \$370,000         | \$102,945                      | \$370,000                  | \$267,058               | \$267,058                                            | \$102,942                    | (\$3)                                            |
| 396B                                 | Hammond Rd Annex Roof Replacement       | \$742,500         | \$0                            | \$742,500                  | \$742,372               | \$742,372                                            | \$128                        | \$128                                            |
| 420B                                 | South Wilmington Street Center Roofing  | \$550,000         | \$0                            | \$550,000                  | \$477,152               | \$509,826                                            | \$40,174                     | \$40,174                                         |
| 421B                                 | Sunnybrook Building Envelope Roofing    | \$50,000          | \$0                            | \$50,000                   | \$0                     | \$0                                                  | \$50,000                     | \$50,000                                         |
| 443B                                 | PSC Atrium Skylight Penthouse Wall Repl | \$700,000         | \$0                            | \$700,000                  | \$0                     | \$16,780                                             | \$683,220                    | \$683,220                                        |
| 444B                                 | GSA Field Services Center Roof          | \$120,000         | \$0                            | \$120,000                  | \$0                     | \$0                                                  | \$120,000                    | \$120,000                                        |
| Total Division 6660 Roofing Projects |                                         | \$2,642,965       | \$102,945                      | \$2,642,965                | \$1,487,025             | \$1,536,479                                          | \$1,106,486                  | \$1,003,541                                      |

## Division 6680 Stormwater Control Device Upgrades

| Unit                                                   | Unit Name                                     | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|--------------------------------------------------------|-----------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 259B                                                   | Site 20A - Brier Creek                        | \$362,000         | \$0                            | \$362,000                  | \$37,453                | \$182,794                                            | \$179,206                    | \$179,206                                        |
| 335B                                                   | CCWP - General                                | \$83,027          | (\$1,125)                      | \$83,027                   | \$0                     | \$0                                                  | \$83,026                     | \$84,151                                         |
| 402B                                                   | Fire Training Center Dam Repairs              | \$171,000         | \$0                            | \$171,000                  | \$170,809               | \$170,809                                            | \$191                        | \$191                                            |
| 403B                                                   | NRC SCM Restoration                           | \$77,360          | \$0                            | \$77,360                   | \$76,780                | \$76,780                                             | \$580                        | \$580                                            |
| 406B                                                   | Flood Control Telemetry                       | \$100,000         | \$0                            | \$100,000                  | \$543                   | \$543                                                | \$99,457                     | \$99,457                                         |
| 411B                                                   | Stormwater Control - Site 3 Bond Lake         | \$234,000         | \$0                            | \$234,000                  | \$130,761               | \$143,339                                            | \$90,661                     | \$90,661                                         |
| 439B                                                   | Harris Lake Stormwater Repair - Utility Trail | \$35,000          | \$0                            | \$35,000                   | \$24,410                | \$28,650                                             | \$6,350                      | \$6,350                                          |
| 440B                                                   | Site 13 - Shelley Lake                        | \$170,000         | \$0                            | \$170,000                  | \$22,176                | \$36,110                                             | \$133,890                    | \$133,890                                        |
| 441B                                                   | Lynn Road EMS Site Stormwater Improvements    | \$50,000          | \$0                            | \$50,000                   | \$0                     | \$0                                                  | \$50,000                     | \$50,000                                         |
| 448B                                                   | Site 20A Shoreline Structure Replacement      | \$275,000         | \$0                            | \$275,000                  | \$0                     | \$0                                                  | \$275,000                    | \$275,000                                        |
| Total Division 6680 Stormwater Control Device Upgrades |                                               | \$1,557,387       | (\$1,125)                      | \$1,557,387                | \$462,932               | \$639,024                                            | \$918,362                    | \$919,487                                        |

## Division 6685 Infrastructure Paving

| Unit                                             | Unit Name                       | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|--------------------------------------------------|---------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 336B                                             | Infrastructure Paving - General | \$446,921         | \$0                            | \$446,921                  | \$0                     | \$0                                                  | \$446,921                    | \$446,921                                        |
| 377B                                             | PSC Reseal Parking Deck         | \$681,000         | \$0                            | \$681,000                  | \$672,557               | \$672,557                                            | \$8,443                      | \$8,443                                          |
| 398B                                             | CSC Paving                      | \$239,000         | \$0                            | \$239,000                  | \$235,074               | \$235,074                                            | \$3,926                      | \$3,926                                          |
| 416B                                             | Knightdale ES Park Paving       | \$380,000         | \$0                            | \$380,000                  | \$9,555                 | \$13,066                                             | \$366,934                    | \$366,934                                        |
| 417B                                             | Fire Arms Education Paving      | \$358,079         | \$0                            | \$358,079                  | \$355,364               | \$355,364                                            | \$2,715                      | \$2,715                                          |
| 418B                                             | South Regional Center Paving    | \$330,000         | \$0                            | \$330,000                  | \$292,256               | \$301,258                                            | \$28,742                     | \$28,742                                         |
| 419B                                             | Green Road Library Paving       | \$5,000           | \$0                            | \$5,000                    | \$0                     | \$0                                                  | \$5,000                      | \$5,000                                          |
| Total Division 6685 Infrastructure Paving        |                                 | \$2,440,000       | \$0                            | \$2,440,000                | \$1,564,807             | \$1,577,320                                          | \$862,680                    | \$862,680                                        |
| Total Department 66 County Building Improvements |                                 | \$92,038,274      | \$769,502                      | \$92,038,274               | \$66,457,018            | \$71,467,302                                         | \$20,570,972                 | \$19,801,470                                     |

# Capital Improvement Program Projects

## Department 68 Criminal Justice CIP

### Division 6810 Detention Facilities

| Unit                                     | Unit Name                                  | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|------------------------------------------|--------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 071J                                     | Hammond Population/Inmate Projection Study | \$400,000         | \$0                            | \$400,000                  | \$138,916               | \$195,902                                            | \$204,098                    | \$204,098                                        |
| 073J                                     | WCDC Safety Cells                          | \$1,293,000       | \$0                            | \$1,293,000                | \$234,851               | \$1,176,307                                          | \$116,693                    | \$116,693                                        |
| Total Division 6810 Detention Facilities |                                            | \$1,693,000       | \$0                            | \$1,693,000                | \$373,766               | \$1,372,209                                          | \$320,791                    | \$320,791                                        |

### Division 6820 Criminal Justice Security

| Unit                                          | Unit Name                                      | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|-----------------------------------------------|------------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 013J                                          | Programmable Controller                        | \$936,901         | \$0                            | \$936,901                  | \$936,115               | \$936,115                                            | \$786                        | \$786                                            |
| 054J                                          | Detention and Security Assessment Improvements | \$4,148,501       | \$0                            | \$4,148,501                | \$2,496,445             | \$2,901,814                                          | \$1,246,687                  | \$1,246,687                                      |
| Total Division 6820 Criminal Justice Security |                                                | \$5,085,402       | \$0                            | \$5,085,402                | \$3,432,560             | \$3,837,929                                          | \$1,247,473                  | \$1,247,473                                      |

### Division 6830 Judicial Facilities

| Unit                                    | Unit Name                                | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|-----------------------------------------|------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 018J                                    | General Judicial Facilities Planned Proj | \$758,005         | \$0                            | \$758,005                  | \$724,141               | \$724,141                                            | \$33,863                     | \$33,863                                         |
| 034J                                    | WCCH Elevator Upgrade/Refurbishment      | \$2,514,572       | \$0                            | \$2,514,572                | \$2,486,013             | \$2,486,693                                          | \$27,879                     | \$27,879                                         |
| 042J                                    | Justice Center                           | \$176,517,270     | \$0                            | \$176,517,270              | \$176,438,994           | \$176,476,151                                        | \$41,119                     | \$41,119                                         |
| 063J                                    | Stairwell/Elevator Security              | \$191,600         | \$0                            | \$191,600                  | \$129,759               | \$129,759                                            | \$61,841                     | \$61,841                                         |
| 064J                                    | CTHS Renovations - Floors 1 - 5 & 10     | \$443,000         | \$0                            | \$443,000                  | \$237,333               | \$276,092                                            | \$166,908                    | \$166,908                                        |
| 065J                                    | CTHS - Skywalk Repair                    | \$145,149         | \$0                            | \$145,149                  | \$20,378                | \$25,300                                             | \$119,849                    | \$119,849                                        |
| 067J                                    | NC Business Court Partnership Upfit      | \$100,000         | \$0                            | \$100,000                  | \$73,802                | \$73,802                                             | \$26,198                     | \$26,198                                         |
| 075J                                    | WCCH Genset B (generator)                | \$550,000         | \$0                            | \$550,000                  | \$12,600                | \$550,000                                            | \$0                          | \$0                                              |
| 078J                                    | WCCH - 9th & 12th Floor Renovations      | \$200,000         | \$0                            | \$200,000                  | \$0                     | \$0                                                  | \$200,000                    | \$200,000                                        |
| 079J                                    | WCCH - Switchgear Replacement            | \$770,000         | \$0                            | \$770,000                  | \$0                     | \$98,330                                             | \$671,670                    | \$671,670                                        |
| Total Division 6830 Judicial Facilities |                                          | \$182,189,594     | \$0                            | \$182,189,594              | \$180,123,020           | \$180,840,267                                        | \$1,349,327                  | \$1,349,327                                      |

### Division 6850 Criminal Justice Equipment

| Unit                                           | Unit Name                              | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|------------------------------------------------|----------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 076J                                           | Sheriff - Taser Replacement            | \$201,905         | \$0                            | \$201,905                  | \$100,866               | \$100,866                                            | \$101,039                    | \$101,039                                        |
| 077J                                           | CCBI Instrument Lifecycle Replacements | \$170,000         | \$0                            | \$170,000                  | \$0                     | \$0                                                  | \$170,000                    | \$170,000                                        |
| Total Division 6850 Criminal Justice Equipment |                                        | \$371,905         | \$0                            | \$371,905                  | \$100,866               | \$100,866                                            | \$271,039                    | \$271,039                                        |
| Total Department 68 Criminal Justice CIP       |                                        | \$189,339,902     | \$0                            | \$189,339,902              | \$184,030,213           | \$186,151,272                                        | \$3,188,630                  | \$3,188,630                                      |

## Department 70 Public Libraries CIP

### Division 7000 Library Projects

| Unit                                     | Unit Name                                   | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|------------------------------------------|---------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 003L                                     | Master Libraries                            | \$153,718         | \$0                            | \$153,718                  | \$137,353               | \$138,711                                            | \$15,007                     | \$15,007                                         |
| 023L                                     | Wake Forest Library                         | \$3,375,156       | \$0                            | \$3,375,156                | \$3,349,251             | \$3,361,189                                          | \$13,967                     | \$13,967                                         |
| 024L                                     | Wake Forest Library - Books                 | \$675,000         | \$0                            | \$675,000                  | \$674,102               | \$675,000                                            | \$0                          | \$0                                              |
| 026L                                     | Fuquay Varina Library (Construction)        | \$6,642,933       | \$0                            | \$6,642,933                | \$6,392,548             | \$6,626,018                                          | \$16,915                     | \$16,915                                         |
| 029L                                     | Olivia Raney Library FCA                    | \$714,527         | \$0                            | \$714,527                  | \$74,693                | \$500,933                                            | \$213,594                    | \$213,594                                        |
| 031L                                     | Fuquay Varina Library - Books               | \$700,000         | \$0                            | \$700,000                  | \$458,555               | \$650,500                                            | \$49,500                     | \$49,500                                         |
| 033L                                     | Cary Regional Library - Books               | \$1,750,000       | \$0                            | \$1,750,000                | \$283,413               | \$1,310,058                                          | \$439,942                    | \$439,942                                        |
| 035L                                     | Morrisville Library - Books                 | \$916,000         | \$0                            | \$916,000                  | \$370,535               | \$610,778                                            | \$305,222                    | \$305,222                                        |
| 051L                                     | Cary Regional Library (Land & Construction) | \$12,745,000      | (\$14,123)                     | \$12,745,000               | \$11,914,928            | \$12,183,387                                         | \$561,613                    | \$575,736                                        |
| 054L                                     | Cary Regional Library - Parking Deck        | \$15,265,700      | \$906,964                      | \$15,265,700               | \$14,197,124            | \$14,810,745                                         | \$454,955                    | (\$452,009)                                      |
| 055L                                     | Morrisville Library                         | \$5,362,275       | \$0                            | \$5,362,275                | \$3,584,078             | \$4,654,788                                          | \$707,487                    | \$707,487                                        |
| 056L                                     | Eva Perry Library Renovations               | \$2,075,000       | \$0                            | \$2,075,000                | \$157,229               | \$1,852,276                                          | \$222,724                    | \$222,724                                        |
| 057L                                     | North Regional Library                      | \$1,000,000       | \$0                            | \$1,000,000                | \$0                     | \$0                                                  | \$1,000,000                  | \$1,000,000                                      |
| 999L                                     | Library Bond/BAN Revenue                    | \$0               | (\$68,000)                     | \$0                        | \$0                     | \$0                                                  | \$0                          | \$68,000                                         |
| Total Division 7000 Library Projects     |                                             | \$51,375,309      | \$824,841                      | \$51,375,309               | \$41,593,808            | \$47,374,384                                         | \$4,000,925                  | \$3,176,084                                      |
| Total Department 70 Public Libraries CIP |                                             | \$51,375,309      | \$824,841                      | \$51,375,309               | \$41,593,808            | \$47,374,384                                         | \$4,000,925                  | \$3,176,084                                      |

# Capital Improvement Program Projects

## Department 72 Open Space

### Division 7200 Open Space

| Unit                           | Unit Name                                  | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|--------------------------------|--------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 063G                           | Procter Farm Preserve                      | \$181,500         | \$0                            | \$181,500                  | \$81,430                | \$111,421                                            | \$70,079                     | \$70,079                                         |
| 073G                           | Crabtree Creek Greenway - Cary Portion     | \$500,000         | \$0                            | \$500,000                  | \$475,495               | \$500,000                                            | \$0                          | \$0                                              |
| 077G                           | Smith Creek Greenway                       | \$941,000         | \$0                            | \$941,000                  | \$175,401               | \$941,000                                            | \$0                          | \$0                                              |
| 081G                           | Gehrke Property Acquisition                | \$1,615,500       | \$0                            | \$1,615,500                | \$1,612,526             | \$1,612,526                                          | \$2,974                      | \$2,974                                          |
| 082G                           | Robertson's Mill Pond Preserve Ph 2/Part F | \$541,255         | \$0                            | \$541,255                  | \$521,191               | \$527,871                                            | \$13,384                     | \$13,384                                         |
| 087G                           | Beaverdam Greenway                         | \$228,625         | \$0                            | \$228,625                  | \$0                     | \$228,625                                            | \$0                          | \$0                                              |
| 090G                           | Kellam-Wyatt Farm                          | \$40,000          | \$0                            | \$40,000                   | \$39,740                | \$39,740                                             | \$260                        | \$260                                            |
| 091G                           | Granite Falls Greenway                     | \$360,000         | \$0                            | \$360,000                  | \$0                     | \$360,000                                            | \$0                          | \$0                                              |
| 092G                           | Watson Marks Creek                         | \$760,000         | \$0                            | \$760,000                  | \$707,291               | \$707,291                                            | \$52,709                     | \$52,709                                         |
| 093G                           | Depot Trail Greenway (FV)                  | \$247,432         | \$0                            | \$247,432                  | \$0                     | \$247,432                                            | \$0                          | \$0                                              |
| Total Division 7200 Open Space |                                            | \$5,415,312       | \$0                            | \$5,415,312                | \$3,613,073             | \$5,275,905                                          | \$139,407                    | \$139,407                                        |
| Total Department 72 Open Space |                                            | \$5,415,312       | \$0                            | \$5,415,312                | \$3,613,073             | \$5,275,905                                          | \$139,407                    | \$139,407                                        |

## Department 74 Parks, Recreation, Greenways & Open Space CIP

### Division 7410 County Parks

| Unit                             | Unit Name                            | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|----------------------------------|--------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 035R                             | Beech Bluff Park                     | \$16,544,366      | \$0                            | \$16,544,366               | \$2,831,462             | \$3,116,198                                          | \$13,428,168                 | \$13,428,168                                     |
| 074R                             | Randleigh Farm                       | \$25,000          | (\$563)                        | \$25,000                   | \$0                     | \$0                                                  | \$25,000                     | \$25,563                                         |
| 077R                             | Parks Facility Master Planning       | \$512,896         | \$0                            | \$512,896                  | \$481,244               | \$485,220                                            | \$27,675                     | \$27,675                                         |
| 083R                             | Aquatic Species Propagation Facility | \$250,000         | \$0                            | \$250,000                  | \$109,065               | \$199,957                                            | \$50,043                     | \$50,043                                         |
| 101R                             | Lake Myra County Park                | \$2,400,000       | \$0                            | \$2,400,000                | \$0                     | \$0                                                  | \$2,400,000                  | \$2,400,000                                      |
| 102R                             | Historic Oak View Park Renovations   | \$290,000         | \$0                            | \$290,000                  | \$0                     | \$0                                                  | \$290,000                    | \$290,000                                        |
| 103R                             | Lake Crabtree Renovations            | \$600,000         | \$0                            | \$600,000                  | \$0                     | \$0                                                  | \$600,000                    | \$600,000                                        |
| 104R                             | Harris Lake Renovations              | \$580,000         | \$0                            | \$580,000                  | \$0                     | \$0                                                  | \$580,000                    | \$580,000                                        |
| 105R                             | Blue Jay Point Renovations           | \$550,000         | \$0                            | \$550,000                  | \$0                     | \$0                                                  | \$550,000                    | \$550,000                                        |
| 106R                             | Crowder Park Renovations             | \$1,141,940       | \$0                            | \$1,141,940                | \$0                     | \$0                                                  | \$1,141,940                  | \$1,141,940                                      |
| 110R                             | Adams Property Hwy 42                | \$168,000         | \$0                            | \$168,000                  | \$165,060               | \$165,060                                            | \$2,940                      | \$2,940                                          |
| Total Division 7410 County Parks |                                      | \$23,062,201      | (\$563)                        | \$23,062,201               | \$3,586,831             | \$3,966,435                                          | \$19,095,767                 | \$19,096,329                                     |

### Division 7420 Community Use Of School/Parks

| Unit                                              | Unit Name                        | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|---------------------------------------------------|----------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 004R                                              | General Community Use Of Schools | \$560,413         | (\$0)                          | \$560,413                  | \$90,996                | \$90,996                                             | \$469,417                    | \$469,417                                        |
| 079R                                              | Bryan Road ES Community Use      | \$226,000         | \$0                            | \$226,000                  | \$89,569                | \$89,569                                             | \$136,431                    | \$136,431                                        |
| 082R                                              | South Lake ES Community Use      | \$250,000         | \$0                            | \$250,000                  | \$0                     | \$250,000                                            | \$0                          | \$0                                              |
| Total Division 7420 Community Use Of School/Parks |                                  | \$1,036,413       | \$0                            | \$1,036,413                | \$180,565               | \$430,565                                            | \$605,848                    | \$605,848                                        |

### Division 7430 Other Park Projects

| Unit                                    | Unit Name        | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|-----------------------------------------|------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 033R                                    | Recreation Fees  | \$0               | (\$1,360,820)                  | \$0                        | \$0                     | \$0                                                  | \$0                          | \$1,360,820                                      |
| 399R                                    | Unallocated PROS | \$0               | (\$16,537,815)                 | \$0                        | \$0                     | \$0                                                  | \$0                          | \$16,537,815                                     |
| Total Division 7430 Other Park Projects |                  | \$0               | (\$17,898,635)                 | \$0                        | \$0                     | \$0                                                  | \$0                          | \$17,898,635                                     |

