



Recommended Operating Budget and Community Improvement Plan

For the Fiscal Year July 1, 2017 through June 30, 2018

Table of Contents

GFOA DISTINGUISHED BUDGET

PRESENTATION AWARD 5

GFOA Distinguished Budget Presentation Award 5

WAKE COUNTY GOVERNMENT 7

Board of County Commissioners 7

Wake County Government Organizational Chart 9

Goals, Objectives & Initiatives 11

EXECUTIVE SUMMARY 23

General Fund Overview 23

Revenue Overview 24

Expenditure Overview 27

Wake County Public School System 28

Wake County Community College 29

Capital and Debt Service Transfers/Allocations 30

County Departments 31

Annual Operating Funds 44

FY 2018-2024 Capital Improvement Program 46

County Department General Fund Requests

Recommended 47

General Fund Requests Not Recommended 51

Personnel Summary 53

Personnel Changes Summary 57

PROCESSES AND POLICIES 63

Reader's Guide to the Budget 63

Budget Process 64

Budget Calendar for Fiscal Year 2018 65

Fund Structure 66

Fund Structure Charts 68

Basis of Budgeting and Basis of Accounting 69

Financial Policies 70

Long-Range Planning 76

GENERAL FUND 79

General Fund Revenue Summary 79

General Fund Expenditure Summary 82

GENERAL GOVERNMENT 85

General Government Budget Summary 85

Board Of Commissioners 86

Communications Office 88

County Manager 91

County Attorney 93

Board Of Elections 95

Budget And Management Services 99

Facilities Design & Construction 101

Finance Department 105

Human Resources 113

Information Services 118

Register Of Deeds 124

Revenue Department 128

Quasi-Governmental 131

Soil & Water Conservation District 133

Cooperative Extension 135

COMMUNITY SERVICES 137

Community Services Management and Budget Office ..
139

Parks, Recreation and Open Space 140

Planning, Development and Inspections 144

Veterans Services 151

Geographic Information Services 154

Libraries 157

ENVIRONMENTAL SERVICES 165

Environmental Services Administration 167

Environmental Health & Safety 170

Water Quality 173

Animal Care, Control and Adoption Center 178

GENERAL SERVICES ADMINISTRATION.. 181

Administration / Support 183

Physical Plant 186

Central Services 188

Safety and Security 190

Criminal Justice/General Government 193

Facility and Field Services 195

Utilities 198

County Building Agreements 200

HUMAN SERVICES 201

Social Services Economic Self Sufficiency 204

Child Welfare 210

Children, Youth and Family 215

Public Health 219

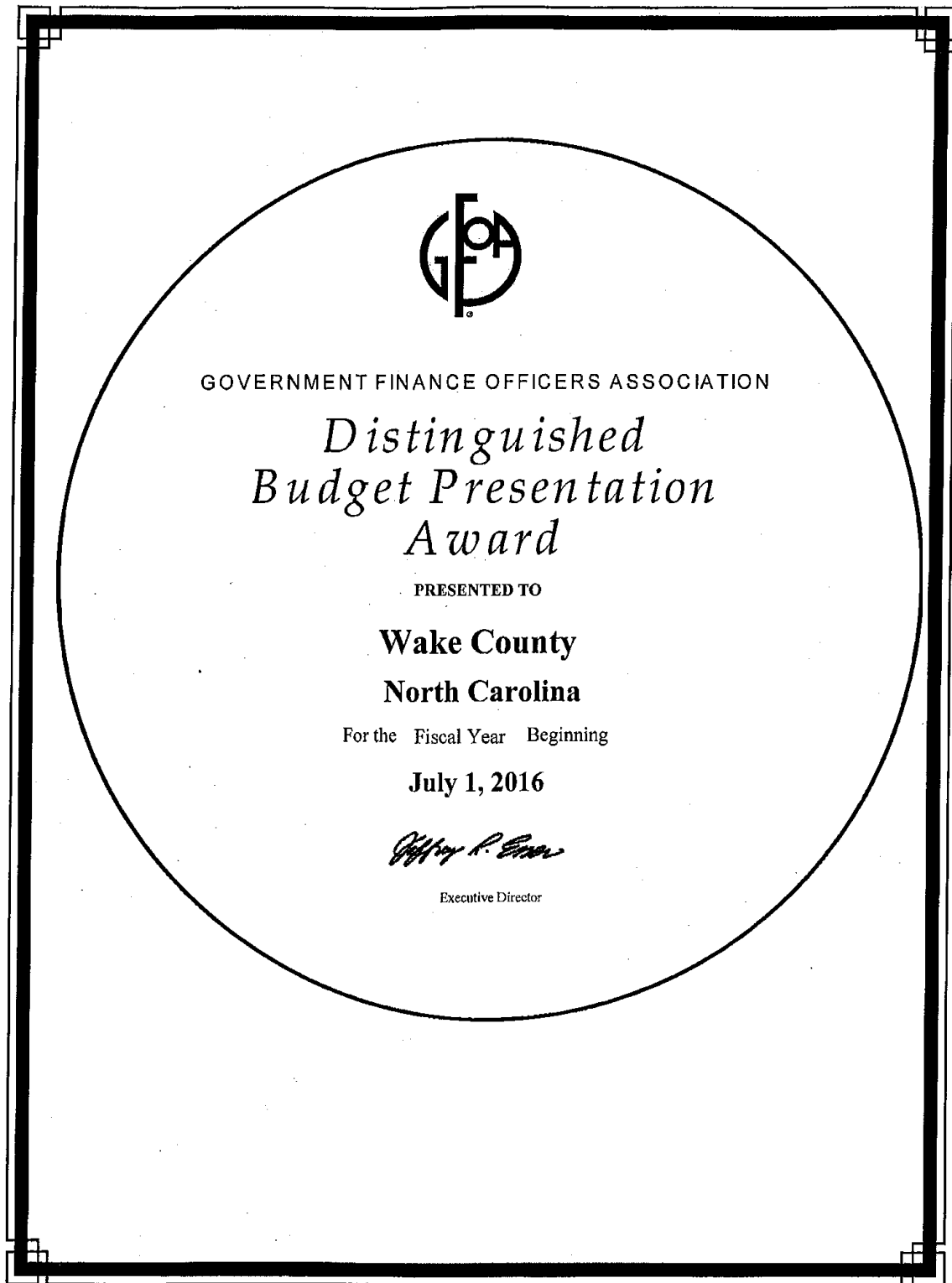
Health Clinics 225

Administration and Operations 231

Table of Contents

BEHAVIORAL HEALTH - MANAGED CARE	235	Operating Budget Impact	327
MEDICAL EXAMINER	237	Horizon Issues.....	328
EMERGENCY MEDICAL SERVICE.....	239	Capital Improvement Program Projects.....	329
FIRE SERVICE	243	SEVEN-YEAR SUMMARY OF SOURCES AND USES	337
EMERGENCY MANAGEMENT.....	249	Seven-Year Summary of Sources and Uses	337
EMERGENCY COMMUNICATIONS.....	251	Detailed Seven-Year Summary of Sources and Uses ..	338
RALEIGH/WAKE CITY-COUNTY BUREAU OF IDENTIFICATION	253	CIP - COUNTY CAPITAL.....	345
SHERIFF.....	257	CIP - EDUCATION	405
Law Enforcement	259	CIP - FIRE RESCUE	411
Detention.....	262	CIP - MAJOR FACILITIES	417
NON-DEPARTMENTAL.....	265	CIP - SOLID WASTE.....	425
EDUCATION	277	FINANCIAL PLANNING MODEL	433
Wake County Public School System	277	Financial Planning Model	433
Wake Technical Community College	278	SUPPLEMENTAL INFORMATION	437
DEBT SERVICE	281	Total Revenues By Fund	437
SPECIAL REVENUE FUNDS	289	Total Revenues by Source	438
Capital Area Workforce Development	289	Expenditures By Use	439
Fire Tax District.....	291	Expenditures By Type	440
Grants and Donations.....	296	Summary of Revenues, Expenditures and Changes In Fund Balance	441
Housing and Community Revitalization.....	300	Overview of Changes in Fund Balance	449
Major Facilities.....	302	Revenues	451
Transportation	305	User Fee Change Summary.....	456
INTERNAL SERVICE FUND	307	Schedule of Interfund Transfers.....	459
Corporate Fleet Fund.....	307	Wake County Facts.....	463
ENTERPRISE FUNDS.....	311	Demographic Statistics.....	465
Solid Waste Management	311	GLOSSARY OF BUDGET TERMS	467
South Wake Landfill	314	GLOSSARY OF BUDGET TERMS.....	467
CAPITAL IMPROVEMENT PROGRAM....	317	INDEX	475
Introduction and Highlights	317	Index.....	475
Capital Budget Process.....	322		
How to Read the Capital Improvement Program.....	325		