### Division 7450 Open Space

| Unit                           | Unit Name                 | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|--------------------------------|---------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 500R                           | Open Space Administration | \$32,512          | \$0                            | \$32,512                   | \$4,771                 | \$4,771                                              | \$27,741                     | \$27,741                                         |
| Total Division 7450 Open Space |                           | \$32,512          | \$0                            | \$32,512                   | \$4,771                 | \$4,771                                              | \$27,741                     | \$27,741                                         |

### Division 7460 Preserves

| Unit                          | Unit Name                 | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|-------------------------------|---------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 601R                          | Kellam Wyatt Preserve     | \$3,500,000       | \$0                            | \$3,500,000                | \$0                     | \$86,278                                             | \$3,413,722                  | \$3,413,722                                      |
| 605R                          | Procter Farm Preserve Ph1 | \$2,304,310       | \$0                            | \$2,304,310                | \$0                     | \$35,000                                             | \$2,269,310                  | \$2,269,310                                      |
| Total Division 7460 Preserves |                           | \$5,804,310       | \$0                            | \$5,804,310                | \$0                     | \$121,278                                            | \$5,683,032                  | \$5,683,032                                      |

# Capital Improvement Program Projects

## Division 7490 Minor Park Facility Improvements

| Unit                                                  | Unit Name                  | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|-------------------------------------------------------|----------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 052R                                                  | PARK FACILITY IMPROVEMENTS | \$4,898,277       | \$0                            | \$4,898,277                | \$4,551,130             | \$4,760,263                                          | \$138,014                    | \$138,014                                        |
| Total Division 7490 Minor Park Facility Improvements  |                            | \$4,898,277       | \$0                            | \$4,898,277                | \$4,551,130             | \$4,760,263                                          | \$138,014                    | \$138,014                                        |
| Total Department 74 Parks, Recreation, Greenways & Op |                            | \$34,833,713      | (\$17,899,198)                 | \$34,833,713               | \$8,323,298             | \$9,283,312                                          | \$25,550,401                 | \$43,449,599                                     |

## Department 76 Public Safety CIP

### Division 7620 Computer Aided Dispatch

| Unit                                        | Unit Name              | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|---------------------------------------------|------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 070P                                        | CAD System Replacement | \$8,278,220       | \$284,634                      | \$8,278,220                | \$7,550,778             | \$7,996,959                                          | \$281,260                    | (\$3,374)                                        |
| Total Division 7620 Computer Aided Dispatch |                        | \$8,278,220       | \$284,634                      | \$8,278,220                | \$7,550,778             | \$7,996,959                                          | \$281,260                    | (\$3,374)                                        |

### Division 7630 800 MHZ Radio Communications

| Unit                                             | Unit Name                                       | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|--------------------------------------------------|-------------------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 044P                                             | Sprint/Nextel - Rebanding Project               | \$775,898         | \$0                            | \$775,898                  | \$429,473               | \$429,473                                            | \$346,425                    | \$346,424                                        |
| 068P                                             | 800 MHZ Radio System Infrastructure Replacement | \$28,460,845      | \$0                            | \$28,460,845               | \$22,677,819            | \$27,927,674                                         | \$533,171                    | \$533,171                                        |
| 079P                                             | Tone & Voice Pager Infrastructure Replacement   | \$130,000         | \$0                            | \$130,000                  | \$0                     | \$100,405                                            | \$29,595                     | \$29,595                                         |
| 082P                                             | Alpha Numeric Paging Infrastructure Replacement | \$91,000          | \$0                            | \$91,000                   | \$0                     | \$0                                                  | \$91,000                     | \$91,000                                         |
| 083P                                             | Alpha Pager Replacement                         | \$37,000          | \$0                            | \$37,000                   | \$0                     | \$0                                                  | \$37,000                     | \$37,000                                         |
| Total Division 7630 800 MHZ Radio Communications |                                                 | \$29,494,743      | \$0                            | \$29,494,743               | \$23,107,292            | \$28,457,553                                         | \$1,037,191                  | \$1,037,190                                      |

### Division 7640 EMS

| Unit                    | Unit Name                             | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|-------------------------|---------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 012P                    | EMS Defibrillators                    | \$7,762,535       | \$0                            | \$7,762,535                | \$6,259,038             | \$6,300,654                                          | \$1,461,881                  | \$1,461,881                                      |
| 055P                    | Knightdale South Co-location          | \$186,500         | \$0                            | \$186,500                  | \$16,500                | \$16,500                                             | \$170,000                    | \$170,000                                        |
| 067P                    | New Hope (EMS)                        | \$2,105,000       | \$0                            | \$2,105,000                | \$2,070,404             | \$2,095,330                                          | \$9,670                      | \$9,670                                          |
| 072P                    | Emergency Operations Center           | \$230,000         | \$0                            | \$230,000                  | \$76,832                | \$76,832                                             | \$153,168                    | \$153,168                                        |
| 073P                    | Fuquay North EMS Station Co-Location  | \$5,000           | \$0                            | \$5,000                    | \$0                     | \$0                                                  | \$5,000                      | \$5,000                                          |
| 074P                    | Wendell Main EMS Station Replacement  | \$2,115,000       | \$0                            | \$2,115,000                | \$2,030,744             | \$2,040,227                                          | \$74,773                     | \$74,773                                         |
| 075P                    | Public Safety Warehouse               | \$1,058,425       | \$0                            | \$1,058,425                | \$1,004,530             | \$1,004,530                                          | \$53,895                     | \$53,895                                         |
| 077P                    | Wendell Falls EMS Co-Location         | \$2,490,000       | \$0                            | \$2,490,000                | \$827,808               | \$1,835,713                                          | \$654,287                    | \$654,287                                        |
| 085P                    | ESEC Sim Space 3 Wall Upfit           | \$398,000         | \$0                            | \$398,000                  | \$1,583                 | \$32,288                                             | \$365,712                    | \$365,712                                        |
| 086P                    | EMS - Mechanical CPR Devices          | \$350,000         | \$0                            | \$350,000                  | \$348,484               | \$350,000                                            | \$0                          | \$0                                              |
| 087P                    | EMS -Mobile Gateway Replacement       | \$90,000          | \$0                            | \$90,000                   | \$90,000                | \$90,000                                             | \$0                          | \$0                                              |
| 088P                    | EMS - Ambulance Stretcher Load System | \$331,000         | \$0                            | \$331,000                  | \$0                     | \$0                                                  | \$331,000                    | \$331,000                                        |
| 089P                    | EMS - New Hill Station                | \$525,000         | \$0                            | \$525,000                  | \$34                    | \$34                                                 | \$524,966                    | \$524,966                                        |
| 090P                    | EMS - Apex Station                    | \$2,060,000       | \$0                            | \$2,060,000                | \$5,000                 | \$5,000                                              | \$2,055,000                  | \$2,055,000                                      |
| 092P                    | EMS - Lynn Road                       | \$400,000         | \$0                            | \$400,000                  | \$18                    | \$35,018                                             | \$364,982                    | \$364,982                                        |
| 093P                    | EMS - McCuller-Garner West Station    | \$195,000         | \$0                            | \$195,000                  | \$28,001                | \$28,001                                             | \$166,999                    | \$166,999                                        |
| 095P                    | Zebulon EMS Station                   | \$40,000          | \$0                            | \$40,000                   | \$18,595                | \$18,595                                             | \$21,405                     | \$21,405                                         |
| 096P                    | Garner Main EMS Station               | \$290,000         | \$0                            | \$290,000                  | \$0                     | \$16,000                                             | \$274,000                    | \$274,000                                        |
| 097P                    | EMS Station Advanced Planning         | \$25,000          | \$0                            | \$25,000                   | \$0                     | \$8,500                                              | \$16,500                     | \$16,500                                         |
| 999P                    | EMS Holding Account                   | \$26,035          | \$0                            | \$26,035                   | \$16,273                | \$16,273                                             | \$9,762                      | \$9,762                                          |
| Total Division 7640 EMS |                                       | \$20,682,495      | \$0                            | \$20,682,495               | \$12,793,844            | \$13,969,496                                         | \$6,712,999                  | \$6,712,999                                      |

### Division 7650 Public Safety

| Unit                                  | Unit Name                           | Budgeted Revenues | Revenues (Over) / Under Budget | Current Expenditure Budget | Actual Expenses to Date | Actual Expenses to Date with Commitments and Pending | Remaining Expenditure Budget | Remaining Expenditure Authority (actual balance) |
|---------------------------------------|-------------------------------------|-------------------|--------------------------------|----------------------------|-------------------------|------------------------------------------------------|------------------------------|--------------------------------------------------|
| 026P                                  | Former 911 Emergency Fund           | \$315,601         | \$223                          | \$315,601                  | \$314,866               | \$314,866                                            | \$735                        | \$512                                            |
| 084P                                  | Emergency Shelter Generator Review  | \$700,000         | \$0                            | \$700,000                  | \$30                    | \$33,530                                             | \$666,470                    | \$666,470                                        |
| 091P                                  | Sheriff - Simunition Training House | \$100,000         | \$0                            | \$100,000                  | \$2,420                 | \$23,743                                             | \$76,257                     | \$76,257                                         |
| 094P                                  | City of Raleigh - LETC              | \$495,160         | \$0                            | \$495,160                  | \$0                     | \$495,160                                            | \$0                          | \$0                                              |
| Total Division 7650 Public Safety     |                                     | \$1,610,761       | \$223                          | \$1,610,761                | \$317,316               | \$867,299                                            | \$743,463                    | \$743,239                                        |
| Total Department 76 Public Safety CIP |                                     | \$60,066,219      | \$284,858                      | \$60,066,219               | \$43,769,230            | \$51,291,306                                         | \$8,774,912                  | \$8,490,055                                      |



# Seven-Year Summary of Sources and Uses

|                                               | FY 2021            | FY 2022            | FY 2023            | FY 2024            | FY 2025            | FY 2026            | FY 2027            | Total<br>FY 2021-27  |
|-----------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>FY21-FY27 Uses</b>                         |                    |                    |                    |                    |                    |                    |                    |                      |
| County Capital                                | 38,108,450         | 50,530,020         | 109,058,000        | 90,646,400         | 114,430,000        | 61,810,500         | 43,869,000         | 508,452,370          |
| Education                                     | 447,153,782        | 445,130,318        | 461,406,108        | 499,310,400        | 417,377,165        | 485,368,065        | 96,250,000         | 2,851,995,838        |
| Fire Rescue                                   | 3,081,000          | 4,023,250          | 5,151,250          | 4,876,250          | 5,234,250          | 3,712,000          | 4,212,000          | 30,290,000           |
| Housing                                       | 10,951,000         | 10,951,000         | 10,951,000         | 10,951,000         | 10,951,000         | 10,951,000         | 10,951,000         | 76,657,000           |
| Major Facilities                              | 10,811,000         | 10,566,700         | 10,650,400         | 10,540,000         | 10,709,000         | 6,500,000          | 3,085,000          | 62,862,100           |
| Solid Waste                                   | 4,136,000          | 1,580,000          | 1,093,000          | 1,452,000          | 8,853,000          | 1,433,000          | 1,476,000          | 20,023,000           |
| <b>Total Uses</b>                             | <b>514,241,232</b> | <b>522,781,288</b> | <b>598,309,758</b> | <b>617,776,050</b> | <b>567,554,415</b> | <b>569,774,565</b> | <b>159,843,000</b> | <b>3,550,280,308</b> |
| <b>FY21-FY27 Sources</b>                      |                    |                    |                    |                    |                    |                    |                    |                      |
| Transfers From<br>Special Districts<br>Fund   | 1,687,000          | 2,617,000          | 2,630,000          | 2,445,000          | 2,476,000          | 2,417,000          | 2,547,000          | 16,819,000           |
| Transfers From<br>South Wake<br>Landfill Fund | 567,000            | 477,000            | 820,000            | 675,000            | 435,000            | 717,000            | 738,000            | 4,429,000            |
| Transfers From<br>Solid Waste<br>Enterprise   | 2,422,273          | 573,000            | 273,000            | 608,000            | 303,000            | 119,000            | 123,000            | 4,421,273            |
| Transfers From<br>Major Facilities            | 10,540,000         | 10,540,000         | 10,540,000         | 10,540,000         | 10,540,000         | 6,500,000          | 3,000,000          | 62,200,000           |
| Transfers From<br>General Fund                | 106,711,000        | 47,239,000         | 48,359,000         | 58,364,000         | 59,261,000         | 60,097,000         | 62,320,000         | 442,351,000          |
| Transfers From<br>Debt Service                | 1,394,000          | 718,000            | 2,373,000          | 1,523,000          | 2,053,000          | 808,000            | 1,665,000          | 10,534,000           |
| Reserve for<br>Replacements                   | 26,000             | 26,700             | 27,400             | —                  | —                  | —                  | —                  | 80,100               |
| Proposed Future<br>Funding                    | —                  | 379,669,268        | 413,859,164        | 521,365,185        | 461,122,871        | 476,904,901        | 88,250,000         | 2,341,171,389        |
| Pooled<br>Investments                         | 929,728            | 888,050            | 935,944            | 945,215            | 954,294            | 963,164            | —                  | 5,616,395            |
| Outside Agencies                              | —                  | 485,000            | —                  | —                  | —                  | —                  | —                  | 485,000              |
| Other                                         | 500,000            | 500,000            | 500,000            | 500,000            | 500,000            | 500,000            | 500,000            | 3,500,000            |
| Municipalities                                | 300,000            | —                  | 110,000            | —                  | —                  | —                  | —                  | 410,000              |
| Miscellaneous                                 | 258,000            | 530,000            | —                  | 169,000            | 8,115,000          | 597,000            | 615,000            | 10,284,000           |
| Generic Bond<br>Issuance                      | —                  | —                  | 22,540,000         | 19,200,000         | 20,920,000         | 15,610,000         | —                  | 78,270,000           |
| Bond Anticipation<br>Notes                    | 385,337,054        | 76,873,000         | 95,111,000         | —                  | —                  | —                  | —                  | 557,321,054          |
| Appropriated Fund<br>Balance                  | 3,569,177          | 1,645,270          | 231,250            | 1,441,650          | 874,250            | 4,541,500          | 85,000             | 12,388,097           |
| <b>Total Sources</b>                          | <b>514,241,232</b> | <b>522,781,288</b> | <b>598,309,758</b> | <b>617,776,050</b> | <b>567,554,415</b> | <b>569,774,565</b> | <b>159,843,000</b> | <b>3,550,280,308</b> |





# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

|                                                | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026           | FY 2027           | Total<br>FY 2021-27 |
|------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| <b>Automation</b>                              |                   |                   |                   |                   |                   |                   |                   |                     |
| Computer Equipment                             | 2,890,000         | 2,940,000         | 3,892,000         | 3,925,000         | 3,511,000         | 3,553,000         | 4,710,983         | 25,421,983          |
| Enterprise Infrastructure                      | 1,300,800         | 900,000           | 2,167,300         | 2,306,900         | 3,187,000         | 1,937,000         | 984,000           | 12,783,000          |
| Major Projects                                 | 2,746,000         | 2,873,000         | 3,223,000         | 2,773,000         | 3,073,000         | 2,348,000         | 2,673,000         | 19,709,000          |
| <b>Total Automation</b>                        | <b>6,936,800</b>  | <b>6,713,000</b>  | <b>9,282,300</b>  | <b>9,004,900</b>  | <b>9,771,000</b>  | <b>7,838,000</b>  | <b>8,367,983</b>  | <b>57,913,983</b>   |
| <b>Community Capital Grants</b>                |                   |                   |                   |                   |                   |                   |                   |                     |
| Healing Transitions                            | 200,000           | 200,000           | —                 | —                 | —                 | —                 | —                 | 400,000             |
| Reserved for Future Community Capital Projects | 100,000           | 150,000           | 500,000           | 500,000           | 500,000           | 500,000           | 500,000           | 2,750,000           |
| YMCA of the Triangle                           | 200,000           | 150,000           | —                 | —                 | —                 | —                 | —                 | 350,000             |
| <b>Total Community Capital Grants</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>    |
| <b>County Building Improvements</b>            |                   |                   |                   |                   |                   |                   |                   |                     |
| Building Systems Replacements                  | 2,500,000         | 2,200,000         | 2,200,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         | 18,900,000          |
| Corporate Security                             | 285,000           | 357,000           | 388,000           | 482,000           | 87,000            | 550,000           | 313,000           | 2,462,000           |
| Energy Saving Projects                         | 875,000           | 875,000           | 875,000           | 875,000           | 1,000,000         | 1,000,000         | 1,000,000         | 6,500,000           |
| Infrastructure Paving                          | 400,000           | 800,000           | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 6,200,000           |
| Major Building Renovations                     | 11,895,000        | 21,740,000        | 53,960,000        | 37,400,000        | 44,700,000        | 6,500,000         | 7,400,000         | 183,595,000         |
| Minor Building Projects                        | 1,600,000         | 1,600,000         | 1,900,000         | 1,900,000         | 2,000,000         | 2,200,000         | 2,400,000         | 13,600,000          |
| Roofing Projects                               | 1,400,000         | 1,885,000         | 1,510,000         | 1,400,000         | 2,000,000         | 2,000,000         | 2,000,000         | 12,195,000          |
| Stormwater Control Device Upgrades             | 685,650           | 757,020           | 458,200           | 423,500           | 478,500           | 502,500           | 458,250           | 3,763,620           |
| <b>Total County Building Improvements</b>      | <b>19,640,650</b> | <b>30,214,020</b> | <b>62,291,200</b> | <b>46,480,500</b> | <b>54,265,500</b> | <b>16,752,500</b> | <b>17,571,250</b> | <b>247,215,620</b>  |
| <b>Criminal Justice</b>                        |                   |                   |                   |                   |                   |                   |                   |                     |
| Criminal Justice Equipment                     | —                 | —                 | —                 | —                 | 365,000           | —                 | 80,000            | 445,000             |
| Criminal Justice Security                      | 644,000           | 729,000           | 706,000           | 541,000           | 562,000           | 442,000           | 527,000           | 4,151,000           |
| Detention Facilities                           | 200,000           | 200,000           | 400,000           | 500,000           | 11,700,000        | —                 | —                 | 13,000,000          |