GFOA Distinguished Budget Presentation Award



GFOA Distinguished Budget Presentation Award

Wake County, North Carolina

Board of County Commissioners



Sig Hutchinson
Chairman



Matt Calabria
Vice Chair



John D. Burns



James West



Jessica Holmes



Erv Portmant

County Administration

County Manager: Jim Hartmann



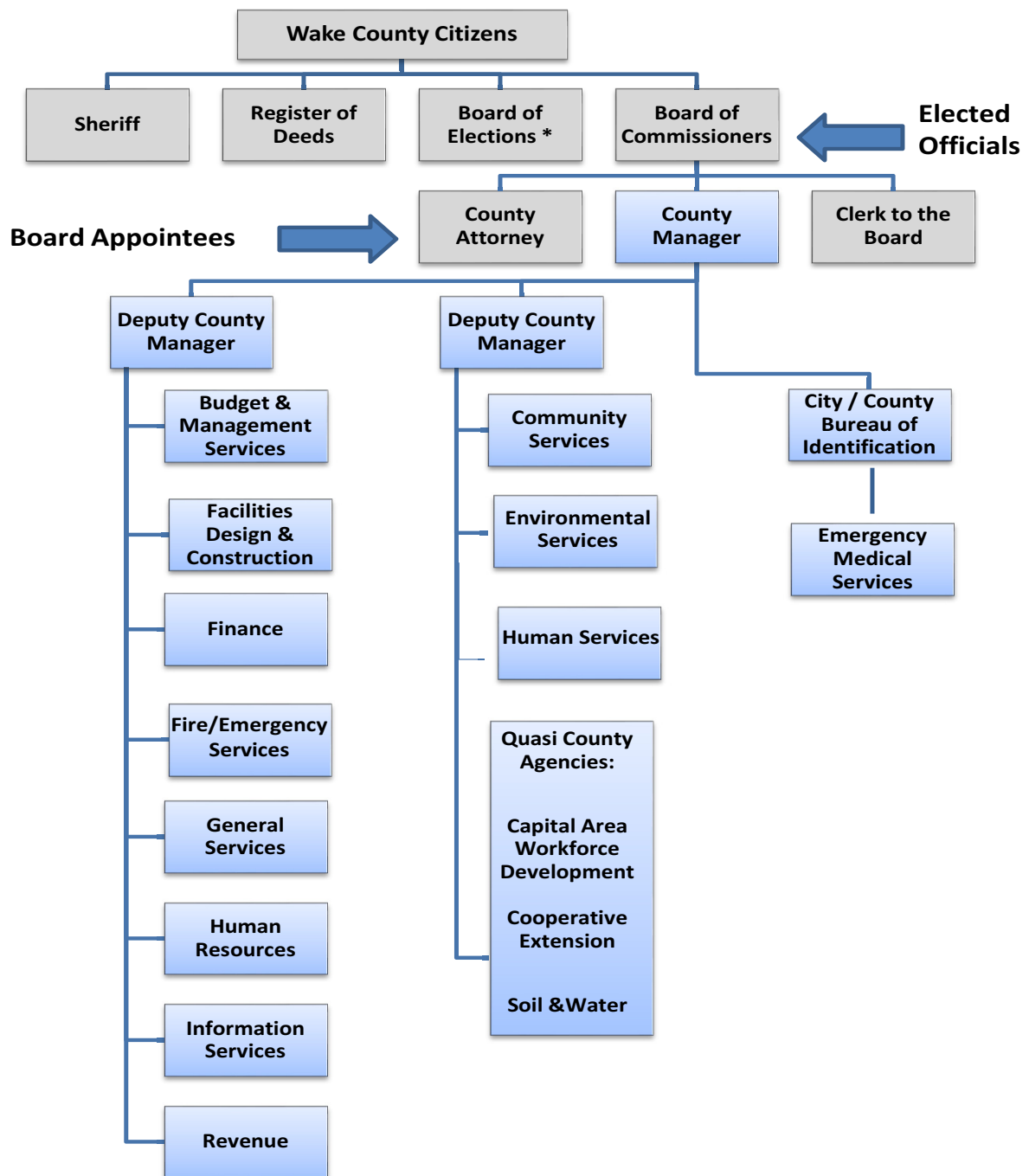
Greg Ford

Deputy County Manager: David Ellis
Deputy County Manager: Johnna L. Rogers

County Attorney: Scott W. Warren
Clerk to the Board: Denise Hogan



Wake County Government Organizational Chart



**Executive Director selected by Wake County Board of Elections.*



Goals, Objectives & Initiatives

THE WAKE COUNTY BOARD OF COMMISSIONERS

STRATEGIC GOALS AND OBJECTIVES

COMMUNITY HEALTH

GOAL

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

OBJECTIVE CH1	Identify efficient, effective, proactive, and collaborative ways to better support and build capacity for the treatment and management of Wake County residents who experience behavioral health challenges.
Initiative CH1.1	Work with the Sheriff's Office and community partners to develop sustainable strategies for assisting detained and/or incarcerated individuals that suffer from mental illness.
Initiative CH1.2	Evaluate and develop sustainability plan for WakeBrook operations.
Initiative CH1.3	Work with Wake Director's Group and community partners to improve coordination and integration of services and resources related to behavioral health needs, including improved utilization of 211.
Initiative CH1.4	Leverage partnerships to enhance data sharing related to behavioral health services.
Initiative CH1.5	Expand opportunities to provide stable housing choices to frequent users of community services through permanent supportive housing and other available tools.
Initiative CH1.6	Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.
Initiative CH1.7	Evaluate options to expand telemedicine for case management and other behavioral health services.
OBJECTIVE CH2	Support building a "culture of health" based on the Robert Wood Johnson Foundation model for healthy communities.
Initiative CH2.1	Improve health of populations through the development of infrastructure and education that encourages an active lifestyle.
Initiative CH2.2	Implement a Population Health Task Force, comprised of diverse stakeholders that will develop a comprehensive Wake County Plan for a Culture of Health.
Initiative CH2.3	Continue focus on public health in school-aged population through improved access to health services.
Initiative CH2.4	Support efforts to share medical records between safety net providers through a common platform.
Initiative CH2.5	Work with Community Health Needs Assessment process to support and address identified priorities.

Goals, Objectives & Initiatives

ECONOMIC STRENGTH

GOAL

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

OBJECTIVE ES1	Support Wake County Economic Development's efforts to bring targeted jobs and business to Wake County.
Initiative ES1.1	Improve employment opportunities in vulnerable communities by utilizing RTI research and collaborating with workforce development partners to develop programming and outreach efforts that create inclusive prosperity across Wake County.
Initiative ES1.2	Review and revise the Wake County Shovel Ready Site Program to better support site development throughout Wake County.
OBJECTIVE ES2	Leverage, coordinate and collaborate with our municipalities, nonprofit organizations, universities, capital markets, and entrepreneurs to increase opportunities and support for entrepreneurial ventures
Initiative ES2.1	Develop a database and communication strategy for programs and organizations in Wake County that support small business creation and entrepreneurship, highlighting those that target economically challenged and/or minority participants.
OBJECTIVE ES3	Develop economic development strategies and tools that encourage responsible employment practices, environmental stewardship, affordable housing, high quality of life, and return on investments that produces societal benefits.
Initiative ES3.1	Consider multi-criteria policy for relocation incentives.
OBJECTIVE ES4	Facilitate buildout of high speed internet access in Wake County to enable coverage, speed and affordability for all citizens.
Initiative ES4.1	Work collaboratively with stakeholders to explore opportunities to remove barriers, leverage resources and more quickly facilitate buildout of high speed internet connectivity throughout Wake County.

Goals, Objectives & Initiatives

EDUCATION



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

OBJECTIVE E1	Encourage collaboration amongst a continuum of education providers in Wake County in order to allow a seamless integration of strategic plans and programs that address early childhood education through post-secondary curriculum and workforce continuing education.
Initiative E1.1	Expand capacity and access to Pre-K programs through public private partnerships.
Initiative E1.2	Partner with WCPSS and community agencies to reduce childhood hunger.
Initiative E1.3	Explore expanding the number of affordable housing options adjacent to public schools to help increase diversity in schools.
Initiative E1.4	Develop strategies to deliver early childhood services for homeless children.
Initiative E1.5	Identify ways to support WCPSS and Wake Tech as they expand early college and CTE program opportunities throughout the county.
OBJECTIVE E2	Develop a long-term plan for WCPSS and Wake Tech operating and capital needs that are bound by strong financial policies designed to maintain the county's outstanding financial position demonstrated by achievement of the highest credit ratings.
Initiative E2.1	In partnership with WCPSS, develop a long-term plan for local funding for the WCPSS annual operating budget that establishes annual goals and targets which are predictable, sustainable and aligned with programmatic goals identified in the WCPSS strategic plan.
Initiative E2.2	Ensure jointly developed budget plan maintains a level of funding to WCPSS for local teacher supplement that allows for recruitment and retention of quality educators.
Initiative E2.3	In partnership with WCPSS and Wake Tech, continue implementation on financing strategies to address needs identified in 7-year CIP.

Goals, Objectives & Initiatives

GREAT GOVERNMENT

GOAL

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

OBJECTIVE GG1	Continue the County's strong foundation of fiscal strength to maintain the County's Aaa bond rating with all three rating agencies.
Initiative GG1.1	Oppose legislation and unfunded mandates from both the State and Federal governments that create uncertainty and negatively impact the County's legal ability to meet existing or future obligations.
OBJECTIVE GG2	Find opportunities to improve the customer's experience throughout the County and treat every citizen with dignity, respect and appreciation.
Initiative GG2.1	Establish guidelines for departments to use in measuring customer satisfaction and soliciting customer feedback.
OBJECTIVE GG3	Create strategies that promote collaboration, innovation and multi-disciplinary solutions.
Initiative GG3.1	Partner with other urban counties/communities to improve effectiveness of lobbying efforts.
OBJECTIVE GG4	Develop citizen engagement opportunities and facilitate opportunities for volunteerism/civic engagement.
Initiative GG4.1	Continue to promote volunteer and civic engagement opportunities in Wake County.
OBJECTIVE GG5	Improve effectiveness, efficiency, transparency, and responsiveness of government through innovation and technology.
Initiative GG5.1	Build and maintain partnerships with other public and private entities to leverage resources and increase efficiencies.
Initiative GG5.2	Identify and pursue programs, practices, technologies and other opportunities that enhance the innovation and creativity within the organization.
Initiative GG5.3	Continue to enhance our open data program and identify opportunities for continued collaboration with our civic tech community.

Goals, Objectives & Initiatives

GREAT GOVERNMENT (CONT.)

OBJECTIVE GG6	Create a culture of health within the county government that supports enhancing the health and wellbeing of employees and their families.
Initiative GG6.1	Measure and improve effectiveness of our employee health and well-being programs.

OBJECTIVE GG7	Implement data-driven decision making processes and methods wherever possible across the County.
Initiative GG7.1	Establish an analytics function and resources to assist departments with obtaining and utilizing effective data analytics to solve business objectives and reach departmental goals.
Initiative GG7.2	Establish a public-facing performance dashboard to capture, document and display key performance measures for the organization.
Initiative GG7.3	Establish a countywide performance management program, including guidance for departments to use for development of qualitative and useful performance metrics.

Goals, Objectives & Initiatives

GROWTH AND SUSTAINABILITY

GOAL

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

OBJECTIVE GS1	Implement a comprehensive approach for developing Wake County's open space, parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal partners.
Initiative GS1.1	Adopt the Wake County Parks Master Plan and the Greenways Comprehensive Plan.
Initiative GS1.2	Prepare for a new parks, open space, and greenway bond referendum that will provide for more recreational opportunities and environmental education, assist in the development of a countywide interconnected greenway system, and provide additional watershed protection.
OBJECTIVE GS2	Promote sustainability efforts throughout the county.
Initiative GS2.1	Evaluate oversight/advisory structure to address Sustainability Initiatives.
Initiative GS2.2	Review and update 2004 Energy Design Guidelines.
Initiative GS2.3	Update comprehensive solid waste plan to extend the life of the landfill through recycling, technology and other related initiatives.
Initiative GS2.4	Develop and improve strategies to promote litter reduction and improve recycling.
OBJECTIVE GS3	Address quality and quantity issues associated with water resources
Initiative GS3.1	Direct the Water Partnership to review and revise water resource policies to reflect the most up to date scientific data and understanding, including groundwater use and potential septic impacts.
Initiative GS3.2	Maintain protection of watershed and stream buffers.
Initiative GS3.3	Actively participate in protection of Falls and Jordan Lake through the rewrite of the Rules.
Initiative GS3.4	Promote conservation measures on farms and forest lands in current and potential water supply watersheds in Wake County.
Initiative GS3.5	Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).

Goals, Objectives & Initiatives

GROWTH AND SUSTAINABILITY (CONT.)

OBJECTIVE GS4	Plan for issues associated with continued growth in Wake County.
Initiative GS4.1	Determine the impact that projected population growth will have upon the demand for County services.
Initiative GS4.2	Update and integrate Wake County's growth plans as it relates to land use and transportation systems.

OBJECTIVE GS5	Guide the implementation of the Wake County Transit Plan.
Initiative GS5.1	Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.
Initiative GS5.2	Continue to support and seek public participation in the development and implementation of the transit plan, including consumer experience goals and service metrics.
Initiative GS5.3	Collaborate with municipal, community and private partners to encourage best development practices, including affordable housing, in corridors and areas identified for transit investment.
Initiative GS5.4	Seek opportunities to increase collaboration between transit providers and the Wake County School System.
Initiative GS5.5	Promote opportunities to maintain affordability for transit services and address needs for rural access.
Initiative GS5.6	Evaluate opportunities for communities in need.

Goals, Objectives & Initiatives

PEOPLE, ARTS AND CULTURE



Apply an interdisciplinary approach to seek out and harness the strengths of our diverse community and develop policies that reflect positive values, enhance our cultural activities, support artistic expression, and improve quality of life.

OBJECTIVE PAC1	Appreciate, encourage and foster artistic expression in Wake County.
Initiative PAC1.1	Foster collaboration with and within the arts and other cultural agencies to increase awareness of and increase opportunities for artistic and cultural activities.
Initiative PAC1.2	Explore support for local artists through programs like artist-in-residence, public art and partnerships.
OBJECTIVE PAC2	Develop parks, recreation, and greenway opportunities for Wake County residents and visitors.
Initiative PAC2.1	Work with WCPSS to open school grounds and share recreational resources for broader community access.
Initiative PAC2.2	Partner with municipalities to expand the greenway systems.

Goals, Objectives & Initiatives

PUBLIC SAFETY



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

OBJECTIVE PS1	Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.
Initiative PS1.1	Coordinate public safety data collection and interagency coordination to inform and assist public policy decisions and identify areas for strengthening.
Initiative PS1.2	Implement the staffing and deployment plan for fire tax district services.
OBJECTIVE PS2	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	Complete a hazardous material community risk analysis (HMCRA) to evaluate identified hazardous material facilities and determine the potential risk to surrounding areas.
Initiative PS2.2	Work with municipalities and community agencies to incorporate findings of HMCRA into established standard policies.
OBJECTIVE PS3	Study and identify opportunities for enhanced public safety communications and interoperability within the county.
OBJECTIVE PS4	Understand and address the effects of substance use and abuse on the community and the impacts on public safety departments and public health.
Initiative PS4.1	Continue coordination of stakeholders that informs key leaders on drug-related issues and their impact on the community.
Initiative PS4.2	Work with partners such as other law enforcement agencies, first responders, and the County health department, to improve public education and define county messaging parameters.
Initiative PS4.3	Identify public health, addiction prevention and recovery strategies to be included in the County's illegal drug policy.