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

|                                                          | FY 2021   | FY 2022   | FY 2023    | FY 2024    | FY 2025    | FY 2026    | FY 2027   | Total<br>FY 2021-27 |
|----------------------------------------------------------|-----------|-----------|------------|------------|------------|------------|-----------|---------------------|
| Existing Courthouse Renovations                          | 1,200,000 | 1,000,000 | 200,000    | 3,550,000  | 365,000    | 638,000    | 500,000   | 7,453,000           |
| <b>Total Criminal Justice</b>                            | 2,044,000 | 1,929,000 | 1,306,000  | 4,591,000  | 12,992,000 | 1,080,000  | 1,107,000 | 25,049,000          |
| <b>Economic Development</b>                              |           |           |            |            |            |            |           |                     |
| Business Development Grants                              | 1,102,840 | 1,753,000 | 1,719,000  | 1,370,000  | 1,234,000  | 1,388,000  | 1,188,000 | 9,754,840           |
| Off-site Water and Sewer                                 | 200,000   | 200,000   | 200,000    | 200,000    | 200,000    | 200,000    | 200,000   | 1,400,000           |
| On-site Water and Sewer                                  | 769,160   | 500,000   | 500,000    | 500,000    | 500,000    | 500,000    | 500,000   | 3,769,160           |
| <b>Total Economic Development</b>                        | 2,072,000 | 2,453,000 | 2,419,000  | 2,070,000  | 1,934,000  | 2,088,000  | 1,888,000 | 14,924,000          |
| <b>Parks, Recreation, Greenways and Open Space</b>       |           |           |            |            |            |            |           |                     |
| Community Use of School Parks                            | 300,000   | 300,000   | 300,000    | 300,000    | 300,000    | 300,000    | 300,000   | 2,100,000           |
| County Parks                                             | —         | —         | 22,540,000 | 14,200,000 | 10,920,000 | 7,110,000  | —         | 54,770,000          |
| Existing Parks Facility Improvements                     | 500,000   | 500,000   | 500,000    | 500,000    | 500,000    | 500,000    | 500,000   | 3,500,000           |
| Open Space and Greenways                                 | 500,000   | 500,000   | 500,000    | 5,500,000  | 10,500,000 | 9,000,000  | 500,000   | 27,000,000          |
| <b>Total Parks, Recreation, Greenways and Open Space</b> | 1,300,000 | 1,300,000 | 23,840,000 | 20,500,000 | 22,220,000 | 16,910,000 | 1,300,000 | 87,370,000          |
| <b>Program-wide Projects</b>                             |           |           |            |            |            |            |           |                     |
| Reserve for Future Projects                              | —         | —         | 154,500    | —          | 3,688,500  | —          | 5,873,767 | 9,716,767           |
| <b>Total Program-wide Projects</b>                       | —         | —         | 154,500    | —          | 3,688,500  | —          | 5,873,767 | 9,716,767           |
| <b>Public Safety</b>                                     |           |           |            |            |            |            |           |                     |
| 800 Megahertz System                                     | —         | —         | —          | —          | 2,000,000  | —          | —         | 2,000,000           |
| CAD Improvements                                         | —         | 202,000   | 500,000    | 100,000    | 102,000    | 100,000    | —         | 1,004,000           |
| Emergency Management Projects                            | 700,000   | —         | —          | —          | —          | —          | —         | 700,000             |
| Emergency Operations Center                              | 645,000   | 5,400,000 | —          | —          | —          | —          | —         | 6,045,000           |
| EMS Equipment                                            | 2,270,000 | 258,000   | —          | —          | 2,042,000  | 2,042,000  | —         | 6,612,000           |

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

|                                  | FY 2021           | FY 2022           | FY 2023            | FY 2024           | FY 2025            | FY 2026           | FY 2027           | Total<br>FY 2021-27 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|---------------------|
| EMS Projects                     | 2,000,000         | 900,000           | 8,765,000          | 7,400,000         | 4,915,000          | 14,500,000        | 6,600,000         | 45,080,000          |
| Sheriff Projects                 | —                 | 661,000           | —                  | —                 | —                  | —                 | 661,000           | 1,322,000           |
| <b>Total Public Safety</b>       | <b>5,615,000</b>  | <b>7,421,000</b>  | <b>9,265,000</b>   | <b>7,500,000</b>  | <b>9,059,000</b>   | <b>16,642,000</b> | <b>7,261,000</b>  | <b>62,763,000</b>   |
| <b>Total County Capital Uses</b> | <b>38,108,450</b> | <b>50,530,020</b> | <b>109,058,000</b> | <b>90,646,400</b> | <b>114,430,000</b> | <b>61,810,500</b> | <b>43,869,000</b> | <b>508,452,370</b>  |

## County Capital: Sources

|                                     | FY 2021           | FY 2022           | FY 2023            | FY 2024           | FY 2025            | FY 2026           | FY 2027           | Total<br>FY 2021-27 |
|-------------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|---------------------|
| Appropriated Fund Balance           | 2,435,450         | 957,020           | —                  | 533,400           | —                  | 4,054,500         | —                 | 7,980,370           |
| Generic Bond Issuance               | —                 | —                 | 22,540,000         | 19,200,000        | 20,920,000         | 15,610,000        | —                 | 78,270,000          |
| Municipalities                      | 300,000           | —                 | 110,000            | —                 | —                  | —                 | —                 | 410,000             |
| Other                               | 500,000           | 500,000           | 500,000            | 500,000           | 500,000            | 500,000           | 500,000           | 3,500,000           |
| Outside Agencies                    | —                 | 485,000           | —                  | —                 | —                  | —                 | —                 | 485,000             |
| Proposed Future Funding             | —                 | 17,800,000        | 54,000,000         | 30,500,000        | 52,200,000         | —                 | —                 | 154,500,000         |
| Transfers From General Fund         | 34,873,000        | 30,788,000        | 31,908,000         | 39,913,000        | 40,810,000         | 41,646,000        | 43,369,000        | 263,307,000         |
| <b>Total County Capital Sources</b> | <b>38,108,450</b> | <b>50,530,020</b> | <b>109,058,000</b> | <b>90,646,400</b> | <b>114,430,000</b> | <b>61,810,500</b> | <b>43,869,000</b> | <b>508,452,370</b>  |

## Education: Uses

|                                                   | FY 2021            | FY 2022            | FY 2023            | FY 2024            | FY 2025            | FY 2026            | FY 2027  | Total<br>FY 2021-27  |
|---------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------|----------------------|
| <b>Wake County Public School System</b>           |                    |                    |                    |                    |                    |                    |          |                      |
| Future WCPSS Capital Program                      | —                  | 361,869,268        | 359,859,164        | 391,168,185        | 330,017,871        | 397,756,901        | —        | 1,840,671,389        |
| Wake County Public Schools System Capital Program | 347,718,054        | —                  | —                  | —                  | —                  | —                  | —        | 347,718,054          |
| WCPSS Administrative Lease Reserve                | 929,728            | 888,050            | 935,944            | 945,215            | 954,294            | 963,164            | —        | 5,616,395            |
| <b>Total Wake County Public School System</b>     | <b>348,647,782</b> | <b>362,757,318</b> | <b>360,795,108</b> | <b>392,113,400</b> | <b>330,972,165</b> | <b>398,720,065</b> | <b>—</b> | <b>2,194,005,838</b> |
| <b>Wake Technical Community College</b>           |                    |                    |                    |                    |                    |                    |          |                      |

# Detailed Seven-Year Summary of Sources and Uses

## Education: Uses

|                                                           | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026     | FY 2027    | Total<br>FY 2021-27 |
|-----------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|---------------------|
| Future Wake Tech<br>Capital Program                       | —           | —           | —           | 107,197,000 | 86,405,000  | 86,648,000  | 96,250,000 | 376,500,000         |
| Wake Technical<br>Community<br>College Capital<br>Program | 98,506,000  | 82,373,000  | 100,611,000 | —           | —           | —           | —          | 281,490,000         |
| <b>Total Wake<br/>Technical<br/>Community<br/>College</b> | 98,506,000  | 82,373,000  | 100,611,000 | 107,197,000 | 86,405,000  | 86,648,000  | 96,250,000 | 657,990,000         |
| <b>Total Education<br/>Uses</b>                           | 447,153,782 | 445,130,318 | 461,406,108 | 499,310,400 | 417,377,165 | 485,368,065 | 96,250,000 | 2,851,995,838       |

## Education: Sources

|                                    | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026     | FY 2027    | Total<br>FY 2021-27 |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|---------------------|
| Bond Anticipation<br>Notes         | 385,337,054 | 76,873,000  | 95,111,000  | —           | —           | —           | —          | 557,321,054         |
| Pooled<br>Investments              | 929,728     | 888,050     | 935,944     | 945,215     | 954,294     | 963,164     | —          | 5,616,395           |
| Proposed Future<br>Funding         | —           | 361,869,268 | 359,859,164 | 490,865,185 | 408,922,871 | 476,904,901 | 88,250,000 | 2,186,671,389       |
| Transfers From<br>General Fund     | 60,887,000  | 5,500,000   | 5,500,000   | 7,500,000   | 7,500,000   | 7,500,000   | 8,000,000  | 102,387,000         |
| <b>Total Education<br/>Sources</b> | 447,153,782 | 445,130,318 | 461,406,108 | 499,310,400 | 417,377,165 | 485,368,065 | 96,250,000 | 2,851,995,838       |

## Fire Rescue: Uses

|                                   | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| <b>Fire/Rescue</b>                |           |           |           |           |           |           |           |                     |
| Fire Apparatus and<br>Vehicles    | 1,721,000 | 1,735,000 | 2,831,000 | 2,162,000 | 2,768,000 | 1,260,000 | 2,113,000 | 14,590,000          |
| Fire Equipment                    | 729,000   | 788,250   | 820,250   | 1,114,250 | 866,250   | 852,000   | 499,000   | 5,669,000           |
| Fire Facilities                   | 631,000   | 1,500,000 | 1,500,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 10,031,000          |
| <b>Total Fire Rescue<br/>Uses</b> | 3,081,000 | 4,023,250 | 5,151,250 | 4,876,250 | 5,234,250 | 3,712,000 | 4,212,000 | 30,290,000          |

# Detailed Seven-Year Summary of Sources and Uses

## Fire Rescue: Sources

|                                       | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Appropriated Fund Balance             | —                | 688,250          | 148,250          | 908,250          | 705,250          | 487,000          | —                | 2,937,000           |
| Transfers From Debt Service           | 1,394,000        | 718,000          | 2,373,000        | 1,523,000        | 2,053,000        | 808,000          | 1,665,000        | 10,534,000          |
| Transfers From Special Districts Fund | 1,687,000        | 2,617,000        | 2,630,000        | 2,445,000        | 2,476,000        | 2,417,000        | 2,547,000        | 16,819,000          |
| <b>Total Fire Rescue Sources</b>      | <b>3,081,000</b> | <b>4,023,250</b> | <b>5,151,250</b> | <b>4,876,250</b> | <b>5,234,250</b> | <b>3,712,000</b> | <b>4,212,000</b> | <b>30,290,000</b>   |

## Major Facilities: Uses

|                                                   | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|---------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|---------------------|
| <b>Major Facilities Capital Trust Fund</b>        |                   |                   |                   |                   |                   |                  |                  |                     |
| Five County Stadium                               | 686,000           | 26,700            | 670,400           | —                 | 669,000           | 364,000          | 435,000          | 2,851,100           |
| Marbles/IMAX                                      | 585,000           | 1,000,000         | 440,000           | 800,000           | 500,000           | 612,000          | 650,000          | 4,587,000           |
| Reserve for Major Facilities Competitive Projects | 9,540,000         | 9,540,000         | 9,540,000         | 9,540,000         | 9,540,000         | 5,500,000        | 2,000,000        | 55,200,000          |
| Reserve for Major Facilities Future Projects      | —                 | —                 | —                 | 200,000           | —                 | 24,000           | —                | 224,000             |
| <b>Total Major Facilities Uses</b>                | <b>10,811,000</b> | <b>10,566,700</b> | <b>10,650,400</b> | <b>10,540,000</b> | <b>10,709,000</b> | <b>6,500,000</b> | <b>3,085,000</b> | <b>62,862,100</b>   |

## Major Facilities: Sources

|                                       | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|---------------------|
| Appropriated Fund Balance             | 245,000           | —                 | 83,000            | —                 | 169,000           | —                | 85,000           | 582,000             |
| Reserve for Replacements              | 26,000            | 26,700            | 27,400            | —                 | —                 | —                | —                | 80,100              |
| Transfers From Major Facilities       | 10,540,000        | 10,540,000        | 10,540,000        | 10,540,000        | 10,540,000        | 6,500,000        | 3,000,000        | 62,200,000          |
| <b>Total Major Facilities Sources</b> | <b>10,811,000</b> | <b>10,566,700</b> | <b>10,650,400</b> | <b>10,540,000</b> | <b>10,709,000</b> | <b>6,500,000</b> | <b>3,085,000</b> | <b>62,862,100</b>   |

# Detailed Seven-Year Summary of Sources and Uses

## Solid Waste: Uses

|                                        | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| <b>Solid Waste</b>                     |                  |                  |                  |                  |                  |                  |                  |                     |
| Landfill Gas Development               | 361,000          | 265,000          | 601,000          | 450,000          | 203,000          | 478,000          | 492,000          | 2,850,000           |
| Multi-material and Convenience Centers | 2,693,000        | 573,000          | 109,000          | 608,000          | 303,000          | 119,000          | 123,000          | 4,528,000           |
| North Wake                             | 618,000          | —                | 164,000          | —                | —                | —                | —                | 782,000             |
| South Wake Landfill                    | 464,000          | 742,000          | 219,000          | 394,000          | 8,347,000        | 836,000          | 861,000          | 11,863,000          |
| <b>Total Solid Waste Uses</b>          | <b>4,136,000</b> | <b>1,580,000</b> | <b>1,093,000</b> | <b>1,452,000</b> | <b>8,853,000</b> | <b>1,433,000</b> | <b>1,476,000</b> | <b>20,023,000</b>   |

## Solid Waste: Sources

|                                         | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Appropriated Fund Balance               | 888,727          | —                | —                | —                | —                | —                | —                | 888,727             |
| Miscellaneous                           | 258,000          | 530,000          | —                | 169,000          | 8,115,000        | 597,000          | 615,000          | 10,284,000          |
| Transfers From Solid Waste Enterprise   | 2,422,273        | 573,000          | 273,000          | 608,000          | 303,000          | 119,000          | 123,000          | 4,421,273           |
| Transfers From South Wake Landfill Fund | 567,000          | 477,000          | 820,000          | 675,000          | 435,000          | 717,000          | 738,000          | 4,429,000           |
| <b>Total Solid Waste Sources</b>        | <b>4,136,000</b> | <b>1,580,000</b> | <b>1,093,000</b> | <b>1,452,000</b> | <b>8,853,000</b> | <b>1,433,000</b> | <b>1,476,000</b> | <b>20,023,000</b>   |

## Housing: Uses

|                           | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026           | FY 2027           | Total<br>FY 2021-27 |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| <b>Housing</b>            |                   |                   |                   |                   |                   |                   |                   |                     |
| Housing                   | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 76,657,000          |
| <b>Total Housing Uses</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>76,657,000</b>   |

## Housing: Sources

|                              | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026           | FY 2027           | Total<br>FY 2021-27 |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Transfers From General Fund  | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 10,951,000        | 76,657,000          |
| <b>Total Housing Sources</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>10,951,000</b> | <b>76,657,000</b>   |

# Automation

## Element Summary: Automation

|                             | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From General Fund | 6,936,800 | 6,713,000 | 9,282,300 | 9,004,900 | 9,771,000 | 7,838,000 | 8,367,983 | 57,913,983          |
| <b>Total Sources</b>        | 6,936,800 | 6,713,000 | 9,282,300 | 9,004,900 | 9,771,000 | 7,838,000 | 8,367,983 | 57,913,983          |
| Computer Equipment          | 2,890,000 | 2,940,000 | 3,892,000 | 3,925,000 | 3,511,000 | 3,553,000 | 4,710,983 | 25,421,983          |
| Enterprise Infrastructure   | 1,300,800 | 900,000   | 2,167,300 | 2,306,900 | 3,187,000 | 1,937,000 | 984,000   | 12,783,000          |
| Major Projects              | 2,746,000 | 2,873,000 | 3,223,000 | 2,773,000 | 3,073,000 | 2,348,000 | 2,673,000 | 19,709,000          |
| <b>Total Uses</b>           | 6,936,800 | 6,713,000 | 9,282,300 | 9,004,900 | 9,771,000 | 7,838,000 | 8,367,983 | 57,913,983          |
| CIP Operating Impacts       | 16,000    | 1,000     | 1,000     | 1,000     | 1,000     | —         | —         | 20,000              |

## History/Background

The goals and initiatives of the Board of Commissioners and County department priorities 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 intended to improve business operations and business outcomes. The scope of the systems benefit the entire organization, such as the County's Enterprise Resource Planning system, or support large departmental operations that require significant investments in resources and time, such as 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 are scheduled with typical lead times of 18 to 24 months.

## Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts include Information Services security applications and the County's document management initiatives implemented in the Human Services, Tax Administration, Finance, and Budget Departments.

## Major Accomplishments

Information Services carried out several initiatives in FY 2020 to improve business processes and productivity and improve core technologies through the CIP program. These initiatives included:

# Automation

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Information Services staff partnered with the Wake County Tax Administration Department to update the County's self-supported Computer Aided Mass Appraisal application and the 2020 property revaluation application.

Information Services staff completed an interface for the County's Public Health system to comply with State Health Information Exchange and Health Information Systems reporting requirements.

In partnership with the Finance Department, Information Services Electronic Content Management Team worked with the enterprise vendor to develop and implement an Enterprise Contract Management system. The system serves as a case management tool and automates the County's contract development and workflow process. The system allows ease of use of the County Contract templates, workflows through the predefined approvals, integration of the financial data into Advantage, electronic signatures internally and externally, and document retention in the enterprise document management platform.

Multiple large platforms were refreshed in FY 2020. The primary network storage arrays, data backup platform, network access control platform, and network core switches and firewalls were all replaced. Keeping these platforms current is essential to resiliency and modernization efforts.

Migration to the Unified Communications platform continued with 3,400 lines ported as of January 2020. Information Services also implemented a tool that allows for real-time management of phones from a remote location, including testing and

troubleshooting call flow, and applying and testing features.

The eWake 4.0 upgrade is paving the way for the future of the County's Enterprise Resource Planning system. The primary mission of the redesign is to greatly enhance the user experience and to transform business processes. Wake County was the first of the vendor's customers to implement a new Vendor Self Service portal in FY 2020. Work for the Finance, Budget, and Human Resources 4.0 applications are underway.

The legacy Service Desk tool used to manage IS request tickets was upgraded. The platform was moved to the cloud ensuring support from the vendor with upgrades and maintenance. The new platform expands capacity in change management, building workflows, and managing processes, and it provides better analyst and end-user interaction.

## 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 2021 - 2027 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 organizational and public needs.



# Automation

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## Computer Equipment

The Computer Equipment CIP funds the purchase, maintenance, and upgrade of desktop and portable computers and associated peripherals used to provide 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 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 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From<br>General Fund | 2,890,000 | 2,940,000 | 3,892,000 | 3,925,000 | 3,511,000 | 3,553,000 | 4,710,983 | 25,421,983          |
| <b>Total Sources</b>           | 2,890,000 | 2,940,000 | 3,892,000 | 3,925,000 | 3,511,000 | 3,553,000 | 4,710,983 | 25,421,983          |
| Computer<br>Equipment          | 2,890,000 | 2,940,000 | 3,892,000 | 3,925,000 | 3,511,000 | 3,553,000 | 4,710,983 | 25,421,983          |
| <b>Total Uses</b>              | 2,890,000 | 2,940,000 | 3,892,000 | 3,925,000 | 3,511,000 | 3,553,000 | 4,710,983 | 25,421,983          |

## Enterprise Infrastructure

The Enterprise Infrastructure CIP funds 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.

The budget includes funding for projects to replace 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 end-of-life/support replacement of network firewalls and switches/routers in many County facilities. Server Services will use 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 2021   | FY 2022 | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------|-----------|---------|-----------|-----------|-----------|-----------|---------|---------------------|
| Transfers From General Fund | 1,300,800 | 900,000 | 2,167,300 | 2,306,900 | 3,187,000 | 1,937,000 | 984,000 | 12,783,000          |
| <b>Total Sources</b>        | 1,300,800 | 900,000 | 2,167,300 | 2,306,900 | 3,187,000 | 1,937,000 | 984,000 | 12,783,000          |
| Enterprise Infrastructure   | 1,300,800 | 900,000 | 2,167,300 | 2,306,900 | 3,187,000 | 1,937,000 | 984,000 | 12,783,000          |
| <b>Total Uses</b>           | 1,300,800 | 900,000 | 2,167,300 | 2,306,900 | 3,187,000 | 1,937,000 | 984,000 | 12,783,000          |

## Major Projects

The Major Projects CIP funds software and services for major information system projects. The CIP provides 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.

Planned projects for FY 2021 include upgrading the financial, budgeting, and human resource ERP system; upgrades and maintenance to the property tax and revaluation system; maintenance of the jail and management records system; enterprise document management; replacing the performance management system; upgrades to the risk management system; and funding to support a scheduling software for the Sheriff Department.

### Program Summary: Major Projects

|                             | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From General Fund | 2,746,000 | 2,873,000 | 3,223,000 | 2,773,000 | 3,073,000 | 2,348,000 | 2,673,000 | 19,709,000          |
| <b>Total Sources</b>        | 2,746,000 | 2,873,000 | 3,223,000 | 2,773,000 | 3,073,000 | 2,348,000 | 2,673,000 | 19,709,000          |
| Major Projects              | 2,746,000 | 2,873,000 | 3,223,000 | 2,773,000 | 3,073,000 | 2,348,000 | 2,673,000 | 19,709,000          |
| <b>Total Uses</b>           | 2,746,000 | 2,873,000 | 3,223,000 | 2,773,000 | 3,073,000 | 2,348,000 | 2,673,000 | 19,709,000          |
| CIP Operating Impacts       | 16,000    | 1,000     | 1,000     | 1,000     | 1,000     | —         | —         | 20,000              |

# Community Capital Grants

## Element Summary: Community Capital Grants

|                                                | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| 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>                           | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,500,000           |
| Healing Transitions                            | 200,000 | 200,000 | —       | —       | —       | —       | —       | 400,000             |
| Reserved for Future Community Capital Projects | 100,000 | 150,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,750,000           |
| YMCA of the Triangle                           | 200,000 | 150,000 | —       | —       | —       | —       | —       | 350,000             |
| <b>Total Uses</b>                              | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,500,000           |

### 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 grant funding provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. Community Capital Grants are intended to 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.

### Seven Year Summary

In the fall of FY 2018, the Board of Commissioners approved a process for the selection of Community Capital projects. The Board of Commissioners allocated funding to capital projects that were reviewed and selected 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. The final year of funding for that process is FY 2022.

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.

# Community Capital Grants

## Healing Transitions

Healing Transitions provides overnight emergency shelter, non-medical detoxification, and peer supported recovery programs to homeless and underserved men and women. These services are provided at no cost to Wake County residents.

Using Community Capital project funding, Healing Transitions seeks to increase the availability of their

men's emergency and recovery shelter beds. The shelter is often 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 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>General Fund | 200,000 | 200,000 | —       | —       | —       | —       | —       | 400,000             |
| <b>Total Sources</b>           | 200,000 | 200,000 | —       | —       | —       | —       | —       | 400,000             |
| Healing<br>Transitions         | 200,000 | 200,000 | —       | —       | —       | —       | —       | 400,000             |
| <b>Total Uses</b>              | 200,000 | 200,000 | —       | —       | —       | —       | —       | 400,000             |

## Community Capital Grants

### YMCA Co-Location Southeast Raleigh Elementary Project

YMCA of the Triangle is a nonprofit organization with 19 branches and three overnight camps serving Wake, Chatham, Durham, Johnston, Orange, and Pamlico counties. Its mission is to put Christian principles into practice through programs that build healthy spirit, mind, and body for all. Areas of focus for YMCA of the Triangle are youth development, healthy living, and socially responsibility.

Using Community Capital project funding, YMCA of the Triangle's Southeast Raleigh YMCA branch and elementary school project brings together public and nonprofit resources to close the achievement gap, provide state of the art health facilities, and expand access to the Southeast Raleigh community. YMCA completed their project and opened in September 2019.

#### Program Summary: YMCA Co-Location Southeast Raleigh Elementary Project

|                                | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>General Fund | 200,000 | 150,000 | —       | —       | —       | —       | —       | 350,000             |
| <b>Total Sources</b>           | 200,000 | 150,000 | —       | —       | —       | —       | —       | 350,000             |
| YMCA of the<br>Triangle        | 200,000 | 150,000 | —       | —       | —       | —       | —       | 350,000             |
| <b>Total Uses</b>              | 200,000 | 150,000 | —       | —       | —       | —       | —       | 350,000             |

# Community Capital Grants

## Reserved for Future Community Capital Projects

The Reserve for Future Community Capital Projects is funding 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. A process similar to what was used in FY 2018 will take place during the summer of 2022 to allocate the FY 2023-2026 reserves towards capital projects.

### Program Summary: Reserved for Future Community Capital Projects

|                                                | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From General Fund                    | 100,000 | 150,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,750,000           |
| <b>Total Sources</b>                           | 100,000 | 150,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,750,000           |
| Reserved for Future Community Capital Projects | 100,000 | 150,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,750,000           |
| <b>Total Uses</b>                              | 100,000 | 150,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,750,000           |

# County Building Improvements

## Element Summary: County Building Improvements

|                                    | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026           | FY 2027           | Total<br>FY 2021-27 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Transfers From General Fund        | 16,905,200        | 11,929,020        | 12,681,200        | 15,980,500        | 13,765,500        | 16,752,500        | 17,571,250        | 105,585,170         |
| Proposed Future Funding            | —                 | 17,800,000        | 49,500,000        | 30,500,000        | 40,500,000        | —                 | —                 | 138,300,000         |
| Outside Agencies                   | —                 | 485,000           | —                 | —                 | —                 | —                 | —                 | 485,000             |
| Municipalities                     | 300,000           | —                 | 110,000           | —                 | —                 | —                 | —                 | 410,000             |
| Appropriated Fund Balance          | 2,435,450         | —                 | —                 | —                 | —                 | —                 | —                 | 2,435,450           |
| <b>Total Sources</b>               | <b>19,640,650</b> | <b>30,214,020</b> | <b>62,291,200</b> | <b>46,480,500</b> | <b>54,265,500</b> | <b>16,752,500</b> | <b>17,571,250</b> | <b>247,215,620</b>  |
| Building Systems Replacements      | 2,500,000         | 2,200,000         | 2,200,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         | 18,900,000          |
| Corporate Security                 | 285,000           | 357,000           | 388,000           | 482,000           | 87,000            | 550,000           | 313,000           | 2,462,000           |
| Energy Saving Projects             | 875,000           | 875,000           | 875,000           | 875,000           | 1,000,000         | 1,000,000         | 1,000,000         | 6,500,000           |
| Infrastructure Paving              | 400,000           | 800,000           | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 6,200,000           |
| Major Building Renovations         | 11,895,000        | 21,740,000        | 53,960,000        | 37,400,000        | 44,700,000        | 6,500,000         | 7,400,000         | 183,595,000         |
| Minor Building Projects            | 1,600,000         | 1,600,000         | 1,900,000         | 1,900,000         | 2,000,000         | 2,200,000         | 2,400,000         | 13,600,000          |
| Roofing Projects                   | 1,400,000         | 1,885,000         | 1,510,000         | 1,400,000         | 2,000,000         | 2,000,000         | 2,000,000         | 12,195,000          |
| Stormwater Control Device Upgrades | 685,650           | 757,020           | 458,200           | 423,500           | 478,500           | 502,500           | 458,250           | 3,763,620           |
| <b>Total Uses</b>                  | <b>19,640,650</b> | <b>30,214,020</b> | <b>62,291,200</b> | <b>46,480,500</b> | <b>54,265,500</b> | <b>16,752,500</b> | <b>17,571,250</b> | <b>247,215,620</b>  |
| CIP Operating Impacts              | —                 | 99,000            | 200,000           | 13,000            | 1,377,000         | 77,000            | 46,000            | 1,812,000           |

## History/Background

Wake County Government now occupies or has facility responsibility for over 185 buildings, totaling over 5 million sq. ft. Many of these buildings receive extremely high volumes of public traffic and systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. 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 workspace 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.

Maintaining the integrity of current capital assets is a priority when evaluating potential capital projects. This begins with bringing older County buildings into compliance with updated building and life-safety codes, which is often accomplished by modifying or replacing old lighting, heating, ventilating, and air-conditioning systems to increase energy efficiency and reduce energy consumption. This also includes such preventive maintenance projects as replacement of roof and window systems and exterior waterproofing on larger multi-story buildings.



# County Building Improvements

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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.

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. These facility condition assessments report the physical field assessments of exterior and interior building components and systems. All 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.

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

For 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. Operating costs for projects resulting in new or expanded facilities are evaluated and incorporated into the budget.

## Seven Year Summary

The County Buildings CIP funds the maintenance and improvements for County facilities. Funds are allocated for roofing and building systems replacements, major renovations, minor building renovations, storm water control device repairs, infrastructure paving repairs and replacements, energy saving projects, and security improvements for County buildings.

# County Building Improvements

## Stormwater Control Device Upgrades

Stormwater Control Device Upgrades provide funds for stormwater control measure repairs on dams and other devices on County property and for maintenance and repair of earthen dam structures to prevent flooding at ten locations along Crabtree Creek.

Stormwater control measures are required devices which are aging and in need of repair. In FY 2020, design of Lynn Road EMS Site Stormwater Improvements and Harris Lake Utility Corridor Stormwater Repair began. For FY 2021, construction of the repairs at Lynn Road EMS will be completed and funding will begin for a series of other projects over the following years.

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 in 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. Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

In FY 2020, watershed protection site improvements were completed or commenced at various locations. Replacement of the slide gate at the Brier Creek site was completed and slide gate replacement began at Shelley Lake. Construction of structural shoreline improvements for Bond Lake Brier Creek began and were nearing completion in FY 2020. Funding for repairs at the two remaining watershed protection sites are included in FY 2021 and FY 2022, along with other ongoing sedimentation management activities.

Finally, a flood telemetry monitoring system is required to monitor the County's flood control structures to warn of potential impoundment flooding during heavy rain events, per the latest approved Emergency Response Plan for flood control structures. A prototype was installed in Summer 2019. After testing, final design and installation of system equipment for the remaining sites will occur in stages through FY 2022.

### Program Summary: Stormwater Control Device Upgrades

|                                          | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>General Fund           | 685,650 | 757,020 | 458,200 | 423,500 | 478,500 | 502,500 | 458,250 | 3,763,620           |
| <b>Total Sources</b>                     | 685,650 | 757,020 | 458,200 | 423,500 | 478,500 | 502,500 | 458,250 | 3,763,620           |
| Stormwater<br>Control Device<br>Upgrades | 685,650 | 757,020 | 458,200 | 423,500 | 478,500 | 502,500 | 458,250 | 3,763,620           |
| <b>Total Uses</b>                        | 685,650 | 757,020 | 458,200 | 423,500 | 478,500 | 502,500 | 458,250 | 3,763,620           |

# County Building Improvements

## Infrastructure Paving

Many of Wake County's buildings have paved parking areas and access drives. Paving has a general life cycle of 15-25 years before significant deterioration requires replacement in order to avoid safety problems.

Pavement assessments have been conducted at most County facilities to identify pavement areas in disrepair. Further evaluation identified the highest priorities for facilities that are nearing life cycle and were in the greatest need for pavement repair and replacement.

In FY 2020, pavement replacements were completed at the Firearms Education Center and Southern Regional Center. Design work was completed for pavement replacement at Knightdale Elementary School Park with construction planned for summer of 2020.

Funding for infrastructure paving was reduced to \$400,000 in FY 2021 based on revised revenue projections. FY 2021 planned projects include paving replacements at Green Road Library, Wake House, and Yates Mill Park Center.

### Program Summary: Infrastructure Paving

|                             | FY 2021 | FY 2022 | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------|---------|---------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From General Fund | 400,000 | 800,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,200,000           |
| <b>Total Sources</b>        | 400,000 | 800,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,200,000           |
| Infrastructure Paving       | 400,000 | 800,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,200,000           |
| <b>Total Uses</b>           | 400,000 | 800,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,200,000           |

# County Building Improvements

## Major Building Renovations

The CIP includes funding for major repairs and renovations at various County facilities and to begin the implementation of the Human Services Facilities Master Plan.

Major renovations and new construction projects 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 project for a previously unidentified code issue that needs attention.

In FY 2020, several renovation projects were completed. These include construction of the initial phase of renovations to Human Services Swinburne Center, the first phase of renovations to the Community Services Center, finishes upgrades for the South Wilmington Street Center, renovations to the second floor of the Wake County Office Building, and renovations to the Agricultural Services Center. In addition, the next phase of the Facility Condition Assessment program for all County buildings was completed and a Master Plan Study was initiated to evaluate growth projections and suitable future locations for downtown County administrative staff.

In FY 2020, advanced planning began for the new Public Health Center planned for the Human Services Central Campus and land was acquired for a future regional services center adjacent to the Dorcas Ministries Campus in Cary.

FY 2021 funding is allocated for the continuation of the multiphase renovations in the Wake County Office Building, construction of training space at the newly leased Board of Elections Center, facilities condition upgrades at Human Services Sunnybrook, the next phase of the Facility Condition Assessment program, and vacant space build out at Oak City Multi-Services Center for Housing staff.

As part of the Human Services Master Plan, FY 2021 funding is included to continue planning and design for the new Public Health Center. Funding is included to support the cost of furniture, fixtures, and equipment at two newly leased facilities to accommodate the relocation of various Human Services uses. These leased facilities are large, representing 75,000 sq. ft. of space, and represent the first two components of the Human Services Master Plan.

## Program Summary: Major Building Renovations

|                             | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|---------------------|
| Transfers From General Fund | 9,459,550         | 3,940,000         | 4,460,000         | 6,900,000         | 4,200,000         | 6,500,000        | 7,400,000        | 42,859,550          |
| Proposed Future Funding     | —                 | 17,800,000        | 49,500,000        | 30,500,000        | 40,500,000        | —                | —                | 138,300,000         |
| Appropriated Fund Balance   | 2,435,450         | —                 | —                 | —                 | —                 | —                | —                | 2,435,450           |
| <b>Total Sources</b>        | <b>11,895,000</b> | <b>21,740,000</b> | <b>53,960,000</b> | <b>37,400,000</b> | <b>44,700,000</b> | <b>6,500,000</b> | <b>7,400,000</b> | <b>183,595,000</b>  |
| Major Building Renovations  | 11,895,000        | 21,740,000        | 53,960,000        | 37,400,000        | 44,700,000        | 6,500,000        | 7,400,000        | 183,595,000         |
| <b>Total Uses</b>           | <b>11,895,000</b> | <b>21,740,000</b> | <b>53,960,000</b> | <b>37,400,000</b> | <b>44,700,000</b> | <b>6,500,000</b> | <b>7,400,000</b> | <b>183,595,000</b>  |
| CIP Operating Impacts       | —                 | 99,000            | 200,000           | 13,000            | 1,377,000         | 77,000           | 46,000           | 1,812,000           |

# County Building Improvements

## Building Systems Replacements

The Building System Replacements program provides funding for the replacement of mechanical, electrical, plumbing, and life safety systems at County facilities. Funding also allows for the modernization of existing elevators, which in some cases, have been in operation for over 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 for a 20 year period into the future. 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 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 FY 2020, HVAC replacement projects were completed at the South Wilmington Street Center and Human Services Sunnybrook. Planning and design were completed for HVAC equipment replacement at the Public Safety Center and replacement of the nearly 80-year old freight elevator in the Wake County Office Building.

FY 2021 planned projects include replacement of the HVAC systems at the Firearms Education Center, Eva Perry Library, Cornerstone Center, and the Commons Building. A project is included for the modernization of the elevator and chair lift at Crosby Garfield Center.

### Program Summary: Building Systems Replacements

|                               | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Transfers From General Fund   | 2,200,000        | 2,200,000        | 2,200,000        | 3,000,000        | 3,000,000        | 3,000,000        | 3,000,000        | 18,600,000          |
| Municipalities                | 300,000          | —                | —                | —                | —                | —                | —                | 300,000             |
| <b>Total Sources</b>          | <b>2,500,000</b> | <b>2,200,000</b> | <b>2,200,000</b> | <b>3,000,000</b> | <b>3,000,000</b> | <b>3,000,000</b> | <b>3,000,000</b> | <b>18,900,000</b>   |
| Building Systems Replacements | 2,500,000        | 2,200,000        | 2,200,000        | 3,000,000        | 3,000,000        | 3,000,000        | 3,000,000        | 18,900,000          |
| <b>Total Uses</b>             | <b>2,500,000</b> | <b>2,200,000</b> | <b>2,200,000</b> | <b>3,000,000</b> | <b>3,000,000</b> | <b>3,000,000</b> | <b>3,000,000</b> | <b>18,900,000</b>   |

# County Building Improvements

## Minor Building Projects

Minor Building Projects include repairs, replacements, alterations, and renovations that typically cost under \$100,000. These projects 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.

### Program Summary: Minor Building Projects

|                                | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From<br>General Fund | 1,600,000 | 1,600,000 | 1,900,000 | 1,900,000 | 2,000,000 | 2,200,000 | 2,400,000 | 13,600,000          |
| <b>Total Sources</b>           | 1,600,000 | 1,600,000 | 1,900,000 | 1,900,000 | 2,000,000 | 2,200,000 | 2,400,000 | 13,600,000          |
| Minor Building<br>Projects     | 1,600,000 | 1,600,000 | 1,900,000 | 1,900,000 | 2,000,000 | 2,200,000 | 2,400,000 | 13,600,000          |
| <b>Total Uses</b>              | 1,600,000 | 1,600,000 | 1,900,000 | 1,900,000 | 2,000,000 | 2,200,000 | 2,400,000 | 13,600,000          |

# County Building Improvements

## Roofing Projects

This program includes roof repairs or replacements and building envelope repairs, such as window replacements, building sealants, brick mortar repair, exterior waterproofing, and exterior door replacement at County facilities. To help facilitate long-term capital planning, the County contracts 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 completed in accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their life cycle. In addition, a new regulation has been established by OSHA requiring that certified anchor points be installed on

all buildings for any roof, window, and building wall repair work that involves workers suspended from a roof or wall at high rise elevations. This retrofit work will have a significant cost.

In FY 2020, design work began for the roof system replacement at the Field Services Center and the skylight was replaced at the Public Safety Center. FY 2021 planned projects include roof replacements at Olivia Raney Library and various buildings at Harris Park, installation of certified anchor points at the Wake County Courthouse and Parking Deck, and building envelope repairs at Human Services Sunnybrook.

### Program Summary: Roofing Projects

|                             | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From General Fund | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 2,000,000 | 2,000,000 | 2,000,000 | 11,600,000          |
| Outside Agencies            | —         | 485,000   | —         | —         | —         | —         | —         | 485,000             |
| Municipalities              | —         | —         | 110,000   | —         | —         | —         | —         | 110,000             |
| <b>Total Sources</b>        | 1,400,000 | 1,885,000 | 1,510,000 | 1,400,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,195,000          |
| Roofing Projects            | 1,400,000 | 1,885,000 | 1,510,000 | 1,400,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,195,000          |
| <b>Total Uses</b>           | 1,400,000 | 1,885,000 | 1,510,000 | 1,400,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,195,000          |

# County Building Improvements

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## Corporate Security

Projects scheduled for FY 2021 include design and construction of life cycle core system replacements for management systems at the Justice Center,

Courthouse, Libraries, Animal Control Center, South Wake Landfill, and various facilities at the Wake County Office Park.

### Program Summary: Corporate Security

|                                | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>General Fund | 285,000 | 357,000 | 388,000 | 482,000 | 87,000  | 550,000 | 313,000 | 2,462,000           |
| <b>Total Sources</b>           | 285,000 | 357,000 | 388,000 | 482,000 | 87,000  | 550,000 | 313,000 | 2,462,000           |
| Corporate Security             | 285,000 | 357,000 | 388,000 | 482,000 | 87,000  | 550,000 | 313,000 | 2,462,000           |
| <b>Total Uses</b>              | 285,000 | 357,000 | 388,000 | 482,000 | 87,000  | 550,000 | 313,000 | 2,462,000           |



# County Building Improvements

## Energy Saving Projects

The Board of Commissioners passed a resolution in 2018 that sets a goal for the County to convert to 100% renewable energy by 2050 and 80% by 2035. Projects to meet this goal are included in Energy Savings Projects. Projects include renewable energy retrofits, lighting retrofits, and building system reconfigurations, which are separate from major mechanical system replacements. It is anticipated that the renewable projects will yield an initial payback of 25 to 30 years, consistent with the pilot targets. As

more projects are bid, it is anticipated that this payback will improve.