Goals, Objectives & Initiatives

PUBLIC SAFETY (CONT.)

OBJECTIVE PS5	Develop and implement strategies to improve personnel retention and workforce wellbeing in public safety departments.
Initiative PS5.1	Identify and develop resources to maintain the long-term physical and psychological health and wellbeing of public safety personnel.
Initiative PS5.2	Develop and implement strategies to increase public safety personnel recruitment and retention rates.
Initiative PS5.3	Develop timeline and begin implementation of best practices for volunteer recruiting and utilization in emergency services.
OBJECTIVE PS6	Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.
Initiative PS6.1	Evaluate and implement tools available to assist public safety personnel working in crisis management, de-escalation and mental health first aid.
Initiative PS6.2	Work with stakeholders to identify strategies to provide interventions for at-risk school aged youth to disrupt the school-to-prison pipeline.
OBJECTIVE PS7	Explore and maintain diversion opportunities to improve health and wellbeing of those who are incarcerated or at risk of incarceration and to address recidivism.
Initiative PS7.1	Utilize data to implement programs that increase pre-trial diversion opportunities and reduce length of stay in jail.
Initiative PS7.2	Explore opportunities for education and job-training for detainees through community partnerships.

Goals, Objectives & Initiatives

SOCIAL AND ECONOMIC VITALITY



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

OBJECTIVE SEV1	Create more affordable housing opportunities in Wake County and support efforts to reduce or end homelessness.
Initiative SEV1.1	Work collaboratively within government, with nonprofit, education and business partners to reduce or eliminate homelessness and to improve the health and wellbeing of our most vulnerable citizens.
Initiative SEV1.2	Work with Wake County Affordable Housing Steering Committee and community partners to develop strategies to preserve and increase affordable housing options in Wake County.
OBJECTIVE SEV2	Develop a comprehensive approach to addressing the needs of Wake County's most vulnerable regions and communities to improve the overall wellbeing of their residents.
Initiative SEV2.1	Use data to develop economic, physical, behavioral, and environmental health strategies and baseline indicators at the individual, community and population level to track improvement in specific vulnerable regions of the County.
Initiative SEV2.2	Continue to build and strengthen public-private partnerships, community collaborations, and policy changes that will improve the social and economic indicators affecting the quality of life of the residents in vulnerable communities in Wake County.
Initiative SEV2.3	Implement the Vulnerable Communities Initiative in South East and Eastern Wake County Human Services Zones through a collaborative, neighborhood centered approach to include human capital development; health in all policies; economic development; and social well-being strategies.
OBJECTIVE SEV3	Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence based services to our citizens.
Initiative SEV3.1	Based on evaluation, target Human Capital Development strategies in specific vulnerable communities in Wake County.
Initiative SEV3.2	Develop and implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts in Wake County.
Initiative SEV3.3	Assist Wake County's foster children in transitioning to successful independent living after leaving the foster care program.
Initiative SEV3.4	Identify and implement opportunities to reduce logistical barriers that prevent vulnerable populations from accessing services provided by government and nonprofits, including increasing co-location and contracting of services.



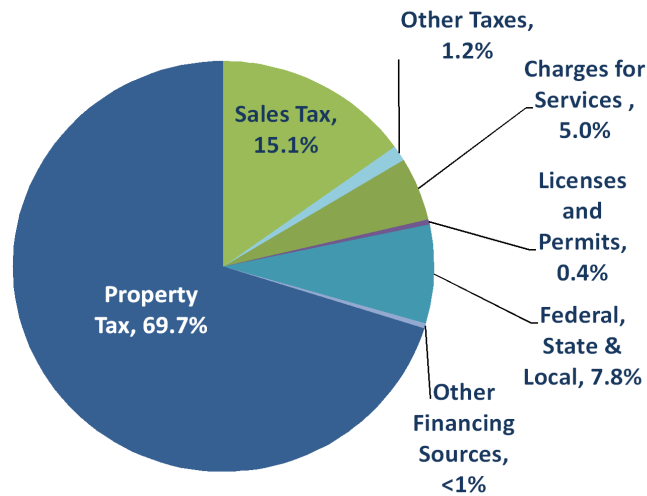
General Fund Overview

Tax Rate

- ♦ Recommended FY 2018 General Fund Budget is \$1,261,415,000
- ♦ Recommended property tax rate of 61.5 cents, which is a 1.45 cent increase per \$100 of property valuation.
- ♦ The FY 2017 tax rate was 60.05 cents per \$100 of valuation.

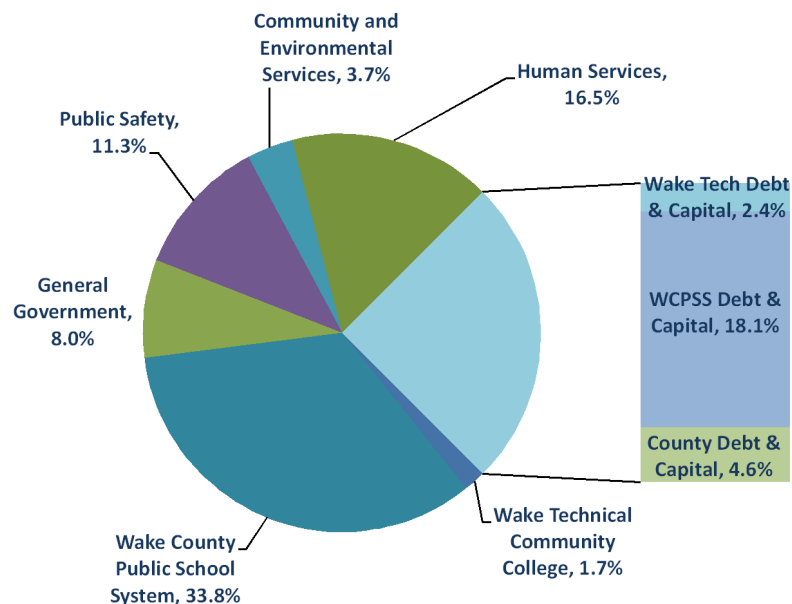
Total Revenue by Source

Property Taxes and Sales Taxes make up 85% of the County General Fund revenue.



Total Expenditures by Function

From the General Fund, 44% or \$556.3 million support spending for County operations, debt service and capital; 52% or \$654.1 million supports WCPSS operating and capital; and 4% or \$51.0 million support Wake Tech.



Revenue Overview

General Fund Revenue Growth

Revenue Category		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Property Tax	\$	840,531,000	884,794,500	44,263,500	5.3%
Sales Tax		172,620,000	190,366,000	17,746,000	10.3%
Other Taxes		19,901,129	15,372,003	(4,529,126)	-22.8%
Taxes	\$	1,033,052,129	1,090,532,503	57,480,374	5.6%
Federal		11,533,533	11,963,339	429,806	3.7%
State		81,239,138	82,206,455	967,317	1.2%
Local		4,056,850	4,021,850	(35,000)	-0.9%
Charges For Services		60,341,506	63,104,536	2,763,030	4.6%
Licenses & Permits		4,591,700	4,978,165	386,465	8.4%
Interest Income		11,432	1,220	(10,212)	-89.3%
Miscellaneous		404,822	340,022	(64,800)	-16.0%
Other Financing Sources		1,201,316	201,316	(1,000,000)	-83.2%
Transfers		3,588,574	4,065,594	477,020	13.3%
Total	\$	1,200,021,000	1,261,415,000	61,394,000	5.1%

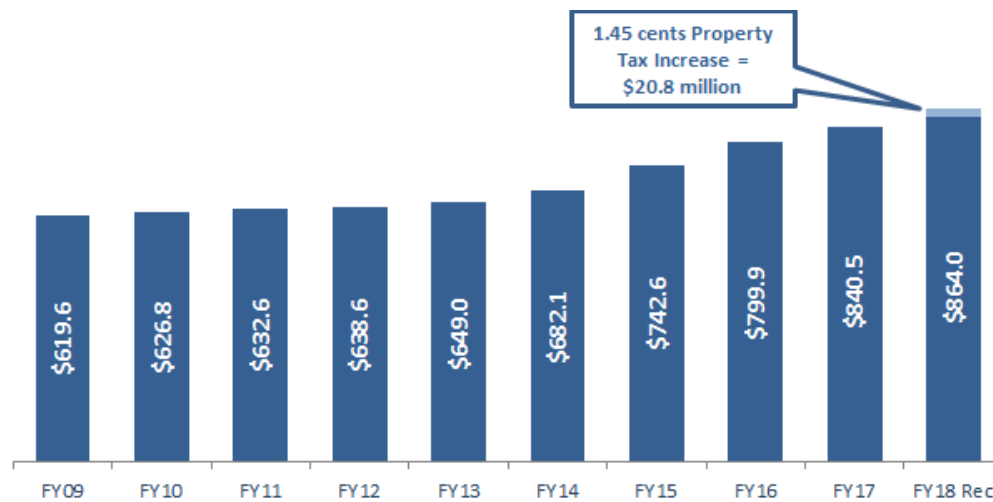
Property Tax Base

The property tax base continues solid growth of 2.1% estimated for FY 2018 as compared to the FY 2017 projection, driven by growth in real property and vehicles. This is a 2.9% growth off FY 2017 budget.

	FY16 Actual	FY17 Budget	FY17 Projected	FY18 Estimate	\$ Change	% Change
Real Property	109,553	120,350	120,471	122,950	2,479	2.1%
Personal Property	6,368	6,500	7,026	7,050	24	0.3%
Public Service	2,867	3,400	3,469	3,425	(44)	-1.3%
Vehicles	9,100	10,050	10,500	10,950	450	4.3%
Total Valuation	\$ 127,888	\$ 140,300	\$ 141,467	\$ 144,375	\$ 2,908	2.1%

Revenue Overview

Property Tax Revenue Growth



Impact of Recommended Tax Rate

A key component of the recommended budget is a 1.45-cent property tax increase, which would generate nearly \$20.8 million in new revenue. At the new rate of 61.5 cents on the average home value of \$270,200, the additional tax over the revenue neutral rate would be \$39 annually.

Property Type	Property Value	Property Tax for Each 1 Cent Increase	FY17 Tax Rate	FY18 Rec'd Tax Rate	Change in Tax
Tax Rate (Cents)			60.05	61.5	1.45
Average Assessed Home Value	\$ 270,778	\$ 27	\$ 1,626	\$ 1,665	\$ 39
Retail Shopping Center or Hotel --Median	\$ 11,000,000	\$ 1,100	\$ 66,055	\$ 67,650	\$ 1,595
Manufacturing Plant - Median	\$ 4,000,000	\$ 400	\$ 24,020	\$ 24,600	\$ 580
Restaurant - Median	\$ 1,400,000	\$ 140	\$ 8,407	\$ 8,610	\$ 203

Revenue Overview

Sales Tax Growth Projection

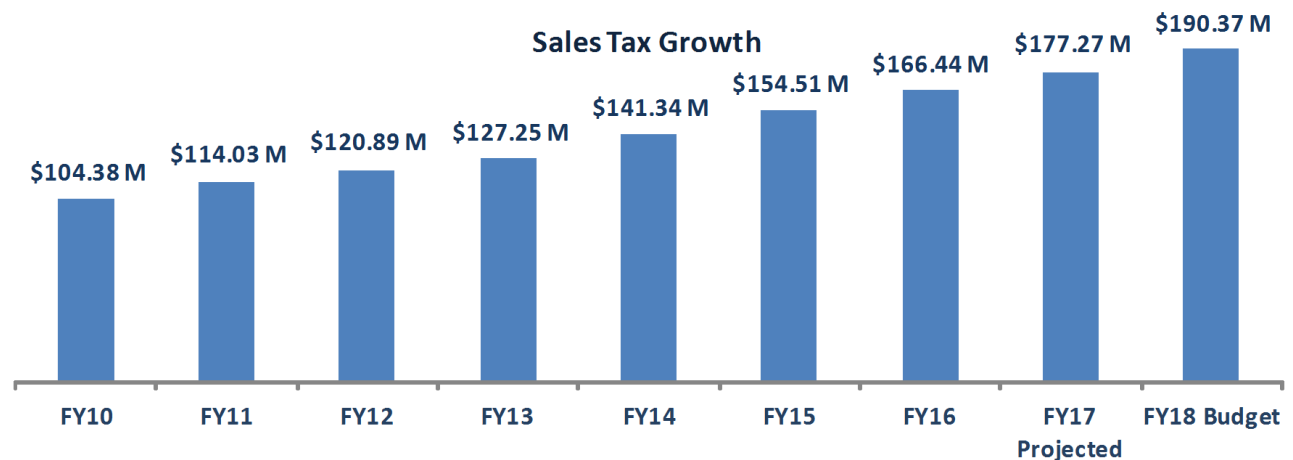
Sales tax collections are estimated to increase by 6% above FY 2017 projected collections, driven by projected growth in Articles 39, 40 and 42 based on Year-To-Date figures and a \$6 million dollar increase in the state Medicaid Hold Harmless estimate.