During FY 2020, LED lighting replacements were completed at three libraries and at the Wake County Office Park. Beginning in FY 2021, funding is planned for solar PV (Photovoltaic) systems at three more facilities. Funding is also included for LED retrofits at various facilities.

### Program Summary: Energy Saving Projects

|                             | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------|---------|---------|---------|---------|-----------|-----------|-----------|---------------------|
| Transfers From General Fund | 875,000 | 875,000 | 875,000 | 875,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,500,000           |
| <b>Total Sources</b>        | 875,000 | 875,000 | 875,000 | 875,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,500,000           |
| Energy Saving Projects      | 875,000 | 875,000 | 875,000 | 875,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,500,000           |
| <b>Total Uses</b>           | 875,000 | 875,000 | 875,000 | 875,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,500,000           |

# Criminal Justice

## Element Summary: Criminal Justice

|                                 | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025    | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|---------------------------------|-----------|-----------|-----------|-----------|------------|-----------|-----------|---------------------|
| Transfers From General Fund     | 2,044,000 | 971,980   | 1,306,000 | 4,057,600 | 1,292,000  | 1,080,000 | 1,107,000 | 11,858,580          |
| Proposed Future Funding         | —         | —         | —         | —         | 11,700,000 | —         | —         | 11,700,000          |
| Appropriated Fund Balance       | —         | 957,020   | —         | 533,400   | —          | —         | —         | 1,490,420           |
| <b>Total Sources</b>            | 2,044,000 | 1,929,000 | 1,306,000 | 4,591,000 | 12,992,000 | 1,080,000 | 1,107,000 | 25,049,000          |
| Criminal Justice Equipment      | —         | —         | —         | —         | 365,000    | —         | 80,000    | 445,000             |
| Criminal Justice Security       | 644,000   | 729,000   | 706,000   | 541,000   | 562,000    | 442,000   | 527,000   | 4,151,000           |
| Detention Facilities            | 200,000   | 200,000   | 400,000   | 500,000   | 11,700,000 | —         | —         | 13,000,000          |
| Existing Courthouse Renovations | 1,200,000 | 1,000,000 | 200,000   | 3,550,000 | 365,000    | 638,000   | 500,000   | 7,453,000           |
| <b>Total Uses</b>               | 2,044,000 | 1,929,000 | 1,306,000 | 4,591,000 | 12,992,000 | 1,080,000 | 1,107,000 | 25,049,000          |
| CIP Operating Impacts           | —         | —         | —         | —         | 743,000    | 33,000    | —         | 776,000             |

## History/Background

The primary goals of the Criminal Justice element are to provide sufficient functional space to efficiently process arrestees; 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; 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 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 (NCGS 7A-302). 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 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. Updates to the Criminal Justice Master Plan continued in FY 2019 with options developed for future reuse of the Hammond Road Detention Annex and a wider incorporation of general mental health services to support the entire Detention System. The final report findings are anticipated in early FY 2021.

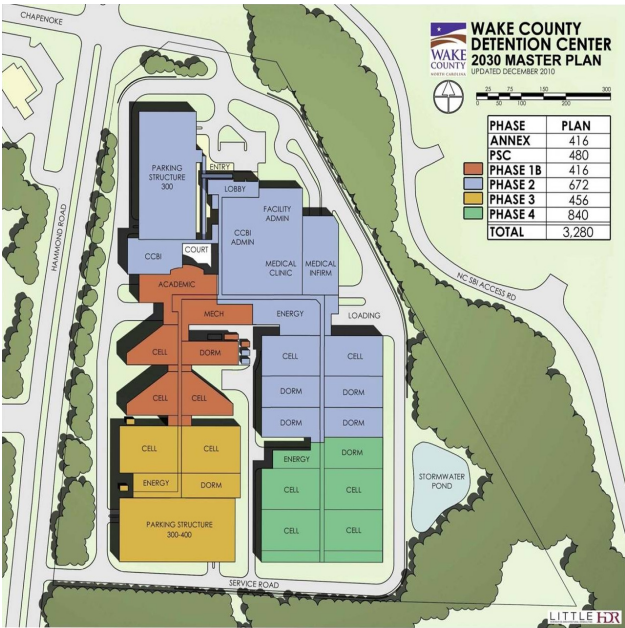
The Master Plan formed the basis for implementation of each Criminal Justice capital project and was culminated with the completion of the Justice Center in 2013. Support by the Board of Commissioners for these Criminal Justice Projects affirmed its commitment to ensuring a safe community for Wake County citizens.

## Seven Year Summary

Funding is included in the Criminal Justice CIP for overall jail expansion planning, detention projects, court safety improvements, and replacement/modernization of key operating & facility related

equipment. Renovations to the ninth floor Clerk of Court spaces are also planned in the Courthouse. Finally, funding is included to support incorporation of general mental health services for the Detention Center.

Detention Facilities



In FY 2005, the County completed a major update to its long-term Justice Facility Master Plan, extending the planning horizon to 2030. The Board of Commissioners endorsed this plan, along with a funding strategy for proposed capital improvements 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 was completed, which consists of a two-story building with capacity for 416 medium security inmates.

Phase 2, completed in 2012, consists of a 415,000 sq. ft. 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 and concluded that the population will begin to increase such that the vacant Hammond Road Detention Annex will need to return to operation around 2025. Renovations and life-cycle replacements are funded for the Hammond Road Detention Annex in FY 2023 - 2025.

Renovations will also be needed to adjust for recommended changes to accommodate the evolving inmate population. The FY 2021 - 2027 CIP also includes funding for conversion of dormitories to serve patients requiring mental health services. This location is advantageous because of its proximity to the existing medical operations center and the safety cell area conversion to be completed in FY 2021.

# Criminal Justice

## Program Summary: Detention Facilities

|                             | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025    | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------|---------|---------|---------|---------|------------|---------|---------|---------------------|
| Transfers From General Fund | 200,000 | 200,000 | 400,000 | 500,000 | —          | —       | —       | 1,300,000           |
| Proposed Future Funding     | —       | —       | —       | —       | 11,700,000 | —       | —       | 11,700,000          |
| <b>Total Sources</b>        | 200,000 | 200,000 | 400,000 | 500,000 | 11,700,000 | —       | —       | 13,000,000          |
| Detention Facilities        | 200,000 | 200,000 | 400,000 | 500,000 | 11,700,000 | —       | —       | 13,000,000          |
| <b>Total Uses</b>           | 200,000 | 200,000 | 400,000 | 500,000 | 11,700,000 | —       | —       | 13,000,000          |
| CIP Operating Impacts       | —       | —       | —       | —       | 743,000    | 33,000  | —       | 776,000             |

# Criminal Justice

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## Criminal Justice Security

Projects for FY 2021 - 2027 include life cycle replacements of digital video systems, security management systems, backup power systems, video

visitation equipment replacements, design for replacement of Public Safety Center hardline locks, and screening equipment replacement.

### Program Summary: Criminal Justice Security

|                             | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From General Fund | 644,000 | 729,000 | 706,000 | 541,000 | 562,000 | 442,000 | 527,000 | 4,151,000           |
| <b>Total Sources</b>        | 644,000 | 729,000 | 706,000 | 541,000 | 562,000 | 442,000 | 527,000 | 4,151,000           |
| Criminal Justice Security   | 644,000 | 729,000 | 706,000 | 541,000 | 562,000 | 442,000 | 527,000 | 4,151,000           |
| <b>Total Uses</b>           | 644,000 | 729,000 | 706,000 | 541,000 | 562,000 | 442,000 | 527,000 | 4,151,000           |

# 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 2021 - 2027 Criminal Justice Equipment program includes funding for life-cycle replacement of CCBI's major forensic instrumentation in FY 2025 and FY 2027. The replacement 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 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>General Fund | —       | —       | —       | —       | 365,000 | —       | 80,000  | 445,000             |
| <b>Total Sources</b>           | —       | —       | —       | —       | 365,000 | —       | 80,000  | 445,000             |
| Criminal Justice<br>Equipment  | —       | —       | —       | —       | 365,000 | —       | 80,000  | 445,000             |
| <b>Total Uses</b>              | —       | —       | —       | —       | 365,000 | —       | 80,000  | 445,000             |

## 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 1960s 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 plan for renovations to the Courthouse was completed in FY 2017. This plan included significant renovations to nine floors of the building, including new mechanical systems, life safety, lighting, and interior finishes. These renovations covered new and existing courtrooms, administrative office space, and support spaces.

Additional improvements are included for the FY 2021-2027 period. FY 2021 funding is programmed for the second phase of replacing aging electrical switchgear. FY 2021 - 2022 funding is for renovations to the 9th and 12th floors which will improve the building finishes of one of the courtrooms and the finishes and common area configuration of the Clerk of Court's offices. FY 2023 and FY 2024 funding is for replacement of the first and second floor windows with tempered safety glass. The modernization of the two remaining non-public elevator cars is funded in FY 2024. Additional funding for closure of the Courthouse to Office Building Skywalk has been included in FY 2024. Later in the cycle, funding is included for the second phase of the electrical improvements and future remodeling of courtroom finishes on other floors.

### Program Summary: Existing Courthouse Renovations

|                                 | FY 2021   | FY 2022   | FY 2023 | FY 2024   | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|---------------------------------|-----------|-----------|---------|-----------|---------|---------|---------|---------------------|
| Transfers From General Fund     | 1,200,000 | 42,980    | 200,000 | 3,016,600 | 365,000 | 638,000 | 500,000 | 5,962,580           |
| Appropriated Fund Balance       | —         | 957,020   | —       | 533,400   | —       | —       | —       | 1,490,420           |
| <b>Total Sources</b>            | 1,200,000 | 1,000,000 | 200,000 | 3,550,000 | 365,000 | 638,000 | 500,000 | 7,453,000           |
| Existing Courthouse Renovations | 1,200,000 | 1,000,000 | 200,000 | 3,550,000 | 365,000 | 638,000 | 500,000 | 7,453,000           |
| <b>Total Uses</b>               | 1,200,000 | 1,000,000 | 200,000 | 3,550,000 | 365,000 | 638,000 | 500,000 | 7,453,000           |



# Economic Development

## Element Summary: Economic Development

|                             | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From General Fund | 2,072,000 | 2,453,000 | 2,419,000 | 2,070,000 | 1,934,000 | 2,088,000 | 1,888,000 | 14,924,000          |
| <b>Total Sources</b>        | 2,072,000 | 2,453,000 | 2,419,000 | 2,070,000 | 1,934,000 | 2,088,000 | 1,888,000 | 14,924,000          |
| Business Development Grants | 1,102,840 | 1,753,000 | 1,719,000 | 1,370,000 | 1,234,000 | 1,388,000 | 1,188,000 | 9,754,840           |
| Off-site Water and Sewer    | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 1,400,000           |
| On-site Water and Sewer     | 769,160   | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | 3,769,160           |
| <b>Total Uses</b>           | 2,072,000 | 2,453,000 | 2,419,000 | 2,070,000 | 1,934,000 | 2,088,000 | 1,888,000 | 14,924,000          |

## 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 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 the following: the County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers; RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.); 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. 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. All three parties were able to realize significant savings by jointly

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 of this system was designed in FY 2020 and will be installed in FY 2021.

Business Development Grants:

Through partnerships with the State of North Carolina, RTF, local municipalities, and other organizations, Wake County 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. The grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements.

## 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 responsibility for operating or maintaining any of the funded water/sewer infrastructure. Instead, the maintenance and

# Economic Development

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operation of this infrastructure is the responsibility of the County's municipal and other partners.

## 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 RTP, and provide payments approved by the Board of Commissioners for various business development grants.

## 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 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 2021 - 2027 CIP includes anticipated business development grant awards for Red Hat, MetLife, NetApp, Trilliant, Infosys, Conduent, Credit Suisse, Citrix, Syneos (formerly INC Research), Advanced Auto Parts, Pendo, Collectis, Xerox, Microsoft, and Schmalz.

Formerly in the Major Facilities CIP Fund, the Green Square agreement with the North Carolina Museum of Natural Sciences is now included in the Economic Development element of the County Capital CIP. The North Carolina Museum of Natural Sciences 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 funding that will be provided to the project as part of development incentives.

In anticipation of possible future Business Development Grants, the County has allocated future reserves of \$2.04 million in the plan.

### Program Summary: Business Development Grants

|                             | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From General Fund | 1,102,840 | 1,753,000 | 1,719,000 | 1,370,000 | 1,234,000 | 1,388,000 | 1,188,000 | 9,754,840           |
| <b>Total Sources</b>        | 1,102,840 | 1,753,000 | 1,719,000 | 1,370,000 | 1,234,000 | 1,388,000 | 1,188,000 | 9,754,840           |
| Business Development Grants | 1,102,840 | 1,753,000 | 1,719,000 | 1,370,000 | 1,234,000 | 1,388,000 | 1,188,000 | 9,754,840           |
| <b>Total Uses</b>           | 1,102,840 | 1,753,000 | 1,719,000 | 1,370,000 | 1,234,000 | 1,388,000 | 1,188,000 | 9,754,840           |

# Economic Development

## On-site Water and Sewer

To encourage job creation and economic development, 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 which are extended onto private property to within five feet of the

building exterior walls for new and expanding industries in Wake County. Funding for on-site utilities at specific sites is considered and approved by the Board of Commissioners on a case by case basis when requested. Annual allocations are planned to maintain a funding reserve for this purpose.

### Program Summary: On-site Water and Sewer

|                             | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From General Fund | 769,160 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,769,160           |
| <b>Total Sources</b>        | 769,160 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,769,160           |
| On-site Water and Sewer     | 769,160 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,769,160           |
| <b>Total Uses</b>           | 769,160 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,769,160           |

# Economic Development

## Off-site Water and Sewer

The funds in the off-site water and sewer account are in support of the October 2003 agreement with Wake County, the Town of Cary, and the Research Triangle Foundation for the construction, operation, and maintenance of water and sewer utilities in the Wake County portion of Research Triangle Park. Pursuant to this agreement, the County will continue to be responsible for the completion of the water and sewer improvements to serve the undeveloped sites in RTP.

The operation and maintenance costs associated with the utilities and the provision of water and sewer treatment capacities will continue to be the responsibility of the Town of Cary. Remaining work in RTP South is limited to sanitary sewer lines and has generally involved working together with the Town of Cary in designing and installing these utilities.

### Program Summary: Off-site Water and Sewer

|                             | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From General Fund | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,400,000           |
| <b>Total Sources</b>        | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,400,000           |
| Off-site Water and Sewer    | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,400,000           |
| <b>Total Uses</b>           | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,400,000           |

## 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, provided 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 with bond sales in the summer of 2014 and the spring of 2016. Following these sales, funding for the remaining major construction projects resumed. The County continues to finalize these construction and renovation projects.

The library system is updating the Library Master Plan to identify future projects after the completion of the 2007 Library Bond that funded the building program.

## 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.

## Major Accomplishments

The renovated Cary Regional Library and Fuquay Varina Library opened to the public in FY 2020.

The new 8,500 square foot community library in Morrisville is scheduled to open in summer 2020.

## Seven Year Summary

The Library CIP does not include new funding for libraries. The County continues to work to complete previously budgeted library projects. Master planning is also underway for future years' renovation and construction.

## History/Background

During the 1990's the 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 offer feedback and recommendations for the Commissioners to consider. As a result of the task force's work, the County committed \$1.3 million for open space planning and grant funding for municipalities to encourage them to prepare open space plans. This planning work led to the first open space bond referendum of \$15 million in 2000. This bond funding, along with bonds of \$26 million in 2004 and \$50 million in 2007, helped fund the County's open space acquisitions.

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 Wake County Public Open Space Preservation Program Policy included guiding principles which staff still uses to make decisions about the direction of the open space program.

In 2011, the County began using open space funds to assist municipalities in developing greenway trails in open space areas.

In 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. This data informs the "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 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.

Also, in 2012, the County began improving certain open space properties to offer public access while still

preserving them in a natural state. Initially, three areas were identified for development as nature preserves allowing for limited public access and recreation: Robertson Millpond, Turnipseed, and the Procter Farm.

## 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. In FY 2016 and FY 2017, efforts were made to start baseline reports on open space properties in order to identify potential future management needs or actions.

As the number of acres under County ownership continues to grow, staff continually monitors and evaluates its land management needs. In the future Parks, Recreation, and Open Space may request additional operating funds for open space stewardship.

## Seven Year Summary

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways and open space that will improve and expand recreational opportunities across the County. Approximately \$20 million was identified for greenway development, \$20 million for open space acquisition, \$30 million for new parks in southeast Wake County and at Lake Myra, \$42 million for existing park renovations and improvements, and \$8 million for nature preserves.

The Parks CIP now includes open space projects previously budgeted in the Open Space Element. Due to the combined nature of the 2018 parks, recreation, greenways, and open space bond, the County combined the Open Space Element with the Parks Element in FY 2020 to better align the structure with the anticipated bond projects. Open space projects with bond funding and other ongoing sources of funding are budgeted in the Parks Element. Previously budgeted open space projects will remain in the open space element as the County continues to finish that work.

# Parks, Recreation, Greenways, and Open Space

## Element Summary: Parks, Recreation, Greenways, and Open Space

|                                      | FY 2021          | FY 2022          | FY 2023           | FY 2024           | FY 2025           | FY 2026           | FY 2027          | Total<br>FY 2021-27 |
|--------------------------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|---------------------|
| Transfers From General Fund          | 800,000          | 800,000          | 800,000           | 800,000           | 800,000           | 800,000           | 800,000          | 5,600,000           |
| Other                                | 500,000          | 500,000          | 500,000           | 500,000           | 500,000           | 500,000           | 500,000          | 3,500,000           |
| Generic Bond Issuance                | —                | —                | 22,540,000        | 19,200,000        | 20,920,000        | 15,610,000        | —                | 78,270,000          |
| <b>Total Sources</b>                 | <b>1,300,000</b> | <b>1,300,000</b> | <b>23,840,000</b> | <b>20,500,000</b> | <b>22,220,000</b> | <b>16,910,000</b> | <b>1,300,000</b> | <b>87,370,000</b>   |
| Community Use of School Parks        | 300,000          | 300,000          | 300,000           | 300,000           | 300,000           | 300,000           | 300,000          | 2,100,000           |
| County Parks                         | —                | —                | 22,540,000        | 14,200,000        | 10,920,000        | 7,110,000         | —                | 54,770,000          |
| Existing Parks Facility Improvements | 500,000          | 500,000          | 500,000           | 500,000           | 500,000           | 500,000           | 500,000          | 3,500,000           |
| Open Space and Greenways             | 500,000          | 500,000          | 500,000           | 5,500,000         | 10,500,000        | 9,000,000         | 500,000          | 27,000,000          |
| <b>Total Uses</b>                    | <b>1,300,000</b> | <b>1,300,000</b> | <b>23,840,000</b> | <b>20,500,000</b> | <b>22,220,000</b> | <b>16,910,000</b> | <b>1,300,000</b> | <b>87,370,000</b>   |

### History/Background

The County's 2008 Comprehensive Parks and Recreation Master Plan confirmed the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include: maintain the three core service areas of open space, recreation and leisure, and environmental and cultural education; identify new park facilities that meet current and long-term needs; continue to partner with the school system and municipalities in the delivery of parks and recreation services; and 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 park's facility and program development. 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 Plan 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.

As part of NC Department of Transportation's Complete 540 settlement with the Southern Environmental Law Center, NCDOT has pledged to match 25 percent of the County's open space expenditures in calendar years 2020, 2021, 2022 and 2023.

### Major Accomplishments

Expanded Crowder County Park with the addition of 96 acres north of the existing park. The acquisition brings the total park acreage to 129.

Continued design on the future Beech Bluff County Park as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. The Board of Commissioners approved the master plan for this 300-acre park located off NC Highway 42 east of Fuquay Varina in August 2019.

Issued a Request for Proposals (RFP) for open space acquisition and greenway trail development as a part of the 2018 Parks, Greenways, Recreation and Open



# Parks, Recreation, Greenways, and Open Space

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Space bond. Responses for land acquisition and/or greenway development were received from over 250 landowners, municipalities, and the Triangle Land Conservancy. A prioritized list will be presented to the Board of Commissioners in summer 2020.

## Seven Year Summary

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways, and open space that will improve and expand recreational opportunities across the County. Approximately, the following amounts were identified: \$20 million for greenway development, \$20 million for open space acquisition, \$30 million for new parks in southeast Wake County and at Lake Myra, \$42 million for existing park renovations and improvements, and \$8 million for nature preserves.

The County sold and appropriated \$41.73 million in bonds in September 2019, covering the funding

planned for FY 2020 through mid-year FY 2022. Due to the COVID-19 related economic downturn, future PGROS bonds sales will be delayed by one year.

The Parks CIP includes open space projects previously budgeted in the open space element. Due to the combined nature of the 2018 parks, recreation, greenways, and open space bond, the County combined the open space element with the parks element in FY 2020 to better align the structure with the anticipated bond projects.

The Parks element includes County contributions towards the Community Use of School Parks Program and funding for existing facility improvements at various County parks and school/park facilities. Annual reimbursements from the City of Raleigh also contribute to future open space acquisitions.

# Parks, Recreation, Greenways, and Open Space

## County Parks

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways, and open space that will improve and expand recreational opportunities across the County. Approximately \$30 million was identified for new parks in southeast

Wake County and at Lake Myra, \$42 million for existing park renovations and improvements, and \$8 million for the further development of nature preserves. The remainder of the bond funds are programmed in Open Space and Greenways.

## Program Summary: County Parks

|                       | FY 2021 | FY 2022 | FY 2023    | FY 2024    | FY 2025    | FY 2026   | FY 2027 | Total<br>FY 2021-27 |
|-----------------------|---------|---------|------------|------------|------------|-----------|---------|---------------------|
| Generic Bond Issuance | —       | —       | 22,540,000 | 14,200,000 | 10,920,000 | 7,110,000 | —       | 54,770,000          |
| <b>Total Sources</b>  | —       | —       | 22,540,000 | 14,200,000 | 10,920,000 | 7,110,000 | —       | 54,770,000          |
| County Parks          | —       | —       | 22,540,000 | 14,200,000 | 10,920,000 | 7,110,000 | —       | 54,770,000          |
| <b>Total Uses</b>     | —       | —       | 22,540,000 | 14,200,000 | 10,920,000 | 7,110,000 | —       | 54,770,000          |

# Parks, Recreation, Greenways, and Open Space

## Open Space and Greenways

The Consolidated Open Space Plan establishes a goal that at least 30 percent of County 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.

The \$120 million November 2018 bond for parks, recreation, greenways, and open space includes approximately \$20 million for open space acquisition and \$20 million for greenway development. The CIP also includes annual reimbursements from the City of Raleigh that may be used toward future open space acquisitions with some restrictions. Wake County will continue to use available open space funds to acquire additional open space and proceed with additional greenway partnerships.

### Program Summary: Open Space and Greenways

|                          | FY 2021 | FY 2022 | FY 2023 | FY 2024   | FY 2025    | FY 2026   | FY 2027 | Total<br>FY 2021-27 |
|--------------------------|---------|---------|---------|-----------|------------|-----------|---------|---------------------|
| Other                    | 500,000 | 500,000 | 500,000 | 500,000   | 500,000    | 500,000   | 500,000 | 3,500,000           |
| Generic Bond Issuance    | —       | —       | —       | 5,000,000 | 10,000,000 | 8,500,000 | —       | 23,500,000          |
| <b>Total Sources</b>     | 500,000 | 500,000 | 500,000 | 5,500,000 | 10,500,000 | 9,000,000 | 500,000 | 27,000,000          |
| Open Space and Greenways | 500,000 | 500,000 | 500,000 | 5,500,000 | 10,500,000 | 9,000,000 | 500,000 | 27,000,000          |
| <b>Total Uses</b>        | 500,000 | 500,000 | 500,000 | 5,500,000 | 10,500,000 | 9,000,000 | 500,000 | 27,000,000          |

# Parks, Recreation, Greenways, and Open Space

## 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.

For FY 2020, park improvements took place at five county parks and include restroom improvements, site improvements and playground replacements, boardwalk structural repairs, and asphalt trail repairs.

### Program Summary: Existing Parks Facility Improvements

|                                      | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| 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>                 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,500,000           |
| 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>                    | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,500,000           |

# Parks, Recreation, Greenways, and Open Space

## 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.

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.

### Program Summary: Community Use of School Parks

|                               | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| 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>          | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 2,100,000           |
| 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>             | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 2,100,000           |

# Program-wide Projects

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## Element Summary: Program-wide Projects

|                                | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025   | FY 2026 | FY 2027   | Total<br>FY 2021-27 |
|--------------------------------|---------|---------|---------|---------|-----------|---------|-----------|---------------------|
| Transfers From<br>General Fund | —       | —       | 154,500 | —       | 3,688,500 | —       | 5,873,767 | 9,716,767           |
| <b>Total Sources</b>           | —       | —       | 154,500 | —       | 3,688,500 | —       | 5,873,767 | 9,716,767           |
| Reserve for Future<br>Projects | —       | —       | 154,500 | —       | 3,688,500 | —       | 5,873,767 | 9,716,767           |
| <b>Total Uses</b>              | —       | —       | 154,500 | —       | 3,688,500 | —       | 5,873,767 | 9,716,767           |

## Seven Year Summary

The Program-wide Projects CIP includes Reserve for Future Capital Projects.

# Public Safety

## Element Summary: Public Safety

|                               | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026    | FY 2027   | Total<br>FY 2021-27 |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|------------|-----------|---------------------|
| Transfers From General Fund   | 5,615,000 | 7,421,000 | 4,765,000 | 7,500,000 | 9,059,000 | 12,587,500 | 7,261,000 | 54,208,500          |
| Proposed Future Funding       | —         | —         | 4,500,000 | —         | —         | —          | —         | 4,500,000           |
| Appropriated Fund Balance     | —         | —         | —         | —         | —         | 4,054,500  | —         | 4,054,500           |
| <b>Total Sources</b>          | 5,615,000 | 7,421,000 | 9,265,000 | 7,500,000 | 9,059,000 | 16,642,000 | 7,261,000 | 62,763,000          |
| 800 Megahertz System          | —         | —         | —         | —         | 2,000,000 | —          | —         | 2,000,000           |
| CAD Improvements              | —         | 202,000   | 500,000   | 100,000   | 102,000   | 100,000    | —         | 1,004,000           |
| Emergency Management Projects | 700,000   | —         | —         | —         | —         | —          | —         | 700,000             |
| Emergency Operations Center   | 645,000   | 5,400,000 | —         | —         | —         | —          | —         | 6,045,000           |
| EMS Equipment                 | 2,270,000 | 258,000   | —         | —         | 2,042,000 | 2,042,000  | —         | 6,612,000           |
| EMS Projects                  | 2,000,000 | 900,000   | 8,765,000 | 7,400,000 | 4,915,000 | 14,500,000 | 6,600,000 | 45,080,000          |
| Sheriff Projects              | —         | 661,000   | —         | —         | —         | —          | 661,000   | 1,322,000           |
| <b>Total Uses</b>             | 5,615,000 | 7,421,000 | 9,265,000 | 7,500,000 | 9,059,000 | 16,642,000 | 7,261,000 | 62,763,000          |
| CIP Operating Impacts         | —         | —         | 1,595,000 | 237,000   | 1,731,000 | 134,000    | 100,000   | 3,797,000           |
| CIP Operating Impacts - FTE   | —         | —         | 12.000    | —         | 8.000     | —          | —         | 20.000              |

## History/Background

Public Safety projects include building and renovating public safety related facilities, installing generators at emergency shelters, 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.

### EMS Projects:

Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. They provide the public with basic and advanced life support services and transportation to area medical facilities in emergency situations. Their emergency response area includes

the City of Raleigh and the portion of Wake County outside all municipal limits.

In 2008, Wake County EMS developed the first EMS Facility Master Plan document to address the significant growth that was changing how EMS needed to be delivered across the County. That plan addressed both facility development and staffing changes. Since development of that plan, the County's population has increased by nearly 30% and is more widely distributed around the County's 860 square miles. The EMS system has seen a 40% increase in call demand during the same timeframe.

For that reason, a 2019 update to the EMS Master Facilities plan was developed. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County.

It provides a functional, data-driven road map to be used for facility planning and development and to foster new and innovative approaches for managing the impact of growth throughout the system. This plan guides funding for EMS stations in the FY 2021-2027 period.

## Emergency Operations Center:

Since 1988, Wake County has operated an Emergency Operations Center (EOC) from the basement of the Wake County Courthouse in a space of approximately 1,650 SF. This space is now over capacity, especially with the expansion of EOC staff necessary to adequately operate in an EOC activation. The Public Safety CIP includes funding to renovate the ground floor of the Wake County Office Building which has been vacated with the relocation of the Board of Elections. This renovation will provide a much larger, more functional space for EOC activation while also providing a dual use for other County conference and workspace during non-activation periods.

## Emergency Shelter Generators:

Emergency generators are located at six high schools in Wake County, which are designated as emergency shelters. The generators were installed when these buildings were built, between 2000 and 2008. At the

time these generators were installed, they were sized to accommodate only heating loads during winter emergencies. With population growth and climate change, County emergency shelters are now having to be activated for hurricane events during the warm weather months, so these generators need to be retrofitted to accommodate cooling loads in each shelter.

## Operating Budget Impact

The new EMS facilities will require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. With the exception of Fuquay North and Wendell Falls, these new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

## Seven Year Summary

The FY 2021-2027 Public Safety CIP includes allocations for: 800 Mhz & CAD Master Planning, EMS Facilities & general projects, planning for an Emergency Operations Center, Emergency Management funding to study the generators at the emergency shelters, Sheriff projects, and the replacement of EMS equipment.



## Emergency Operations Center

Wake County has operated an Emergency Operations Center (EOC) in the lowest level of the Wake County Courthouse since 1988. Due to population growth, increased responsibilities associated with that growth and operational changes in EOC operations, the existing EOC has outlived its effectiveness. Replacing the EOC with a new facility will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

The FY 2021 - 2027 CIP allocates funding to this project for further study, analysis, planning, and

eventual construction of the facility. 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. County Management and Emergency Management are currently exploring multiple options for a future site and building design for the EOC, including the Wake County Office Building. This site would allow for a reduction in project costs and a shift in the project timeline.

### Program Summary: Emergency Operations Center

|                             | FY 2021 | FY 2022   | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------|---------|-----------|---------|---------|---------|---------|---------|---------------------|
| Transfers From General Fund | 645,000 | 5,400,000 | —       | —       | —       | —       | —       | 6,045,000           |
| <b>Total Sources</b>        | 645,000 | 5,400,000 | —       | —       | —       | —       | —       | 6,045,000           |
| Emergency Operations Center | 645,000 | 5,400,000 | —       | —       | —       | —       | —       | 6,045,000           |
| <b>Total Uses</b>           | 645,000 | 5,400,000 | —       | —       | —       | —       | —       | 6,045,000           |

## Public Safety

### Emergency Management

The Public Safety CIP includes a second year of funding in FY 2021 for the study and analysis of generators located at each of the County's emergency shelters. Following the experience of Hurricane Florence in 2018, the County has determined that

each shelter needs to have its emergency generator reviewed to determine what additional building electrical systems (ex. air conditioning/HVAC) can be added to the existing generators present at each site.

#### Program Summary: Emergency Management

|                                     | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>General Fund      | 700,000 | —       | —       | —       | —       | —       | —       | 700,000             |
| <b>Total Sources</b>                | 700,000 | —       | —       | —       | —       | —       | —       | 700,000             |
| Emergency<br>Management<br>Projects | 700,000 | —       | —       | —       | —       | —       | —       | 700,000             |
| <b>Total Uses</b>                   | 700,000 | —       | —       | —       | —       | —       | —       | 700,000             |

## 800 Megahertz System



In FY 2020 Information Services continued upgrades of the 800 MHz radio system equipment, which accommodates use of the 800 MHz radio system infrastructure owned by the Town of Cary and shared with the County under an interlocal agreement. The

current platform is reaching the end of technical support, which necessitates an upgrade. Additional partnerships with Apex, Cary, and the City of Raleigh for land leases facilitated the construction of towers in the south-eastern and south-western portions of the County to provide enhanced coverage. The County also partnered with the North Carolina Highway Patrol and the town of Cary to share tower infrastructure to improve coverage in the northern and central portions of the County. Go-live for the new radio system is scheduled for the fall of 2020. Funding is budgeted in FY 2023 for the North Radio Tower Replacement project. This tower was originally constructed in 1990 and is reaching end of life.

Information Services completed the replacement of County mobile and portable radio equipment in early FY 2020. Departments updated include General Services, County Fire departments, Emergency Medical Services, the Sheriff's Office, Emergency Management, Animal Control, and the Human Services Transportation unit. Approximately 3,200 mobile and portable radios were replaced.

### Program Summary: 800 Megahertz System

|                                | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025   | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------|---------|---------|---------|---------|-----------|---------|---------|---------------------|
| Transfers From<br>General Fund | —       | —       | —       | —       | 2,000,000 | —       | —       | 2,000,000           |
| <b>Total Sources</b>           | —       | —       | —       | —       | 2,000,000 | —       | —       | 2,000,000           |
| 800 Megahertz<br>System        | —       | —       | —       | —       | 2,000,000 | —       | —       | 2,000,000           |
| <b>Total Uses</b>              | —       | —       | —       | —       | 2,000,000 | —       | —       | 2,000,000           |

## CAD Improvements

In May of 2019, Wake County in partnership with the City of Raleigh, completed the implementation of the new Computer Aided Dispatch (CAD) platform utilized by the Raleigh-Wake County Emergency Communications Center (RWECC) to relay 911 calls to the appropriate fire, EMS and local law enforcement units throughout the County. The new platform provides increased situational awareness, enhanced field communications and allows greater access to data for all agencies, including web-based access and a mobile/tablet app.

In FY 2020, the County and City also implemented a CAD2CAD data exchange which connects the RWECC and Town of Cary PSAPs and their CAD systems. The new CAD2CAD platform provides state of the art interoperability and allows the agencies to share unit, incident, and notification details. Since CAD go-live, County agencies have focused on implementation of phase II tools such as Fast Dispatch for Fires Services and Auto Dispatch for EMS Services.

### Program Summary: CAD Improvements

|                                | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>General Fund | —       | 202,000 | 500,000 | 100,000 | 102,000 | 100,000 | —       | 1,004,000           |
| <b>Total Sources</b>           | —       | 202,000 | 500,000 | 100,000 | 102,000 | 100,000 | —       | 1,004,000           |
| <br>CAD<br>Improvements        | —       | 202,000 | 500,000 | 100,000 | 102,000 | 100,000 | —       | 1,004,000           |
| <b>Total Uses</b>              | —       | 202,000 | 500,000 | 100,000 | 102,000 | 100,000 | —       | 1,004,000           |

## EMS Projects



The 2019 EMS Master Facilities Plan Update guides the CIP for EMS stations. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County. It provides a functional, data-driven road map to be used not only for facility planning and development, but to foster new and innovative approaches for

managing the impact of growth throughout the system. The new plan evaluates 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. Facilities are needed to not only store the ambulances, but to allow emergency personnel to decontaminate after calls, store medicines and equipment, and provide space for showers, a break area, and workstations.

The CIP provides funding for a total of 16 facilities and land acquisitions for four future station replacements. Eight of these new stations will be EMS substations. Eight are proposed to be co-locations with fire departments and will deploy EMS units.

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 require new ongoing personnel and operational costs as well as one-time vehicle and equipment costs at start-up.

### Program Summary: EMS Projects

|                             | FY 2021          | FY 2022        | FY 2023          | FY 2024          | FY 2025          | FY 2026           | FY 2027          | Total<br>FY 2021-27 |
|-----------------------------|------------------|----------------|------------------|------------------|------------------|-------------------|------------------|---------------------|
| Transfers From General Fund | 2,000,000        | 900,000        | 4,265,000        | 7,400,000        | 4,915,000        | 10,445,500        | 6,600,000        | 36,525,500          |
| Proposed Future Funding     | —                | —              | 4,500,000        | —                | —                | —                 | —                | 4,500,000           |
| Appropriated Fund Balance   | —                | —              | —                | —                | —                | 4,054,500         | —                | 4,054,500           |
| <b>Total Sources</b>        | <b>2,000,000</b> | <b>900,000</b> | <b>8,765,000</b> | <b>7,400,000</b> | <b>4,915,000</b> | <b>14,500,000</b> | <b>6,600,000</b> | <b>45,080,000</b>   |
| EMS Projects                | 2,000,000        | 900,000        | 8,765,000        | 7,400,000        | 4,915,000        | 14,500,000        | 6,600,000        | 45,080,000          |
| <b>Total Uses</b>           | <b>2,000,000</b> | <b>900,000</b> | <b>8,765,000</b> | <b>7,400,000</b> | <b>4,915,000</b> | <b>14,500,000</b> | <b>6,600,000</b> | <b>45,080,000</b>   |
| CIP Operating Impacts       | —                | —              | 1,595,000        | 237,000          | 1,731,000        | 134,000           | 100,000          | 3,797,000           |
| CIP Operating Impacts - FTE | —                | —              | 12.000           | —                | 8.000            | —                 | —                | 20.000              |

## EMS Equipment

The CIP includes replacements for EMS equipment, including defibrillators, ambulance power stretch loaders, and a moveable wall system for training in the Emergency Services Education Center.

Funding is also provided to install Ambulance Stretcher Power Loaders on existing and new ambulances. These stretcher loader systems allow personnel to avoid lifting heavy stretchers both in and out of ambulances, avoiding the potential for injury to EMS personnel and patients being transported.

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 CIP includes funding for the scheduled replacement of defibrillators to maintain this replacement cycle.

The EMS Projects program contains funding for the upfit of a simulation 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.

### Program Summary: EMS Equipment

|                                | FY 2021   | FY 2022 | FY 2023 | FY 2024 | FY 2025   | FY 2026   | FY 2027 | Total<br>FY 2021-27 |
|--------------------------------|-----------|---------|---------|---------|-----------|-----------|---------|---------------------|
| Transfers From<br>General Fund | 2,270,000 | 258,000 | —       | —       | 2,042,000 | 2,042,000 | —       | 6,612,000           |
| <b>Total Sources</b>           | 2,270,000 | 258,000 | —       | —       | 2,042,000 | 2,042,000 | —       | 6,612,000           |
| EMS Equipment                  | 2,270,000 | 258,000 | —       | —       | 2,042,000 | 2,042,000 | —       | 6,612,000           |
| <b>Total Uses</b>              | 2,270,000 | 258,000 | —       | —       | 2,042,000 | 2,042,000 | —       | 6,612,000           |

## Sheriff Projects

The FY 2021-2027 CIP includes funding to provide the Wake County Sheriff's Office with 100 Body Worn Cameras and the associated hardware and software required to record, store, and retain video

recordings made by Sheriff's Deputies in the field. Funding is included in FY 2022 for purchase of the cameras and storage. Replacement funding is included in FY 2027.