Sales Tax Growth Projection

Article Type		FY2016 Actual	FY2017 Projected	FY2018 Estimated	Change FY17 Adp to 18 Est.	
					\$	%
Article 39: 1% Point of Sale	\$	72,572,064	78,151,350	82,840,000	4,688,650	6.0%
Article 40: 1/2% Per Capita		35,973,083	39,662,876	42,043,000	2,380,124	6.0%
Article 42: 1/2% Per Capita		46,480,561	50,359,818	53,381,000	3,021,182	6.0%
Article 44: 1/2% Per Capita & Point of Sale		26,642	(8,702)	—	8,702	
Medicaid Swap Hold Harmless		12,549,240	15,000,000	18,000,000	3,000,000	20.0%
Adjustments to Sales Tax-Fees & Refunds		—	(5,898,233)	(5,898,000)	233	
Total	\$	167,601,590	177,267,110	190,366,000	13,098,890	7.39%

Sales Tax Growth History

Sales tax revenues have increased 82% and \$86.0 million since FY 2010, the lowest point during the recession for sales tax collections.



Expenditure Overview

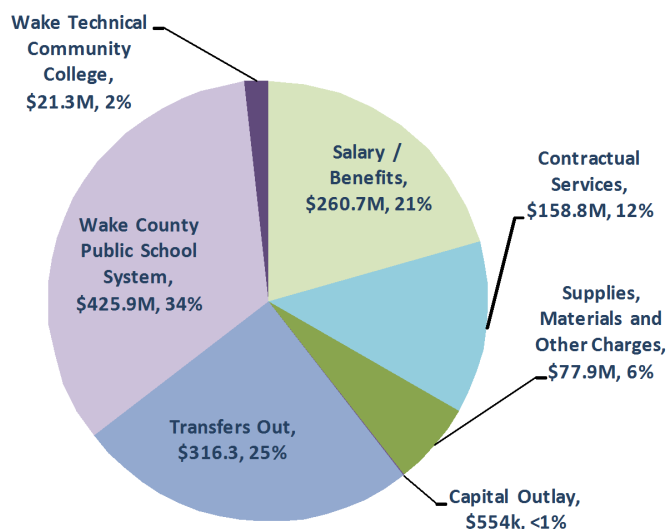
Expenditures by Function

- ♦ 56% of the County General Fund supports education through Wake County Public School and Wake Tech operating and capital funding (52% WCPSS and 4% Wake Tech).
- ♦ County operating expenditures have grown by 12% since the recession (FY09), while education funding has increased by 34% and population has increased by nearly 19%.
- ♦ The total transfer to capital and debt service has increased by \$111.50k million since 2009.
 - ♦ 65.6% of the increase is attributable to Wake County Public School System,
 - ♦ 16.7% is attributable to Wake Tech, and
 - ♦ 17.7% is attributable to support for general county capital

	Operating	Debt & Capital	Total
County Depts	\$52.89 M	\$19.77 M	\$72.66 M
Wake CPSS	\$109.71 M	\$73.11 M	\$182.82 M
Wake Tech	\$4.26 M	\$18.62 M	\$22.88 M
Total	\$166.86 M	\$111.5 M	\$278.36 M

	FY 2009 - FY2018 Combined Operating and Capital (\$)				FY 2017 to FY 2018		FY 2009 to FY 2018	
	FY 2009 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY2018 Rec'd	\$	%	\$	%
CountyDepts	\$484,779,740	\$496,708,800	\$526,995,635	\$556,335,220	\$29,339,585	5.6%	\$71,555,480	14.8%
WCPSS	\$471,294,253	\$605,027,000	\$625,866,074	\$654,113,480	\$28,247,406	4.5%	\$182,819,227	38.8%
Wake Tech	\$28,086,007	\$41,227,200	\$47,159,291	\$50,966,300	\$3,807,009	8.1%	\$22,880,293	81.5%
Total	\$984,160,000	\$1,142,963,000	\$1,200,021,000	\$1,261,415,000	\$61,394,000	5.1%	\$277,255,000	28.2%

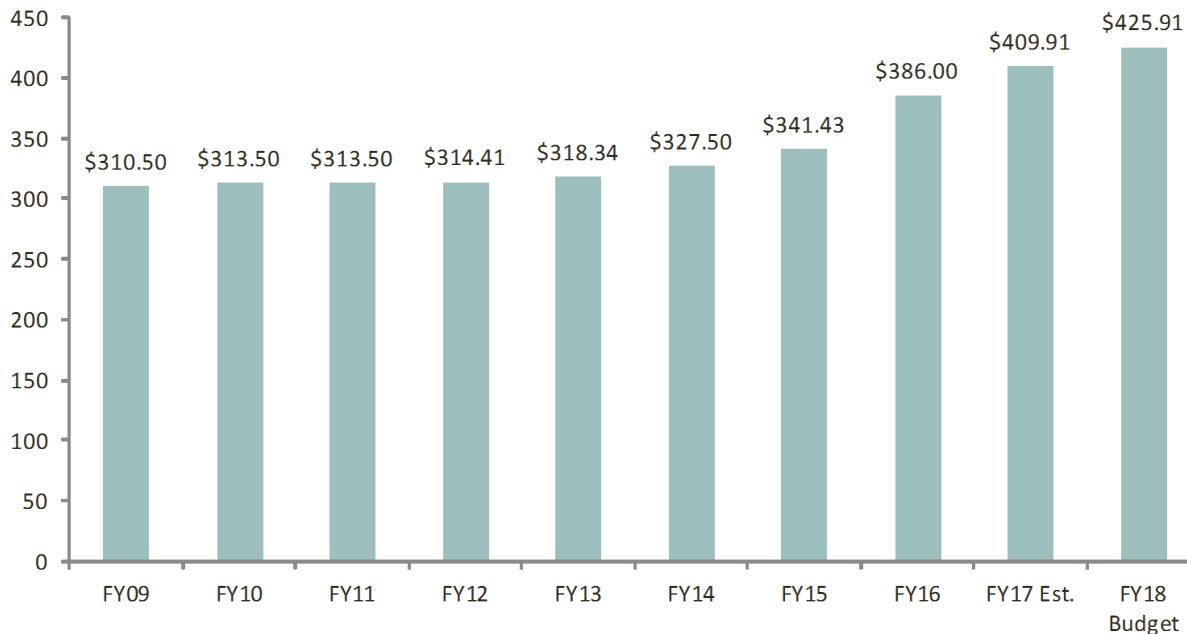
Expenditures by Component



Wake County Public School System

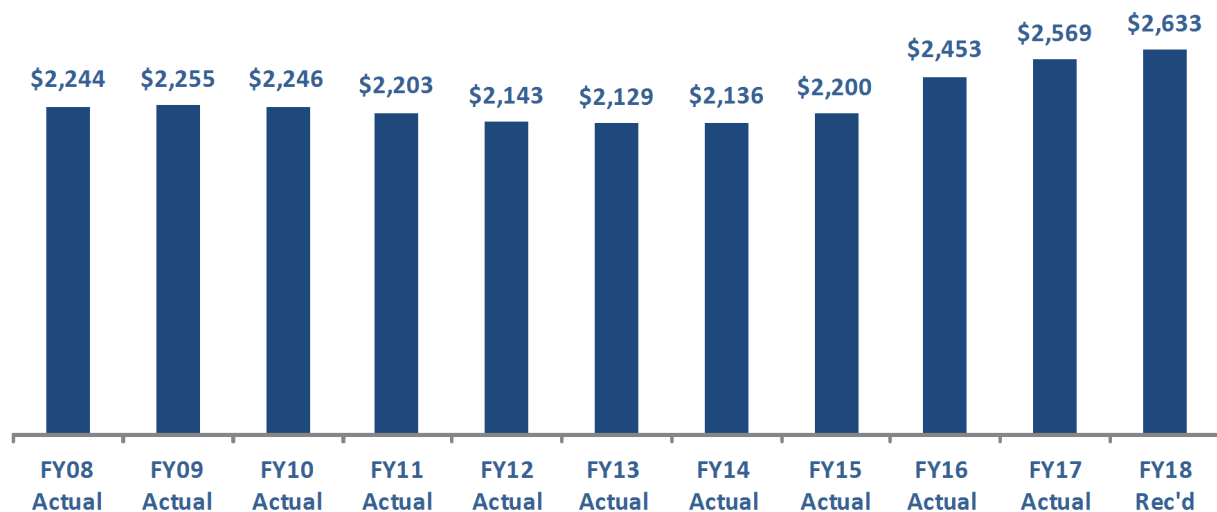
County Dollars to Wake County Public Schools Operating

County support for public education increases by \$16 million in FY 2018 with additional operating support to Wake County Public Schools to total operating funding of \$425.91 million.



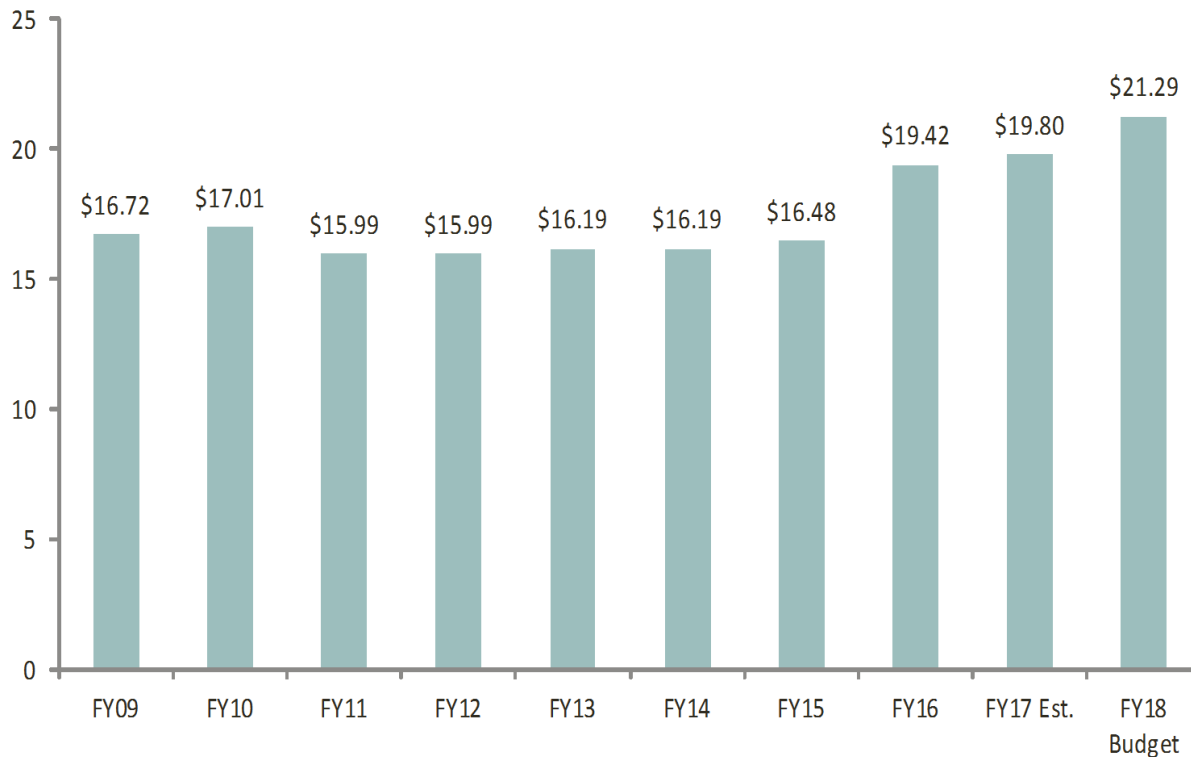
County Per Pupil Projections

Per pupil funding increases to \$2,633 for the FY 2018 Recommended Budget.