### Program Summary: Sheriff Projects

|                             | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From General Fund | —       | 661,000 | —       | —       | —       | —       | 661,000 | 1,322,000           |
| <b>Total Sources</b>        | —       | 661,000 | —       | —       | —       | —       | 661,000 | 1,322,000           |
| Sheriff Projects            | —       | 661,000 | —       | —       | —       | —       | 661,000 | 1,322,000           |
| <b>Total Uses</b>           | —       | 661,000 | —       | —       | —       | —       | 661,000 | 1,322,000           |





# Wake Technical Community College

## Element Summary: Wake Technical Community College

|                                                  | FY 2021           | FY 2022           | FY 2023            | FY 2024            | FY 2025           | FY 2026           | FY 2027           | Total<br>FY 2021-27 |
|--------------------------------------------------|-------------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|---------------------|
| Transfers From General Fund                      | 8,033,000         | 5,500,000         | 5,500,000          | 7,500,000          | 7,500,000         | 7,500,000         | 8,000,000         | 49,533,000          |
| Proposed Future Funding                          | —                 | —                 | —                  | 99,697,000         | 78,905,000        | 79,148,000        | 88,250,000        | 346,000,000         |
| Bond Anticipation Notes                          | 90,473,000        | 76,873,000        | 95,111,000         | —                  | —                 | —                 | —                 | 262,457,000         |
| <b>Total Sources</b>                             | <b>98,506,000</b> | <b>82,373,000</b> | <b>100,611,000</b> | <b>107,197,000</b> | <b>86,405,000</b> | <b>86,648,000</b> | <b>96,250,000</b> | <b>657,990,000</b>  |
| Future Wake Tech Capital Program                 | —                 | —                 | —                  | 107,197,000        | 86,405,000        | 86,648,000        | 96,250,000        | 376,500,000         |
| Wake Technical Community College Capital Program | 98,506,000        | 82,373,000        | 100,611,000        | —                  | —                 | —                 | —                 | 281,490,000         |
| <b>Total Uses</b>                                | <b>98,506,000</b> | <b>82,373,000</b> | <b>100,611,000</b> | <b>107,197,000</b> | <b>86,405,000</b> | <b>86,648,000</b> | <b>96,250,000</b> | <b>657,990,000</b>  |

### 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 and renovation of buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings, grounds, and the operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

**Current Expense Fund:** plant operation and maintenance, including salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides support services, including the costs of: insurance for facilities, motor vehicles, workers' compensation for those employees paid with local dollars; tort claims awarded against the institution due to the negligence of institutional employees; bonding employees against misuse of local dollars; and all legal fees incurred in connection with local administration and operation of the institution.

In FY 2017 - 2019, the County issued limited obligated bonds (LOBs) in the amount of \$115 million and appropriated \$11 million in cash to support the design and construction of projects in the multi-year Wake Tech Capital Improvement Program. In November of 2018, a \$349 million general obligation bond was passed to continue funding for the next four fiscal years of the multi-year Wake Tech capital program. The bonds and cash will address the workforce needs in the skilled trades, health sciences, public safety, advanced industries and high tech fields by expanding facilities at the Southern Wake (Main), Scott Northern Wake, Perry Health Sciences, Public Safety Education and RTP Campuses as well as a new Eastern Wake Campus.

The multi-year Wake Tech capital program also improves reliability and safety for the Wake Tech community with funds for Repair & Renovation and Infrastructure Improvement projects. Infrastructure improvements include increased online learning, better IT systems redundancy and reliability, improved wireless access, new audio-visual systems and increased information storage.

### 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.

## Major Accomplishments

Wake Tech completed work on the final project in the 2012 Bond Program during FY 2018, a new classroom building at the RTP Campus that opened for classes in the summer of 2018. The college continued the planning and approval of the multi-year Wake Tech Capital Improvement Plan (CIP), which resulted in the passing of the \$349 million general obligation bond in November 2018. The college continued 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 Advanced Industries Building. Construction has also started for the Ready Hall Addition. Several projects were designed and constructed in the Repairs and Renovations, IT Infrastructure, and Campus-wide infrastructure areas, including a new southern loop road at the Southern Wake Campus that will provide another access point to this campus when the I-540 Beltline project takes away the northernmost campus entrance.

## Seven Year Summary

The FY 2021-2027 Capital Improvement Program includes funding for new buildings on the RTP, Scott Northern Wake, Southern Wake, Perry Health Sciences, and Public Safety Education campuses, as well as land acquisition and building construction for a soon to be established East Wake Campus Site in Wendell. Additionally, repairs and renovations, infrastructure replacement, and technology infrastructure projects on all campuses are planned to support increased safety and security for students, faculty and staff, online class growth, and school technology needs.

Wake Tech leaders presented an updated Master Plan to the Board of Commissioners in February 2020. This included a look at future student population growth in combination with workforce demands and trends over an eight-year period, including an estimate of needs for an additional four years. For instance, the plan includes a new Automotive and Collision Repair facility on the Scott Northern Wake Campus based on recommendations by advisory committees because of the need to grow this workforce. The Scott Northern Wake Campus is an ideal location given its proximity to car dealerships on Capital Boulevard. Furthermore, the plan includes two new buildings on the RTP Campus to prepare students for careers in high demand industries in Wake County.

# Wake County Public School System

## Element Summary: Wake County Public School System

|                                                   | FY 2021            | FY 2022            | FY 2023            | FY 2024            | FY 2025            | FY 2026            | FY 2027  | Total<br>FY 2021-27  |
|---------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------|----------------------|
| Transfers From General Fund                       | 52,854,000         | —                  | —                  | —                  | —                  | —                  | —        | 52,854,000           |
| Proposed Future Funding                           | —                  | 361,869,268        | 359,859,164        | 391,168,185        | 330,017,871        | 397,756,901        | —        | 1,840,671,389        |
| Pooled Investments                                | 929,728            | 888,050            | 935,944            | 945,215            | 954,294            | 963,164            | —        | 5,616,395            |
| Bond Anticipation Notes                           | 294,864,054        | —                  | —                  | —                  | —                  | —                  | —        | 294,864,054          |
| <b>Total Sources</b>                              | <b>348,647,782</b> | <b>362,757,318</b> | <b>360,795,108</b> | <b>392,113,400</b> | <b>330,972,165</b> | <b>398,720,065</b> | <b>—</b> | <b>2,194,005,838</b> |
| Future WCPSS Capital Program                      | —                  | 361,869,268        | 359,859,164        | 391,168,185        | 330,017,871        | 397,756,901        | —        | 1,840,671,389        |
| Wake County Public Schools System Capital Program | 347,718,054        | —                  | —                  | —                  | —                  | —                  | —        | 347,718,054          |
| WCPSS Administrative Lease Reserve                | 929,728            | 888,050            | 935,944            | 945,215            | 954,294            | 963,164            | —        | 5,616,395            |
| <b>Total Uses</b>                                 | <b>348,647,782</b> | <b>362,757,318</b> | <b>360,795,108</b> | <b>392,113,400</b> | <b>330,972,165</b> | <b>398,720,065</b> | <b>—</b> | <b>2,194,005,838</b> |

## History/Background

The Wake County Public School System's Capital Improvement Program is a seven-year plan updated annually to account for student enrollment trends, programmatic changes, market conditions, legislative changes, and other factors impacting the system's capital needs. Each year, the Wake County Public School System staff updates the plan in conjunction with the Joint Facilities Core Team consisting of County and school system staff. The Board of Education ultimately approves the plan and through formal resolution requests funding for the plan from the Board of Commissioners. The Board of

Commissioners is responsible for determining how to fund the plan within the County's financial policies.

## 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 2021 Recommended Budget went to print. This book reflects the FY 2020 - 2026 CIP. The FY 2021 - 2027 CIP will be included in the FY 2021 Adopted Budget book. The Board of Education will approve the capital program resolution in May/June.



# Fire/Rescue

## Element Summary: Fire/Rescue

|                                       | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Transfers From Special Districts Fund | 1,687,000        | 2,617,000        | 2,630,000        | 2,445,000        | 2,476,000        | 2,417,000        | 2,547,000        | 16,819,000          |
| Transfers From Debt Service           | 1,394,000        | 718,000          | 2,373,000        | 1,523,000        | 2,053,000        | 808,000          | 1,665,000        | 10,534,000          |
| Appropriated Fund Balance             | —                | 688,250          | 148,250          | 908,250          | 705,250          | 487,000          | —                | 2,937,000           |
| <b>Total Sources</b>                  | <b>3,081,000</b> | <b>4,023,250</b> | <b>5,151,250</b> | <b>4,876,250</b> | <b>5,234,250</b> | <b>3,712,000</b> | <b>4,212,000</b> | <b>30,290,000</b>   |
| Fire Apparatus and Vehicles           | 1,721,000        | 1,735,000        | 2,831,000        | 2,162,000        | 2,768,000        | 1,260,000        | 2,113,000        | 14,590,000          |
| Fire Equipment                        | 729,000          | 788,250          | 820,250          | 1,114,250        | 866,250          | 852,000          | 499,000          | 5,669,000           |
| Fire Facilities                       | 631,000          | 1,500,000        | 1,500,000        | 1,600,000        | 1,600,000        | 1,600,000        | 1,600,000        | 10,031,000          |
| <b>Total Uses</b>                     | <b>3,081,000</b> | <b>4,023,250</b> | <b>5,151,250</b> | <b>4,876,250</b> | <b>5,234,250</b> | <b>3,712,000</b> | <b>4,212,000</b> | <b>30,290,000</b>   |

## History/Background

The Fire/Rescue CIP is designated for capital needs within the Wake County Fire Tax District. The primary goals of the CIP 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.

## Seven Year Summary

The Fire/Rescue CIP is funded with a combination of special district tax revenues, fund balance, and debt and municipal reimbursements. The seven-year plan includes the replacement of large apparatus (pumper/tankers, tankers, and rescue trucks) and small/administrative vehicles, continued funding for equipment replacement programs, funds for facility repairs and renovations, and a reserve for new fire station construction. Some replacements are funded at cost-share portions with other entities. Only the Fire Tax District portion is represented in the seven-year program.

## 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 Wake County 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 35 large apparatus, 3 brush trucks, and 18 small administrative vehicles and associated costs such as tax, tags, and vehicle upfit. It also includes \$75,000 annually for emergency maintenance funding that may be used to cover major vehicle maintenance expenses incurred during the year.

Large apparatus is typically financed over a ten-year period, while smaller vehicles and brush trucks are funded with a combination of cash transfers from the Fire Tax District operating fund and fund balance.

### Program Summary: Fire Apparatus and Vehicles

|                                             | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|---------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From<br>Special Districts<br>Fund | 327,000   | 1,017,000 | 458,000   | 639,000   | 715,000   | 452,000   | 448,000   | 4,056,000           |
| Transfers From<br>Debt Service              | 1,394,000 | 718,000   | 2,373,000 | 1,523,000 | 2,053,000 | 808,000   | 1,665,000 | 10,534,000          |
| <b>Total Sources</b>                        | 1,721,000 | 1,735,000 | 2,831,000 | 2,162,000 | 2,768,000 | 1,260,000 | 2,113,000 | 14,590,000          |
| Fire Apparatus and<br>Vehicles              | 1,721,000 | 1,735,000 | 2,831,000 | 2,162,000 | 2,768,000 | 1,260,000 | 2,113,000 | 14,590,000          |
| <b>Total Uses</b>                           | 1,721,000 | 1,735,000 | 2,831,000 | 2,162,000 | 2,768,000 | 1,260,000 | 2,113,000 | 14,590,000          |

## 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.

During FY 2018, a facility condition assessment was completed and identified \$2.54 million in recommended renovations and repairs. Beginning in FY 2019, an annual funding allocation was included in the seven year capital improvement program to begin addressing projects identified in the assessment.

During FY 2020, Fire Services staff developed a projection of future fire station needs throughout the County. This projection included the construction of debt funded fire facilities that would serve the Fire Tax District. Assuming a twelve-year financing period, the projection was used to determine the Fire Tax District's funding requirements to participate in these debt financings at the appropriate cost shares. Using the results of that projection, a Reserve for New Fire Station Construction has been created with the first annual allocation of funding beginning in FY 2021.

### Program Summary: Fire Facilities

|                                             | FY 2021        | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|---------------------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Transfers From<br>Special Districts<br>Fund | 631,000        | 811,750          | 1,351,750        | 691,750          | 894,750          | 1,113,000        | 1,600,000        | 7,094,000           |
| Appropriated Fund<br>Balance                | —              | 688,250          | 148,250          | 908,250          | 705,250          | 487,000          | —                | 2,937,000           |
| <b>Total Sources</b>                        | <b>631,000</b> | <b>1,500,000</b> | <b>1,500,000</b> | <b>1,600,000</b> | <b>1,600,000</b> | <b>1,600,000</b> | <b>1,600,000</b> | <b>10,031,000</b>   |
| Fire Facilities                             | 631,000        | 1,500,000        | 1,500,000        | 1,600,000        | 1,600,000        | 1,600,000        | 1,600,000        | 10,031,000          |
| <b>Total Uses</b>                           | <b>631,000</b> | <b>1,500,000</b> | <b>1,500,000</b> | <b>1,600,000</b> | <b>1,600,000</b> | <b>1,600,000</b> | <b>1,600,000</b> | <b>10,031,000</b>   |



## 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. In conjunction with County staff, 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).

Funds are included for the fourth year of a five-year plan to place a defibrillator on every vehicle throughout the Fire Tax District. The plan is expected to be fully implemented in FY 2022. Thermal Imaging Cameras are typically replaced every seven years. The County replaces 10 percent 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 self-contained breathing apparatus in use are within three-cycles of the current national fire protection standard.

Beginning in FY 2022, the plan also includes an annual contribution of \$221,250 to replace mobile data terminals at end of life cycle. The terminals include automatic vehicle location services to support closest vehicle response and they provide for collection of data to better evaluate emergency responses.

### Program Summary: Fire Equipment

|                                             | FY 2021 | FY 2022 | FY 2023 | FY 2024   | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|---------------------------------------------|---------|---------|---------|-----------|---------|---------|---------|---------------------|
| Transfers From<br>Special Districts<br>Fund | 729,000 | 788,250 | 820,250 | 1,114,250 | 866,250 | 852,000 | 499,000 | 5,669,000           |
| <b>Total Sources</b>                        | 729,000 | 788,250 | 820,250 | 1,114,250 | 866,250 | 852,000 | 499,000 | 5,669,000           |
| Fire Equipment                              | 729,000 | 788,250 | 820,250 | 1,114,250 | 866,250 | 852,000 | 499,000 | 5,669,000           |
| <b>Total Uses</b>                           | 729,000 | 788,250 | 820,250 | 1,114,250 | 866,250 | 852,000 | 499,000 | 5,669,000           |



# Major Facilities Capital Trust Fund

## Element Summary: Major Facilities Capital Trust Fund

|                                              | FY 2021           | FY 2022           | FY 2023           | FY 2024           | FY 2025           | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|----------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|---------------------|
| Transfers From Major Facilities              | 10,540,000        | 10,540,000        | 10,540,000        | 10,540,000        | 10,540,000        | 6,500,000        | 3,000,000        | 62,200,000          |
| Reserve for Replacements                     | 26,000            | 26,700            | 27,400            | —                 | —                 | —                | —                | 80,100              |
| Appropriated Fund Balance                    | 245,000           | —                 | 83,000            | —                 | 169,000           | —                | 85,000           | 582,000             |
| <b>Total Sources</b>                         | <b>10,811,000</b> | <b>10,566,700</b> | <b>10,650,400</b> | <b>10,540,000</b> | <b>10,709,000</b> | <b>6,500,000</b> | <b>3,085,000</b> | <b>62,862,100</b>   |
| Five County Stadium                          | 686,000           | 26,700            | 670,400           | —                 | 669,000           | 364,000          | 435,000          | 2,851,100           |
| Marbles/IMAX                                 | 585,000           | 1,000,000         | 440,000           | 800,000           | 500,000           | 612,000          | 650,000          | 4,587,000           |
| Reserve for Major Facilities                 | 9,540,000         | 9,540,000         | 9,540,000         | 9,540,000         | 9,540,000         | 5,500,000        | 2,000,000        | 55,200,000          |
| Competitive Projects                         |                   |                   |                   |                   |                   |                  |                  |                     |
| Reserve for Major Facilities Future Projects | —                 | —                 | —                 | 200,000           | —                 | 24,000           | —                | 224,000             |
| <b>Total Uses</b>                            | <b>10,811,000</b> | <b>10,566,700</b> | <b>10,650,400</b> | <b>10,540,000</b> | <b>10,709,000</b> | <b>6,500,000</b> | <b>3,085,000</b> | <b>62,862,100</b>   |

## History/Background

The Major Facilities Trust Fund is supported through Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County levies a six percent tax of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and one percent on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation specifies how revenues 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. Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for 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.

Wake County and the City of Raleigh each receives \$1.00 million from the tax proceeds to use at its own discretion. The funds are still subject to the restrictions specified in the enabling legislation enacted by the State of North Carolina. Historically the funds have been used to support Five County Stadium and Marbles Kids Museum.

Through the 20th Amendment to the Interlocal Agreement, Wake County receives an annual \$2.00 million for small community projects that is awarded through competitive processes. Prior to this, the "2-for-1" provision enabled the City of Raleigh to withdraw up to \$1.00 million from the Convention Center Model's Fund Balance to support Convention Center operations, which resulted in the distribution of \$2.00 million to Wake County.

Through the 21st Amendment to the Interlocal Agreement, Wake County and the City of Raleigh

# Major Facilities Capital Trust Fund

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established funding for medium community projects to be awarded through competitive processes.

## 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.

## Seven Year Summary

The Major Facilities Capital Trust Fund CIP supports projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding is included for Five County Stadium, Marbles Kids Museum, an annual \$2.0 million to be awarded to small capital projects through a competitive process, and \$41.20 million for medium capital projects to be awarded through a competitive process.

Five County Stadium projects will include accessibility upgrades and lifecycle replacements. Funding is included for Marbles Kids Museum repairs and lifecycle replacements.

# 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 as well as home team and visiting team clubhouses. The stadium also includes a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

Funding began in 2008 to address life cycle replacement of building systems, finishes, and other deficiencies compared to the common design and maintenance standards practiced by Wake County, as identified in a Facility Condition Assessment evaluation. 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.

In 2018, the Milwaukee Brewers Major League baseball franchise purchased the Mudcats. The Brewers ownership identified accessibility issues at the Stadium. The County completed an accessibility study concurrently with an updated Facility Condition Assessment. The accessibility study concluded that the original restrooms, built prior to enactment of the Americans With Disabilities Act and prior to the County's ownership of the stadium, will need to be upgraded to modern accessibility standards. Phase 1 of this work was completed in FY 2020.

The FY 2021-2027 budget calls for renovations in FY 2021 to complete Phase 2 of the accessibility renovations in the public restrooms. Other accessibility improvements and lifecycle replacements to HVAC equipment are also planned in future years.

## Program Summary: Five County Stadium

|                                 | FY 2021        | FY 2022       | FY 2023        | FY 2024  | FY 2025        | FY 2026        | FY 2027        | Total<br>FY 2021-27 |
|---------------------------------|----------------|---------------|----------------|----------|----------------|----------------|----------------|---------------------|
| Transfers From Major Facilities | 415,000        | —             | 560,000        | —        | 669,000        | 364,000        | 435,000        | 2,443,000           |
| Reserve for Replacements        | 26,000         | 26,700        | 27,400         | —        | —              | —              | —              | 80,100              |
| Appropriated Fund Balance       | 245,000        | —             | 83,000         | —        | —              | —              | —              | 328,000             |
| <b>Total Sources</b>            | <b>686,000</b> | <b>26,700</b> | <b>670,400</b> | <b>—</b> | <b>669,000</b> | <b>364,000</b> | <b>435,000</b> | <b>2,851,100</b>    |
| Five County Stadium             | 686,000        | 26,700        | 670,400        | —        | 669,000        | 364,000        | 435,000        | 2,851,100           |
| <b>Total Uses</b>               | <b>686,000</b> | <b>26,700</b> | <b>670,400</b> | <b>—</b> | <b>669,000</b> | <b>364,000</b> | <b>435,000</b> | <b>2,851,100</b>    |

# Major Facilities Capital Trust Fund

## Marbles/IMAX



Marbles Kids Museum, located at 201 East Hargett Street, was constructed in 1999 and shares a campus with the adjacent IMAX Theatre. The 83,000 sq. ft. museum building is a landmark in downtown Raleigh and is located along the western portion of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001. The building houses an IMAX projection system and a 270 seat theatre. IMAX provides 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.

From FY 2012 through 2018, a number of lifecycle replacement projects were completed in both buildings based on recommendations provided in a Facilities Condition Assessment conducted in 2009. These improvements included updated sitework, interior finishes, exterior door replacements, system replacements, interior and exterior lighting throughout, and seating and carpet replacements in the IMAX Theatre. In addition, construction was previously completed on a second floor expansion above the museum entry to the lobby in 2014 to accommodate a new exhibit called Kid Grid, which was funded through a grant by a private sector company.

Based on annual updates to specific mechanical equipment, roof condition assessments, and a building wide Facilities Condition Assessment completed in FY 2020, the FY 2021-2027 budget calls for building system replacements and major roof replacements for both the Museum and IMAX facility.

## Program Summary: Marbles/IMAX

|                                 | FY 2021        | FY 2022          | FY 2023        | FY 2024        | FY 2025        | FY 2026        | FY 2027        | Total<br>FY 2021-27 |
|---------------------------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| Transfers From Major Facilities | 585,000        | 1,000,000        | 440,000        | 800,000        | 331,000        | 612,000        | 565,000        | 4,333,000           |
| Appropriated Fund Balance       | —              | —                | —              | —              | 169,000        | —              | 85,000         | 254,000             |
| <b>Total Sources</b>            | <b>585,000</b> | <b>1,000,000</b> | <b>440,000</b> | <b>800,000</b> | <b>500,000</b> | <b>612,000</b> | <b>650,000</b> | <b>4,587,000</b>    |
| Marbles/IMAX                    | 585,000        | 1,000,000        | 440,000        | 800,000        | 500,000        | 612,000        | 650,000        | 4,587,000           |
| <b>Total Uses</b>               | <b>585,000</b> | <b>1,000,000</b> | <b>440,000</b> | <b>800,000</b> | <b>500,000</b> | <b>612,000</b> | <b>650,000</b> | <b>4,587,000</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. The County will use \$320,000 in FY20, \$306,000 in FY25, and \$258,000 in FY27 to complete projects at Five County and Marbles Kids Museum.

### Program Summary: Reserve for Major Facilities Future Projects

|                                                    | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|----------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>Major Facilities                 | —       | —       | —       | 200,000 | —       | 24,000  | —       | 224,000             |
| <b>Total Sources</b>                               | —       | —       | —       | 200,000 | —       | 24,000  | —       | 224,000             |
| Reserve for Major<br>Facilities Future<br>Projects | —       | —       | —       | 200,000 | —       | 24,000  | —       | 224,000             |
| <b>Total Uses</b>                                  | —       | —       | —       | 200,000 | —       | 24,000  | —       | 224,000             |

# Major Facilities Capital Trust Fund

## Reserve for Major Facilities Competitive Projects

Wake County receives \$2.00 million annually within the Major Facilities Special Revenue Fund for local community projects. The \$2.00 million is then transferred annually to the Major Facilities Capital Trust for future competitive processes to support capital projects.

The 21st Amendment to the Interlocal Agreement governing the use of Occupancy and Prepared Food/Beverage Tax revenue established funding for

medium capital projects to be awarded through a competitive process. The total funding for medium projects in the FY 2021 - 2027 CIP is \$41.20 million. A project is considered a medium capital project with a capital value of \$20 million or greater. In FY 2020, an evaluation team of Wake County staff and community representatives conducted a competitive review process, and the team will present funding recommendations to the Wake Board of Commissioners and Raleigh City Council.

### Program Summary: Reserve for Major Facilities Competitive Projects

|                                                            | FY 2021   | FY 2022   | FY 2023   | FY 2024   | FY 2025   | FY 2026   | FY 2027   | Total<br>FY 2021-27 |
|------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
| Transfers From<br>Major Facilities                         | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 5,500,000 | 2,000,000 | 55,200,000          |
| <b>Total Sources</b>                                       | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 5,500,000 | 2,000,000 | 55,200,000          |
| Reserve for Major<br>Facilities<br>Competitive<br>Projects | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 5,500,000 | 2,000,000 | 55,200,000          |
| <b>Total Uses</b>                                          | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 9,540,000 | 5,500,000 | 2,000,000 | 55,200,000          |

# Solid Waste

## Element Summary: Solid Waste

|                                               | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | Total<br>FY 2021-27 |
|-----------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Transfers From<br>South Wake<br>Landfill Fund | 567,000          | 477,000          | 820,000          | 675,000          | 435,000          | 717,000          | 738,000          | 4,429,000           |
| Transfers From<br>Solid Waste<br>Enterprise   | 2,422,273        | 573,000          | 273,000          | 608,000          | 303,000          | 119,000          | 123,000          | 4,421,273           |
| Miscellaneous                                 | 258,000          | 530,000          | —                | 169,000          | 8,115,000        | 597,000          | 615,000          | 10,284,000          |
| Appropriated Fund<br>Balance                  | 888,727          | —                | —                | —                | —                | —                | —                | 888,727             |
| <b>Total Sources</b>                          | <b>4,136,000</b> | <b>1,580,000</b> | <b>1,093,000</b> | <b>1,452,000</b> | <b>8,853,000</b> | <b>1,433,000</b> | <b>1,476,000</b> | <b>20,023,000</b>   |
| Landfill Gas<br>Development                   | 361,000          | 265,000          | 601,000          | 450,000          | 203,000          | 478,000          | 492,000          | 2,850,000           |
| Multi-material and<br>Convenience<br>Centers  | 2,693,000        | 573,000          | 109,000          | 608,000          | 303,000          | 119,000          | 123,000          | 4,528,000           |
| North Wake                                    | 618,000          | —                | 164,000          | —                | —                | —                | —                | 782,000             |
| South Wake<br>Landfill                        | 464,000          | 742,000          | 219,000          | 394,000          | 8,347,000        | 836,000          | 861,000          | 11,863,000          |
| <b>Total Uses</b>                             | <b>4,136,000</b> | <b>1,580,000</b> | <b>1,093,000</b> | <b>1,452,000</b> | <b>8,853,000</b> | <b>1,433,000</b> | <b>1,476,000</b> | <b>20,023,000</b>   |

## History/Background

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 Capital Improvement Program includes investments in new infrastructure and renovations to existing facilities to meet the demands of the general public and comply with state requirements for operating solid waste facilities.

Funding for Solid Waste capital projects are provided by two Enterprise funds: (1) the Solid Waste Operating Fund and (2) the South Wake Landfill (SWLF) Partnership Fund. The Solid Waste Operating Fund generates revenue through a household fee, grants, state funding, the sale of

recyclable materials, and transfers from the SWLF Partnership Fund. Revenues for the SWLF Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

Wake County joined together with the municipalities in Wake County to form the South Wake Landfill Partnership in 2006 for providing a landfill for use by the municipal partners. The South Wake Landfill was constructed for this purpose and began operation in February 2008.

Wake County updated the Comprehensive Solid Waste Management Plan during FY 2020. The updated plan integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.



## Multi-material and Convenience Centers



The County currently operates 17 facilities: three Multi-Material Recycling Facilities (MMRF), three Household Hazardous Waste facilities (HHW), and eleven Convenience Centers. County residents can bring household waste and materials for disposal or recycling to the convenience centers. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers, aluminum containers, steel cans, scrap metal and plastics, as well as facilities for municipal solid waste and construction & demolition debris. MMRF accept waste that is banned from being disposed of in municipal solid waste landfills and HHW facilities accept waste that

should not be disposed of in household garbage due to potentially harmful properties.

The Solid Waste Master Plan identified major priorities including better coordination of MMRF and HHW facilities with convenience centers and increased availability of HHW and MMRF facilities.

As a result, at both the North Wake and South Wake sites, a new convenience center was built with coordinated access to the nearby MMRF/HHW facilities. The North Wake facility was completed in 2015 and the South Wake facility was completed in 2019.

Convenience Center site 11 in Wendell was improved in FY 2018 to add MMRF and HHW facilities. The site is now called the East Wake Solid Waste Management Facility.

The seven-year plan includes \$2.69 million in FY 2021 to support expansion of Convenience Center 3 in Morrisville, including the addition of HHW/MMRF facilities.

Ongoing small improvements, such as driveways, repaving and equipment replacement will continue at all sites across the County. The plan also includes replacement funds for municipal solid waste precrushers and a cardboard box compactor.

### Program Summary: Multi-material and Convenience Centers

|                                              | FY 2021          | FY 2022        | FY 2023        | FY 2024        | FY 2025        | FY 2026        | FY 2027        | Total<br>FY 2021-27 |
|----------------------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| Transfers From<br>Solid Waste<br>Enterprise  | 1,804,273        | 573,000        | 109,000        | 608,000        | 303,000        | 119,000        | 123,000        | 3,639,273           |
| Appropriated Fund<br>Balance                 | 888,727          | —              | —              | —              | —              | —              | —              | 888,727             |
| <b>Total Sources</b>                         | <b>2,693,000</b> | <b>573,000</b> | <b>109,000</b> | <b>608,000</b> | <b>303,000</b> | <b>119,000</b> | <b>123,000</b> | <b>4,528,000</b>    |
| Multi-material and<br>Convenience<br>Centers | 2,693,000        | 573,000        | 109,000        | 608,000        | 303,000        | 119,000        | 123,000        | 4,528,000           |
| <b>Total Uses</b>                            | <b>2,693,000</b> | <b>573,000</b> | <b>109,000</b> | <b>608,000</b> | <b>303,000</b> | <b>119,000</b> | <b>123,000</b> | <b>4,528,000</b>    |



# Solid Waste

## North Wake



The North Wake Landfill (NWLFL) was closed to accepting municipal solid waste and permanently capped in 2009. The County maintains responsibility for post-closure environmental monitoring at the site. After closure, park facilities were constructed and opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site, which is managed by a third party. The seven-year plan includes funding to support these ongoing initiatives.

In FY 2016, the County renegotiated a more favorable agreement for the landfill-gas-to-energy project, significantly improving revenue sharing for the County (increased from \$8,700/year to \$193,000 in FY 2018).

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 evaluated for further improvements.

In FY 2020, a new blower/flare was installed to replace the oldest and outdated landfill gas blower skid. For the next couple of years there will be 2 blower skids available for use until the gas flow is reduced to under 1,000 standard cubic feet per minute. Once no longer needed, the blower skid capable of 2,500 SCFM will be removed.

The FY 2021-2027 Capital Improvement Program includes \$618,000 in FY 2021 for drainage and road improvements to an access road used at the landfill for post-closure environmental monitoring activities. The plan also includes funding in FY 2023 for improvements at the park.

### Program Summary: North Wake

|                                             | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|---------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>Solid Waste<br>Enterprise | 618,000 | —       | 164,000 | —       | —       | —       | —       | 782,000             |
| <b>Total Sources</b>                        | 618,000 | —       | 164,000 | —       | —       | —       | —       | 782,000             |
| North Wake                                  | 618,000 | —       | 164,000 | —       | —       | —       | —       | 782,000             |
| <b>Total Uses</b>                           | 618,000 | —       | 164,000 | —       | —       | —       | —       | 782,000             |

## South Wake Landfill



In February 2008, the South Wake Landfill (SWLF) began accepting municipal solid waste (MSW). Waste Industries (now GFL Environmental) was selected by the County Commissioners in June of 2006 to serve as the County's design, build, operate, and maintain contractor for the landfill. However, there are elements of the landfill operations the County is responsible for that are funded by the SWLF partnership. First, the County must provide the soil needed for each phase of construction. Second, the County is responsible for the final closure of each cell. Finally, the County is responsible for all aspects of landfill gas.

Phase 1A (26 acres) started accepting MSW in 2008 and reached initial capacity in 2010. Phase 1B was constructed during FY 2010 and reached initial capacity in July of 2015. Phase 2A was constructed in FY 2015 and started accepting waste in July 2015, expecting to last through 2020. The Unit A partial closure was completed during FY 2018 (20 of 75 total acres).

In 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Landfill Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer MSW to the SWLF for burial. In FY 2013 repairs were made to the existing structure. In FY 2016, the Scalehouse was provided with backup power. In FY 2018 roadway improvements were made.

The FY 2021-2027 Capital Improvement Program includes funding for additional improvements to the East Wake Transfer Station. Funding for soil for landfill construction is programmed during the next 7 years as well. Starting in FY 2020, \$200,000 in annual funding for environmental nuisance mitigation was added to the plan. This funding is helping with odor and other nuisance related mitigation at the site. The largest project in the plan is closure of a phase at the landfill in FY 2025. Funds are also included for improvements at the East Wake Transfer station.

### Program Summary: South Wake Landfill

|                                               | FY 2021        | FY 2022        | FY 2023        | FY 2024        | FY 2025          | FY 2026        | FY 2027        | Total<br>FY 2021-27 |
|-----------------------------------------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|---------------------|
| Transfers From<br>South Wake<br>Landfill Fund | 206,000        | 212,000        | 219,000        | 225,000        | 232,000          | 239,000        | 246,000        | 1,579,000           |
| Miscellaneous                                 | 258,000        | 530,000        | —              | 169,000        | 8,115,000        | 597,000        | 615,000        | 10,284,000          |
| <b>Total Sources</b>                          | <b>464,000</b> | <b>742,000</b> | <b>219,000</b> | <b>394,000</b> | <b>8,347,000</b> | <b>836,000</b> | <b>861,000</b> | <b>11,863,000</b>   |
| South Wake<br>Landfill                        | 464,000        | 742,000        | 219,000        | 394,000        | 8,347,000        | 836,000        | 861,000        | 11,863,000          |
| <b>Total Uses</b>                             | <b>464,000</b> | <b>742,000</b> | <b>219,000</b> | <b>394,000</b> | <b>8,347,000</b> | <b>836,000</b> | <b>861,000</b> | <b>11,863,000</b>   |

## Landfill Gas Development



In FY 2011, the County began operating the landfill gas collection and control system at the South Wake Landfill.

These facilities enable the County to control landfill gas at the SWLF and beneficially reuse landfill gas to create energy. On July 7, 2011 a contract was signed with a landfill gas to energy developer (INGENCO). During FY 2014, the landfill gas to energy project was completed by INGENCO and operations were started. During FY 2020, INGENCO expanded their facilities based upon the increased landfill gas flow. Further, the gas collection and control system will need to be expanded as the landfill grows. Annual funding is included in the plan to keep up with the expanding landfill and to ensure the system is equipped to handle landfill gas generated from the additional waste stream.

### Program Summary: Landfill Gas Development

|                                               | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Total<br>FY 2021-27 |
|-----------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| Transfers From<br>South Wake<br>Landfill Fund | 361,000 | 265,000 | 601,000 | 450,000 | 203,000 | 478,000 | 492,000 | 2,850,000           |
| <b>Total Sources</b>                          | 361,000 | 265,000 | 601,000 | 450,000 | 203,000 | 478,000 | 492,000 | 2,850,000           |
| Landfill Gas<br>Development                   | 361,000 | 265,000 | 601,000 | 450,000 | 203,000 | 478,000 | 492,000 | 2,850,000           |
| <b>Total Uses</b>                             | 361,000 | 265,000 | 601,000 | 450,000 | 203,000 | 478,000 | 492,000 | 2,850,000           |



# Affordable Housing

## Element Summary: Affordable Housing

|                                | FY 2021    | FY 2022    | FY 2023    | FY 2024    | FY 2025    | FY 2026    | FY 2027    | Total<br>FY 2021-27 |
|--------------------------------|------------|------------|------------|------------|------------|------------|------------|---------------------|
| Transfers From<br>General Fund | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 76,657,000          |
| <b>Total Sources</b>           | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 76,657,000          |
| Housing                        | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 76,657,000          |
| <b>Total Uses</b>              | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 10,951,000 | 76,657,000          |

## History/Background

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County 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 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 United States Department of Housing and Urban Development, affordable housing development and preservation occurred through the Housing Special Revenue Fund. The County also contributed \$1 million annually to these efforts.

Nearly twenty years after the original Housing Affordability report, the Wake County Board of Commissioners approved the approved the Comprehensive Affordable Housing Plan on October 16, 2017. 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 increased their annual contribution to \$15 million, most of which will increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless and other vulnerable populations.

The Housing function of the Human Services Department moved to a newly-formed Housing Affordability and Community Revitalization department. This department includes services provided through the County General Fund, a Special Revenue Fund, and a Capital Fund.

## Seven Year Summary

The CIP continues to build on the Housing plan by increasing the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless and other vulnerable populations. In addition, affordable housing investments will be targeted to create a loan fund to acquire sites for affordable housing development and provide low-cost permanent financing to maintain existing affordable multi-family rental properties. The funds will also support work with the public housing authorities to develop a comprehensive redevelopment plan for all public housing sites to transform them into mixed-income communities or modern affordable housing developments. The Cornerstone building is slated for an upfit to better utilize existing space for new focus as a front door for transitional housing opportunities on the road to permanent supportive housing.





# Financial Planning Model

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Wake County utilizes a long-term Debt and Capital financial model (“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-term and long-term capital needs of the County as well as public school system and community college. By state statute, the County is obligated to fund both public school system and community college capital needs. The model aids the Board of Commissioners and County management in developing a strategy to fund these capital needs while being aware of any citizen tax impact and ensuring continued adherence to policies, guidelines, and other metrics at a desired level commensurate with triple-A bond rating criteria.

Several financial policies and guidelines were established in the early 2000’s related to fund balance, revenues, capital improvements, and debt issuance. These remain 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 strengthening (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. The model is integral in determining appropriate timing, level, and affordability of capital 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 and relevant Board actions. In addition to the annual in-depth budget review process, 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 2021, 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 future County, WTCC and WCPSS capital needs and corresponding funding choices for FY 2022-2027. In the budget approval process for FY 2021, and upon conclusion of the current revaluation effort for FY 2021 which takes place every 4-years, the Board is expected reset the property tax rate to a revenue neutral rate of 60.00¢ (per \$100/assessed valuation) to be levied beginning in FY 2021.





# 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.

# Glossary of Budget Terms

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**CAMPO:** Capital Area Metropolitan Planning Organization.

**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.

# Glossary of Budget Terms

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**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.

**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 0.500 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

# Glossary of Budget Terms

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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 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 department.

**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 department.

**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.

**LOBs:** LOBs, or Limited Obligation Bonds, are a long-term debt instrument the county uses to finance capital projects. Unlike General Obligation Bonds, LOBs can be issued without a voter referendum and are authorized by the Wake County Board of Commissioners. The authority for this form of debt comes from NC G.S. 160A-20.

**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.

**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.

# Glossary of Budget Terms

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**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.

**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.

# Glossary of Budget Terms

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**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

**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.

**WTCC:** Wake Technical Community College.

**Workforce Development:** Refers to the Capital Area Workforce Development Board, a Board designated

# Glossary of Budget Terms

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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.





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