Wake County Community College

Operating support to Wake Tech increased by \$1.49 million from the FY 2017 Adopted Budget.



The FY 2018 budget includes an increase for ongoing operations and maintenance costs a full year of costs for a new building that opened midyear at the Northern Wake Campus in FY 2017 plus half year costs for RTP Campus Building 1 set to open in the winter of 2018.

RTP Campus Building 1 will house technology related instructional programs such as computer engineering technology and business technology as well as specialized programs and services such as corporate solutions, an individualized learning center, disability support services, a library, student services and labs. The budget increase also includes funding for Information Technology Services and Facilities staff associated with the operations and maintenance of the opening of this new campus.

One-time funds are included to support the first year of faculty costs associated with the opening of the Northern Wake College and Career Academy where Wake Tech will offer classes in partnership with the Wake County Public School System.

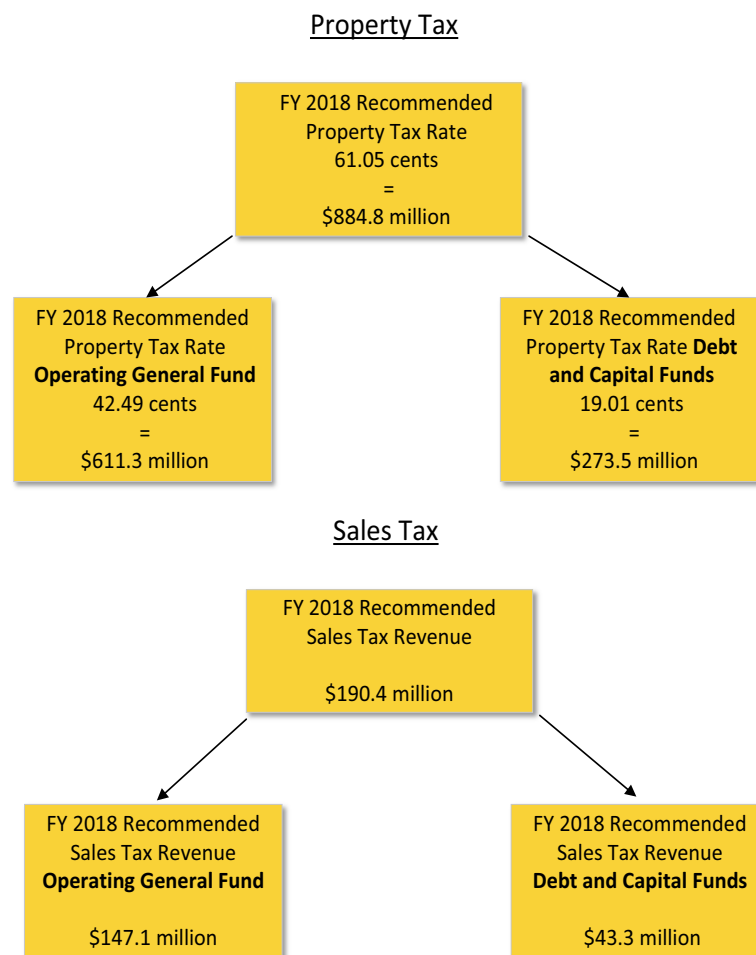
Positions are also being funded to support the increased construction project management and budget and financial management workload that will come with the multi-year Capital Improvement Program for which the first funding was appropriated in FY 2017.

Capital and Debt Service Transfers/Allocations

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

The FY 2018 recommended property tax rate of 61.5 cents per \$100 of valuation is allocated with 42.49 cents to the Operating General Fund and 19.01 cents to the Debt Service, County Capital and WCPSS Capital funds.

The FY 2018 Recommended Sales Tax projection is \$190.4 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%).



County Departments

County Departments

Department		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
General Government					
Board Of Commissioners	\$	657,202	601,128	(56,074)	-8.5%
Communications Office			973,986	—	
County Manager		2,119,792	1,505,149	(614,643)	-29.0%
County Attorney		2,541,222	2,729,307	188,085	7.4%
Board Of Elections		5,249,604	5,063,817	(185,787)	-3.5%
Budget And Management Services		850,152	1,093,237	243,085	28.6%
Facilities Design & Construction		1,527,529	1,552,387	24,858	1.6%
Finance Department		2,627,474	2,804,133	176,659	6.7%
Human Resources		2,364,582	2,676,739	312,157	13.2%
Register Of Deeds		3,179,208	3,365,522	186,314	5.9%
Revenue Department		7,801,067	8,894,738	1,093,671	14.0%
Quasi-Governmental			781,450	—	
General Government	\$	28,917,832	32,041,593	3,123,761	10.8%
Other					
Behavioral Health - Managed Care	\$		27,046,964	—	
Information Services		15,025,262	16,383,120	1,357,858	9.0%
Non-departmental		15,127,576	23,615,311	8,487,735	56.1%
Community Services		33,703,916	34,790,069	1,086,153	3.2%
Environmental Services		11,125,938	12,257,038	1,131,100	10.2%
General Services Administration		27,672,690	28,413,612	740,922	2.7%
Human Services		202,952,645	181,058,811	(21,893,834)	-10.8%
Other	\$	305,608,027	323,564,925	17,956,898	5.9%
Public Safety					
Raleigh/Wake City-County Bureau of Identification	\$	5,857,261	6,243,403	386,142	6.6%
Sheriff		82,093,428	89,153,545	7,060,117	8.6%
Fire Services		1,824,915	2,754,785	929,870	51.0%
Emergency Medical Services		38,493,065	42,482,238	3,989,173	10.4%
Emergency Communications		1,122,783	1,669,511	546,728	48.7%
Emergency Management		848,690		—	—
Public Safety	\$	130,240,141	142,303,482	12,063,341	9.3%
Expenditure Total	\$	464,766,000	497,910,000	33,144,000	7.1%

County Departments

General Government

Department		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Board Of Commissioners	\$	657,202	601,128	(56,074)	-8.5%
Communications Office			973,986	—	
County Manager		2,119,792	1,505,149	(614,643)	-29.0%
County Attorney		2,541,222	2,729,307	188,085	7.4%
Board Of Elections		5,249,604	5,063,817	(185,787)	-3.5%
Budget And Management Services		850,152	1,093,237	243,085	28.6%
Facilities Design & Construction		1,527,529	1,552,387	24,858	1.6%
Finance Department		2,627,474	2,804,133	176,659	6.7%
Human Resources		2,364,582	2,676,739	312,157	13.2%
Register Of Deeds		3,179,208	3,365,522	186,314	5.9%
Revenue Department		7,801,067	8,894,738	1,093,671	14.0%
Expenditure Total	\$	28,917,832	31,260,143	3,123,761	10.8%
Board Of Commissioners		4.0	4.0	—	—
Communications Office		10.0	10.0	—	—
County Manager		17.0	9.0	-8.0	-47.1%
County Attorney		19.0	20.0	1.0	5.3%
Board Of Elections		24.0	24.0	—	—
Budget And Management Services		8.0	10.0	2.0	25.0%
Facilities Design & Construction		13.0	13.0	—	—
Finance Department		28.0	29.0	1.0	3.6%
Human Resources		28.8	29.8	1.0	3.5%
Register Of Deeds		41.0	41.0	—	—
Revenue Department		69.0	71.0	2.0	2.9%
FTE Total		251.8	260.8	9.0	3.6%

Board of Elections

Board of Election's total FY 2018 budget decreased by \$186,000 from 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 FY 2018 budget includes election-day and early voting funding for biannual municipal elections and the 2018 primary elections.

Communications Office

The Communications Office transitioned out of the County Manager's Office and into a new department with the FY 2018 budget.

County Attorney

The County Attorney's budget includes additional funding for a senior assistant attorney, who will primarily work with Child Protective Services on child welfare cases.

County Departments

County Manager

The County Manager's budget includes additional funding for two assistants to the County Manager to provide the additional capacity needed to manage priority projects and initiatives.

Human Resources

The budget includes \$95,000 for an additional Human Resources consultant who would be responsible for position classification and recruitment.

The Human Resources budget also includes \$15,000 in new funding for a recruitment screening tool that will be used to help identify the best candidates for positions that are difficult to fill or receive a high volume of applications.

Revenue

The FY 2018 Revenue Department budget includes an increase of \$1.09 million. As approved by the Board of Commissioners on March 7, 2016, Wake County will move to a 4-year reappraisal cycle. As a result of the shorter cycle, evaluation indicates that additional staff is required. A number of scenarios have been considered, including additional County staff, a combination of County staff and contracted staff, and contracted staff only. This request reflects the third year of implementation toward staffing for a 4-year cycle with additional Wake County staff. This request for two senior appraisers aligns with the department's plan to hire a total of 10 appraisers through 2024. This staffing structure would blend a greater level of County staff with a lower level of contracted staff.

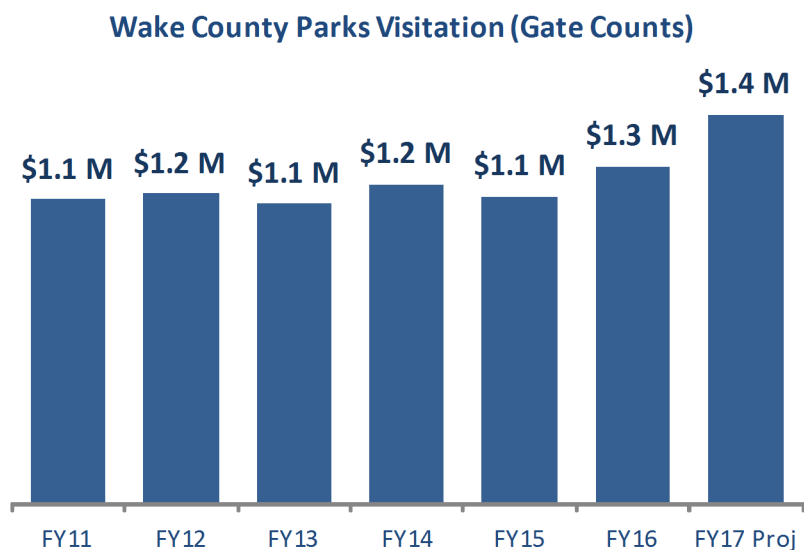
County Departments

Community Services

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Community Services Management and Budget Office	\$	633,175	681,110	47,935	7.6%
Parks, Recreation and Open Space		2,815,335	2,910,091	94,756	3.4%
Planning, Development and Inspections		4,785,105	4,979,834	194,729	4.1%
Veterans Services		255,250	282,883	27,633	10.8%
Geographic Information Services		1,817,389	2,025,547	208,158	11.5%
Libraries		23,397,662	23,910,604	512,942	2.2%
Expenditure Total	\$	33,703,916	34,790,069	1,086,153	3.2%
Community Services Management and Budget Office		5.0	5.0	—	—
Parks, Recreation and Open Space		34.0	34.0	—	—
Planning, Development and Inspections		52.0	54.0	2.0	3.8%
Veterans Services		3.5	4.0	0.5	14.3%
Geographic Information Services		18.0	19.0	1.0	5.6%
Libraries		246.0	246.0	0.0	—
FTE Total		358.5	362.0	3.5	2.8%

The Community Services FY 2018 budget includes an overall increase of \$1,086,000. This increase includes 2.00 FTEs to provide increased staffing in Planning Development and Inspections in current and long range planning to support both increased planning activities and additional work in transit, as a result of the 1/2 cent sales tax referendum passage, and transportation planning. A GIS Engineer in Geographic Information Services will support GIS data management across the county, which supports spatial data used in many different systems used by county staff and citizens. A part-time Veterans Service Office position will be expanded to full-time, adding .5 FTE, to decrease wait times for Veterans seeking Federal benefits.

Additionally, the Parks Recreation and Open Space Division's budget increases by \$70,000 for temporary employee funding for Park Aides to support seasonal park services at the eight Wake County Parks.



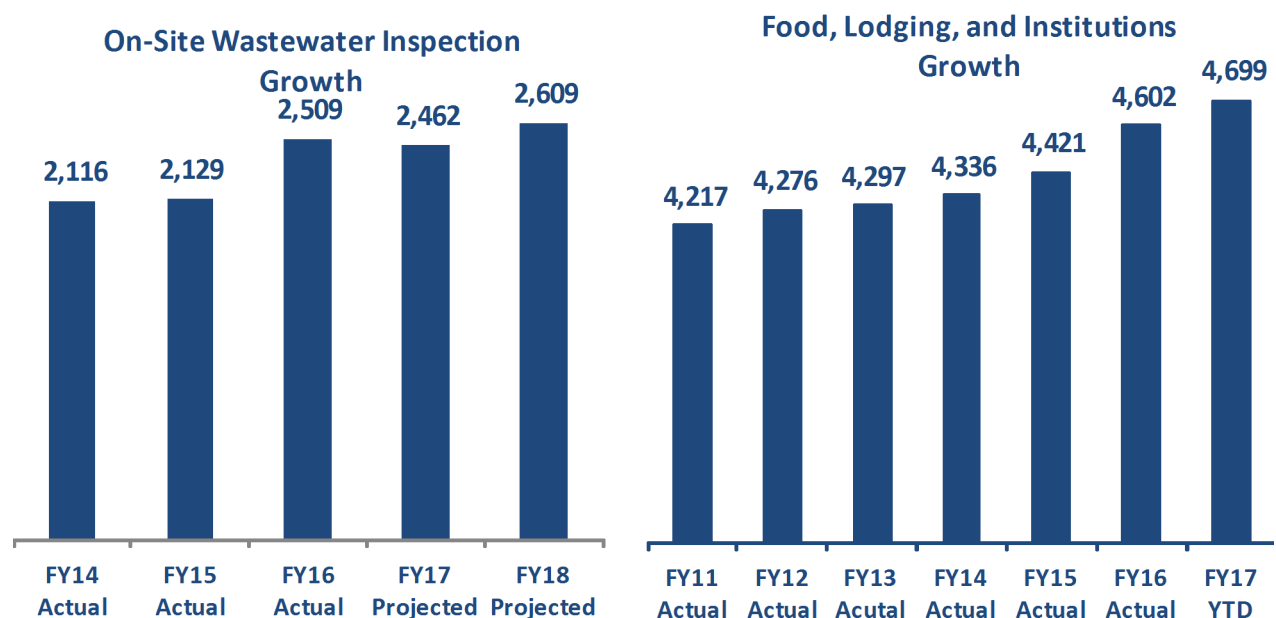
County Departments

Environmental Services

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Environmental Services Administration	\$	950,574	1,047,010	96,436	10.1%
Environmental Health & Safety		3,043,656	3,327,985	284,329	9.3%
Water Quality		3,811,363	4,278,513	467,150	12.3%
Animal Care, Control and Adoption Center		3,320,345	3,603,530	283,185	8.5%
Expenditure Total	\$	11,125,938	12,257,038	1,131,100	10.2%
Environmental Services Administration		9.0	9.0	—	—
Environmental Health & Safety		36.0	40.0	4.0	11.1%
Water Quality		39.0	42.0	3.0	7.7%
Animal Care, Control and Adoption Center		41.0	43.0	2.0	4.9%
FTE Total		125.0	134.0	9.0	7.2%

The Environmental Services budget includes funding for increased workload from County growth with three additional food and facility inspectors. Since 2011, the number of restaurants and facilities have grown over 11%.

Funding is provided in FY 2018 for three additional water quality inspectors. As development continues, the workload has focused on new wastewater system inspections. These positions will improve inspection rates of current wastewater systems.



County Departments

General Services Administration

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Administration / Support	\$	1,653,323	1,921,815	268,492	16.2%
Physical Plant		7,978,882	8,217,716	238,834	3.0%
Central Services		838,611	845,995	7,384	0.9%
Safety and Security		3,388,687	3,499,927	111,240	3.3%
Criminal Justice/General Government		1,052,258	952,258	(100,000)	-9.5%
Facility and Field Services		7,196,192	7,379,221	183,029	2.5%
Utilities		5,503,970	5,535,912	31,942	0.6%
County Building Agreements		60,768	60,768	—	—
Expenditure Total	\$	27,672,690	28,413,612	740,922	2.7%
Administration / Support		13.0	13.0	—	—
Physical Plant		66.0	66.0	—	—
Central Services		7.0	7.0	—	—
Safety and Security		6.0	6.0	—	—
Facility and Field Services		34.0	34.0	—	—
FTE Total		126.0	126.0	—	—

General Services Administration budget includes additional funding for security contract cost escalation, a pilot de-escalation training program targeting front-line staff in potentially high-conflict situations, and required regulatory permits, as well as a reduction in utility rates.

General Service's budget includes the annualized impact of security, utilities and facility operating costs for Middle Creek Library and the Emergency Services Education Center. GSA will charge back a portion of these costs to the Community Services and Emergency Medical Services departments.

County Departments

Human Services

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Social Services Economic Self Sufficiency	\$	81,736,483	81,532,555	(203,976)	-0.2%
Child Welfare		27,963,632	30,521,875	2,558,243	9.1%
Children, Youth and Family		18,827,795		—	—
Public Health		6,614,721	27,418,977	20,804,256	314.5%
Health Clinics		18,500,096	18,779,306	279,210	1.5%
Administration and Operations		23,003,050	22,806,098	(196,952)	-0.9%
Behavioral Health - MCO		26,306,868		(26,306,868)	—
Expenditure Total	\$	202,952,645	181,058,811	(3,066,087)	-10.8%
Social Services Economic Self Sufficiency		568.0	568.0	—	—
Child Welfare		272.7	292.2	19.5	7.2%
Children, Youth and Family		264.2	—	-264.2	-100.0%
Public Health		76.2	340.6	264.4	346.8%
Health Clinics		169.9	171.2	1.35	0.8%
Administration and Operations		228.4	237.4	9.0	3.95%
FTE Total		1,579.5	1,609.4	30.1	1.9%

The FY 2018 Human Services budget includes a net decrease of \$21.9 million due to the transition of Behavioral Health outside of Human Services. The County is maintaining its support for behavioral health, and with the FY 2018 budget, Behavioral Health funding is transferred from of Human Services into a new department.

The budget includes 28 new expansion positions to support the department throughout its divisions and programs. The increase in funding will be used to expand Child Welfare with the addition of 1.00 FTE, provide an additional 9.57 nurse FTEs to the school-based Public Health program, and provide 8.25 FTEs in Public Health, 2.25 FTEs in Health Clinics, and 2.00 FTEs in Economic Self Sufficiency. The budget includes 4.00 FTEs and additional funds in Administration division for human resources, information technology, security at Sunnybrook, and intake at South Wilmington Street Center. Each expansion approved is detailed in the General Fund Human Services section.

County Departments

Information Services

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
IS Administration	\$	427,480	888,997	461,517	108.0%
Solutions Development		2,318,984	2,537,244	218,260	9.4%
Business Applications		4,198,493	4,826,910	628,417	15.0%
Technical Infrastructure		4,198,278	4,306,423	108,145	2.6%
Customer Services		2,789,998	2,837,592	47,594	1.7%
Human Services Systems		1,092,029	985,954	(106,075)	-9.7%
Expenditure Total	\$	15,025,262	16,383,120	1,357,858	9.0%
IS Administration		2.0	2.0	—	—
Solutions Development		13.0	13.0	—	—
Business Applications		19.0	21.0	2.0	8.3%
Technical Infrastructure		24.0	26.0	2.0	4.2%
Customer Services		30.8	30.8	—	—
Human Services Systems		9.0	9.0	—	—
FTE Total		97.8	101.8	4.0	4.1%

The Information Services FY 2018 budget increased from additional staff and funding for both new and current projects.

Information Services has received 3.00 FTEs to support projects that will begin in FY 2018. Included in the budget is an Enterprise Architect to support the County's Authentication/Identity and Access Management initiatives. Two FTEs are included for the Revenue Systems rewrite for the Billing and Collections systems. The budget also includes contracts to support the Wake employees website design, licensing and hosting fees and acquisition funds for a Text Messaging archival platform to capture and archive texts for public records.

County Departments

Emergency Medical Services

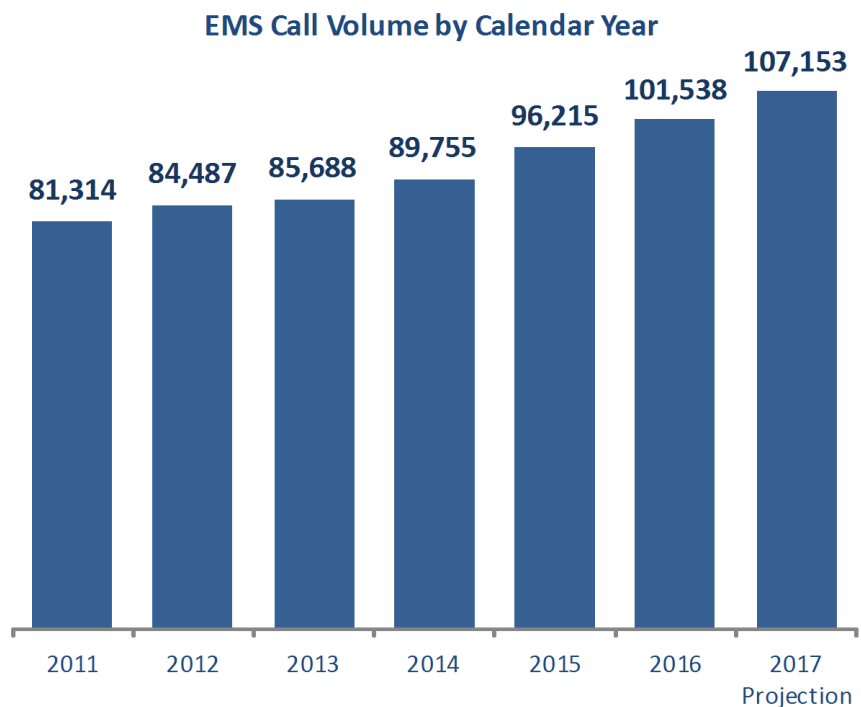
		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Emergency Medical Services	\$	38,493,065	42,482,238	3,989,173	10.4%
Expenditure Total	\$	38,493,065	42,482,238	3,989,173	10.4%
Emergency Medical Services		273.0	292.0	19.0	7.0%
FTE Total		273.0	292.0	19.0	7.0%

The budget adds funding for 19.0 FTEs and contract agency increases. New FTEs include 3.0 paramedics, 3.0 EMTs, and 1.0 district supervisor to complete ambulance conversions from 24-hour to 2x12-hour shifts, allowing for increased flexibility in responding to calls.

A Clinical Quality Assurance position is included to work in the Office of Medical Affairs and conduct clinical quality assurance reviews and investigations.

Funding is also included for a pilot program supporting EMTs to attend college and train to transition to paramedics. A new Shift Supervisor role will be established to oversee all EMS System District Chiefs, allowing District Chiefs to provide increased oversight and support to EMTs and paramedics.

The budget includes funding for a pilot recruitment and retention bonus program, which will target paramedics as a hard-to-fill position.



Wake County EMS system has also received funding for various contract agency requests, including increases to personnel costs, equipment and medical supply adjustments, and funding to convert an ambulance unit from a 24-hour to 2x12-hour schedule to improve timeliness and quality of emergency medical response.

County Departments

Fire Services

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Fire Services	\$	1,824,915	2,053,063	228,148	12.5%
Emergency Management	\$		701,722	—	—
Expenditure Total	\$	1,824,915	2,754,785	929,870	51.0%
Fire Services		17.0	22.0	5.0	29.4%
FTE Total		17.0	22.0	5.0	29.4%

In September 2016, the Emergency Management Department became a division within the Fire Services Department. The Fire Service budget increase reflects the transition of the Emergency Management Budget and its corresponding FTEs into the department. Minor increases for annualization of salary and benefit increases approved in FY 2017 are also included.

Raleigh/Wake City-County Bureau of Identification

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Support Services	\$	1,861,554	1,977,483	115,929	6.2%
Investigations		1,667,555	1,702,507	34,952	2.1%
Crime Lab		1,530,375	1,652,643	122,268	8.0%
Administration		797,777	910,770	112,993	14.2%
Expenditure Total	\$	5,857,261	6,243,403	386,142	6.6%
Support Services		32.5	32.5	—	—
Investigations		23.0	23.0	—	—
Crime Lab		17.0	18.0	1.0	5.9%
Administration		5.0	5.0	—	—
FTE Total		77.5	78.5	1.0	1.3%

The FY 2018 City/County Bureau of Identification (CCBI) budget includes funding for an additional 1.0 FTE in the Support Services Unit to assist with intake at the Wake County Detention Center. Funds are also included for fingerprint identification overtime and forensic training for crime scene investigators.

CCBI will receive \$114,000 in FY 2018 for the final year of the Governor's Highway Safety Program grant. Grant funding helped offset start-up costs for a DWI blood alcohol analysis lab.

County Departments

Sheriff

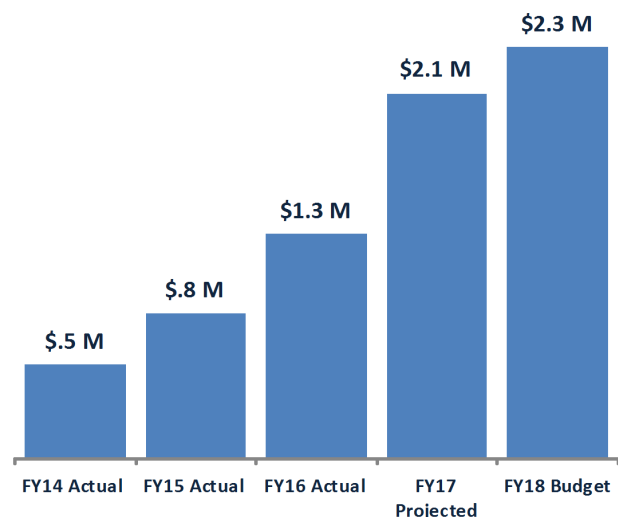
		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Law Enforcement	\$	40,207,293	44,886,079	4,678,786	11.6%
Detention		41,886,134	44,267,418	2,381,284	5.7%
Expenditure Total	\$	82,093,428	89,153,497	7,060,069	8.6%
Law Enforcement		436.0	450.0	14.0	3.2%
Detention		569.0	571.0	2.0	0.3%
FTE Total		1,005.0	1,021.0	16.0	1.6%

The FY 2018 budget for Sheriff reflects an increase from the prior year to annualize performance pay and position classification pay band changes implemented in FY 2018. A total of 9.0 FTE in Sheriff law enforcement and 2.0 FTE in Detention are also added with this budget.

Additional funding is included to support the medical and hospitalization needs of inmates (\$1.5 million).

The budget implements pay classification adjustments associated with newly created Sheriff law enforcement and detention series (\$1.6 million), which are intended to improve recruitment and retention of public safety employees.

Inmate Medical Care Costs



County Departments

Non-departmental

		FY17 Adopted	FY18 Recommended	FY17 - FY18	Percent Change
Public Agencies	\$	2,577,956	2,277,456	(300,500)	-11.7%
Memberships		520,997	528,345	7,348	1.4%
Non-departmental		4,504,420	9,759,307	5,254,887	116.7%
Health Benefits		6,150,000	9,576,000	3,426,000	55.7%
Risk Management - Cost of Claims		1,374,203	1,474,203	100,000	7.3%
Expenditure Total	\$	15,127,576	23,615,311	8,487,735	56.1%
FTE Total		6.0	0.0	(6.0)	—

With the FY 2018 budget, Soil and Water and Cooperative Extension transition out of Non-Departmental and into a new department, Quasi-Governmental.

Contractual support for mandated Medical Examiner costs is increased by \$207,000 to bring funding in line with historical actuals.

A total of \$435,000 is included in the base budget to support large scale or countywide consultant-led projects. In FY 2018, this funding will support initiating a study of the employee performance evaluation system and an update of Wake County's land use plan. This comprehensive plan for Wake County will serve as a road map to guide land use, development, transportation, and other mobility options. It will also address key issues related to water quality protection.

Salaries and Benefits

The budget includes funding for an average 3.00 percent performance-based pay increase for employees, which is budgeted at \$5.6 million. Additionally, the Human Resources department has continued its analysis of the county pay and performance structure. This resulted in the recommendation of adjustments to the pay range structure and the Living Wage. The cost to the County to implement these changes is \$1.78 million, which is budgeted in Non-Departmental and Sheriff.

Included in the FY 2018 budget is additional \$4.5 million for health and dental cost increases.

County Departments

External Public Agencies

A total of \$2.3 million is included in the operating budget to support non-profit partner agencies. Funding increases are included for Communities in Schools, Universal Breakfast, and United Arts Council. New funding is included for InterAct's eFiling Initiative and for Food Bank of Eastern & Central North Carolina to establish two school pantries.

Non-Profit Agency	FY17 Adopted	FY18 Requested	FY18 Recommended	FY17 to FY18 Recommended	% Change
North Carolina Symphony	100,000	100,000	100,000	-	-
Wake County Arts Council	411,364	581,364	488,864	77,500	18.84%
East Wake Education Foundation	50,000	60,000	50,000	-	-
Communities in Schools	65,000	100,000	100,000	35,000	53.85%
Marbles	650,000	650,000	650,000	-	-
Wake County SmartStart	488,592	655,200	588,592	100,000	20.47%
Universal Breakfast	193,000	199,000	199,000	6,000	3.11%
Interfaith Food Shuttle	20,000	20,000	20,000	-	-
InterAct	-	75,000	75,000	75,000	
Food Bank of Central & Eastern NC	-	6,000	6,000	6,000	
Expenditure Total	1,977,956	2,446,564	2,277,456	299,500	15.14%

Annual Operating Funds

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 2018, the fund equals \$56.32 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. Required distributions total about \$23.02 million with the following agencies receiving a significant portion: \$6.7 million to the Greater Raleigh Convention and Visitors Bureau, \$5.2 million to debt service for the PNC Arena (formerly known as the RBC Center), \$2.5 million to the PNC Arena for capital maintenance, \$3.25 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$1.28 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 2018, significant amounts will be directed to the following agencies: \$28.3 million to the Raleigh Convention Center, \$2.6 million to the Town of Cary for its sports facilities, and \$2.0 million to be awarded to competitive projects.

Solid Waste Enterprise Fund

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

The FY 2018 budget for the Solid Waste Fund totals \$14.5 million. Of the total budget, \$5.4 million is designated to Convenience Center operations; \$4.6 million funds Household Hazardous Waste and Multi-material and White Goods Recycling programs; and \$4.5 million funds education, closure programs, administration, transfers to the general fund for support services and a transfer to Solid Waste CIP.

South Wake Landfill Enterprise Fund

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

The FY 2018 budget for the South Wake Landfill Fund totals \$17.5 million. Of the total budget, \$9.3 million is designated to the operation of the South Wake Landfill, \$4.7 million is for the East Wake Transfer Station in Raleigh, and \$3.5 million is anticipated to be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2018 tonnage actuals. FY 2018 tonnages are projected to increase slightly based on current trends from 455,000 to 472,000 tons. The amount of tonnage has a major impact on the revenues generated within this fund.

Human Services Transportation Fund

The Human Services Transportation Fund, previously located in the Human Services General Fund, was established in FY 2016 to provide 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. The FY 2018 budget totals \$8.73 million.

Annual Operating Funds

Fire Tax District

The County has a consolidated fire tax district created to provide fire protection service to the unincorporated areas of the County and the Town of Wendell. The district is served by 19 contract fire departments. Ten departments are fully-funded by the County and provide services almost exclusively in the fire tax district. Nine “cost-share” departments serve municipal areas as well as the unincorporated areas surrounding their respective municipality. The County pays a portion of the cost-share department budgets.

The FY 2018 Budget for the Fire Tax District totals \$26.49 million, an increase of \$1.05 million from the FY 2017 Adopted Budget. The majority of the increase is in direct appropriations to the 19 contract departments, which total \$22.11 million. This includes \$761,000 in new funding in FY 2018 to provide for a minimum staffing level of three per station at all times throughout the district.

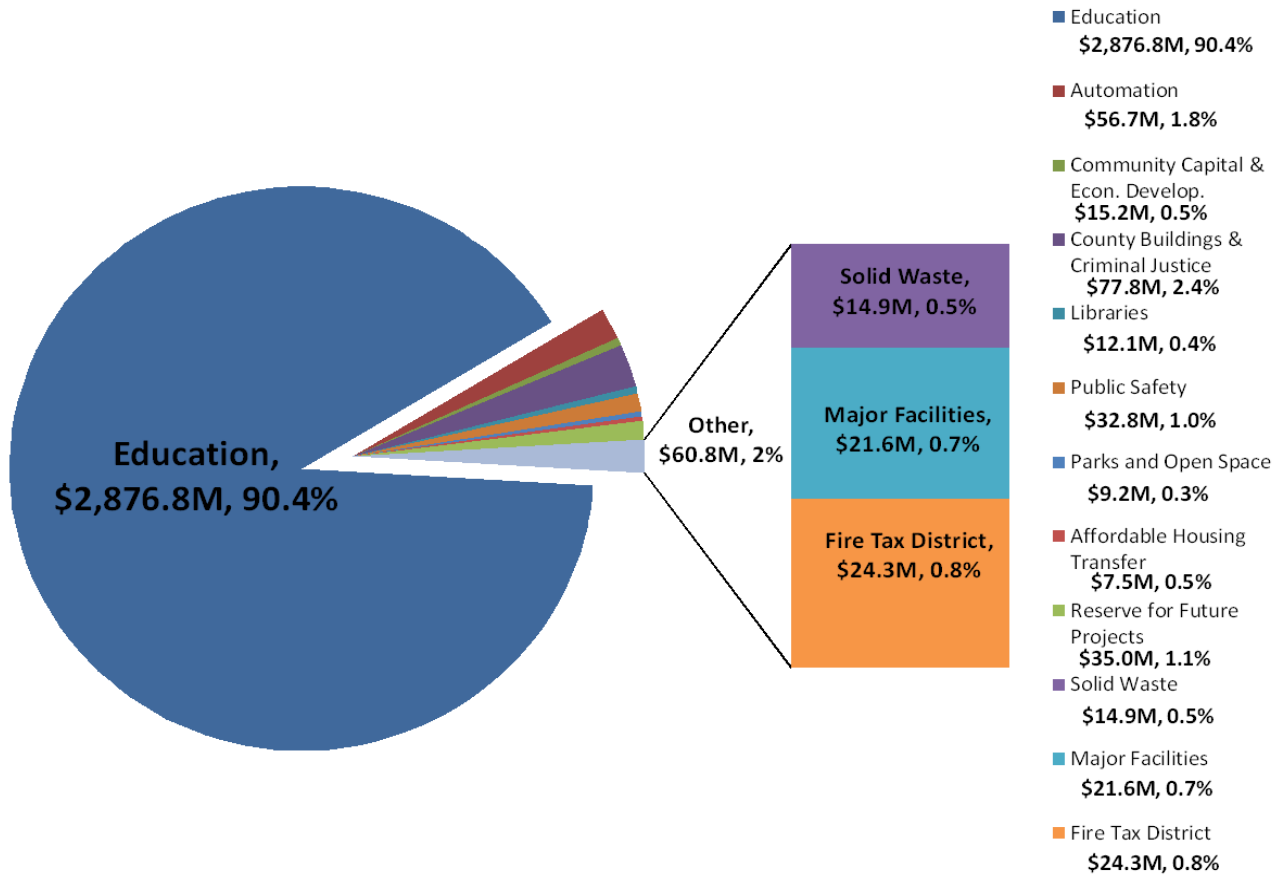
In addition to contract fire department appropriations, approximately \$3.02 million is to be transferred to capital and/or debt services. The budget also includes \$1.36 million for system-wide expenses such as dispatch services, hazardous materials response services, radio maintenance, and fire service training.

FY 2018-2024 Capital Improvement Program

The total FY 2018 to FY 2024 CIP is \$3.183 billion

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	7 Year Total
County Capital	\$38,712,000	\$36,918,000	\$33,014,000	\$33,300,000	\$34,068,000	\$34,725,000	\$35,487,000	\$246,224,000
Education	\$332,998,014	\$404,256,362	\$416,219,604	\$429,547,728	\$413,574,050	\$452,711,944	\$427,482,215	\$2,876,789,917
Fire	\$5,240,000	\$6,058,000	\$2,491,000	\$4,190,000	\$1,608,000	\$1,978,000	\$2,750,000	\$24,315,000
Major Facilities	\$3,000,000	\$3,200,000	\$3,085,000	\$3,000,000	\$3,121,000	\$3,172,000	\$3,000,000	\$21,578,000
Solid Waste	\$1,600,000	\$3,988,000	\$640,000	\$2,890,000	\$5,149,000	\$100,000	\$530,000	\$14,897,000
TOTAL CIP	\$381,550,014	\$454,420,362	\$455,449,604	\$472,927,728	\$457,520,050	\$492,686,944	\$469,249,215	\$3,183,803,917

FY 2018 - 2024 Capital Improvement Program: \$3.183



County Department General Fund Requests Recommended

Description	FTE	Expenditures	Revenue Offset	Net Cost
COUNTY DEPARTMENTS				
Communications Office				
Training for Communications Office staff to maintain highly technical skills		\$5,400		\$5,400
Total		\$5,400		\$5,400
County Manager				
Assistant to the City Manager to assist in managing priority projects and initiatives	2.00	\$279,582		\$279,582
Total	2.00	\$279,582		\$279,582
County Attorney				
Child Protective Services Attorney to expedite foster care cases related to growing 18-21 year old caseload	1.00	\$136,485		\$136,485
Total	1.00	\$136,485		\$136,485
Board of Elections				
2017 October Municipal Election		\$613,514	\$613,514	\$0
2017 November Municipal Election		\$425,507	\$425,507	\$0
Five early voting sites for May 2018 Primary		\$684,806		\$684,806
Total		\$1,723,827	\$1,039,021	\$684,806
Budget and Management Services				
Senior Budget and Management Analyst	1.00	\$90,416		\$90,416
Create Senior Analyst Classification		\$25,000		\$25,000
Performance and Evaluation Manager	1.00	\$120,192		\$120,192
Total	2.00	\$235,608		\$235,608
Finance				
Data Analytics Specialist	1.00	\$61,148		\$61,148
Total	1.00	\$61,148		\$61,148
Human Resources				
Talent Management Plus Contract		\$15,000		\$15,000
HR Consultant for recruitment and classification analysis	1.00	\$94,979		\$94,979
Total	1.00	\$109,979		\$109,979
Information Services				
License/hosting fees for the portfolio management tool, Innotas		\$31,250		\$31,250
Annual license and maintenance for OnBase Content Management, a document management platform		\$40,000		\$40,000
Staffing for Revenue systems rewrite for the billing and collections systems	2.00	\$297,589		\$297,589
Enterprise Architect to support the County's Authentication/Identity and Access Management initiative	1.00	\$163,313		\$163,313
Consulting services for the Wake employees site redesign		\$100,000		\$100,000
Text message archival platform		\$80,000		\$80,000
Operating costs associated with the Mass Notification System funded in CIP		\$198,132		\$198,132

County Department General Fund Requests Recommended

Description	FTE	Expenditures	Revenue Offset	Net Cost
Operating costs associated with Voice Over IP telephone system funded in CIP		\$90,000		\$90,000
Operating costs associated with Cornerstone recruitment system (CIP eWake project)		\$60,000		\$60,000
Annual licensing for Microsoft Office 365		\$379,095		\$379,095
Total	3.00	\$1,439,379		\$1,439,379
Revenue Department				
Revenue Senior Commercial Appraiser	2.00	\$85,056		\$85,056
Increased tag and tax fees assessed by North Carolina Department of Motor Vehicles		\$115,000		\$115,000
Total	2.00	\$200,056		\$200,056
Quasi-Governmental				
Little River Watershed best management practice installation		\$10,250		\$10,250
Installation of signs on Voluntary Agricultural Districts in the County		\$750		\$750
Total		\$11,000		\$11,000
Non-Departmental				
Cyber security data assessment and response plan		\$100,000		\$100,000
Historic Preservation additional contract funding for adequate staffing and financial resources		\$6,500		\$6,500
Clinical psychologist services for public safety employees		\$50,000		\$50,000
Contractual support for mandated Medical Examiner costs		\$206,800		\$206,800
Funding of County Performance Pay plan		\$6,621,207		\$6,621,207
Pay band adjustment		\$198,078		\$198,078
Total		\$7,182,585		\$7,182,585
Community Services				
Operating costs for new Wake Forest Library		\$200,946		\$200,946
GIS IT Engineers	1.00	\$170,401		\$170,401
Planning Development and Inspections - Current Planner II	1.00	\$107,443		\$107,443
Planning Development and Inspections - Transportation Planner	1.00	\$109,855		\$109,855
Park Technician funding increase for seasonal help		\$71,500		\$71,500
Veteran Services Officer	0.50	\$31,070		\$31,070
Total	3.50	\$691,215		\$691,215
Environmental Services				
Environmental Health & Safety Specialists for Food, Lodging, and Institution inspections	3.00	\$267,266	\$22,500	\$244,766
Environmental Health & Safety Specialist for Plan Review & Recreation Sanitation section	1.00	\$100,356	\$7,500	\$92,856
Environmental Engineer/Consultants for complex on-site disposal systems	3.00	\$452,038	\$8,453	\$443,585
Animal Control Officers for increased service needs	2.00	\$238,748		\$238,748
Pilot program utilizing temporary staff for seasonal pool inspections		\$84,309		\$84,309
Total	9.00	\$1,142,717	\$38,453	\$1,104,264
General Services Administration				
Wendell Main EMS Station Operating Costs		\$11,373		\$11,373

County Department General Fund Requests Recommended

Description	FTE	Expenditures	Revenue Offset	Net Cost
De-escalation training for employees		\$28,708		\$28,708
Facility Management increases for City of Raleigh Reporting, Elevator Contract, Firing Range Environmental Costs and Firing Range Housekeeping		\$102,092		\$102,092
Security Contract Escalation		\$86,387		\$86,387
Electronic Security System Contract Increase		\$5,600		\$5,600
Natural Gas Rate Increase		\$25,724		\$25,724
Total		\$259,884		\$259,884
Human Services				
Child Welfare Supervisor	1.00	\$64,134	\$24,934	\$39,200
Communicable Disease Surveillance and Case Investigation Program Expansion	4.25	\$285,413		\$285,413
Tuberculosis Nurse to address increased caseload and patient visits	1.00	\$70,053		\$70,053
Swinburne building customer service and security		\$154,591		\$154,591
Adult Services Supervisor to ensure capacity for case consultation, case monitoring, and staff accountability	1.00	\$79,303		\$79,303
Energy Assistance Customer Service Representative to support increase in energy assistance applications	1.00	\$47,968	\$24,413	\$23,555
Expand existing Dental Hygienist position to accommodate increased patient appointments	0.25	\$22,356	\$5,654	\$16,702
School Nurses to serve 5 new schools and increase hours at 21 schools	9.57	\$761,772		\$761,772
Health Clinic Nurse to assist with screening refugees for communicable diseases	1.00	\$66,207	\$84,000	(\$17,793)
Health Clinic Program Manager	1.00	\$88,022	\$189,500	(\$101,478)
Human Resource Consultant	1.00	\$70,717	\$12,913	\$57,804
Information Technology Analyst	1.00	\$96,469	\$16,685	\$79,784
Intake technicians to support South Wilmington St. Center	2.00	\$62,320		\$62,320
Western Wake Regional Center Director	1.00	\$99,606	\$16,663	\$82,943
HIV Testing and Counseling	1.00	\$300,722	\$306,254	(\$5,532)
Substance Abuse Prevention Program Expansion	2.00	\$316,580	\$316,580	
Total	28.07	\$2,586,233	\$997,596	\$1,588,637
CCBI				
Overtime to account for 24/7 arrestee intake and DUI checkpoint support		\$30,213		\$30,213
Identification Technician to support arrestee intake	1.00	\$49,932		\$49,932
Training for crime scene laboratory and investigative staff		\$50,000		\$50,000
LiveScan Annual Maintenance		\$4,080		\$4,080
3D Crime Scene Scanner		\$4,000		\$4,000
Total	1.00	\$138,225		\$138,225
Sheriff's Office				
Pay increase for Detention Officers and Deputies		\$1,585,820		\$1,585,820
Hospital costs and medical claims for mandated coverage of pre-existing conditions of inmates		\$1,500,000		\$1,500,000
Electronic Health Records Administrator	1.00	\$73,873		\$73,873
Recruiter for Detention Officer and Deputies	1.00	\$120,303		\$120,303

County Department General Fund Requests Recommended

Description	FTE	Expenditures	Revenue Offset	Net Cost
Telecommunicator for input of domestic violence protective orders into law enforcement databases	1.00	\$37,512		\$37,512
Special Operations Investigators to focus on medical providers overprescribing opioid medications	3.00	\$413,493		\$413,493
Information Technology Technician to support existing systems	1.00	\$84,091		\$84,091
Additional training for Deputies		\$50,000		\$50,000
Smartphone upgrade for Sergeants		\$49,744		\$49,744
Additional Courthouse Sergeant	1.00	\$136,947		\$136,947
School Resource Officer for River Bend Middle School	1.00	\$107,007		\$107,007
Inmate education and workforce development	2.00	\$134,000	\$134,000	\$0
Total	11.00	\$4,292,790	\$134,000	\$4,158,790
Emergency Medical Services				
EMT to Paramedic Training Program	7.00	\$393,859		\$393,859
Recruitment Bonus Pilot Program		\$152,500		\$152,500
Clinical Quality Assurance Position	1.00	(\$8,160)		(\$8,160)
Training Equipment and Supplies to comply with state mandated competency based evaluation and training for accreditation		\$20,328		\$20,328
Conversions from 24 hour shifts to 12 hour shifts to align compensation structures, reduce employee fatigue, and provide more shift flexibility	7.00	\$443,297		\$443,297
Shift Supervisors to provide increased oversight and support to EMTs and paramedics.	4.00	\$614,790		\$614,790
Total	19.00	\$1,616,614		\$1,616,614
Total County Departments	83.57	\$22,112,727	\$2,209,070	\$19,903,657
OTHER FUNDING				
External Agencies				
United Arts Council funding		\$77,500		\$77,500
Universal Breakfast		\$6,000		\$6,000
Chamber of Commerce		\$100,000		\$100,000
Communities in Schools		\$35,000		\$35,000
Free the People		\$2,728		\$2,728
RE-Entry		\$80,636		\$80,636
Smart Start		\$100,000		\$100,000
InterAct		\$75,000		\$75,000
Food Bank of Eastern & Central North Carolina		\$6,000		\$6,000
Total External Agencies		\$482,864		\$482,864
Wake Technical Community College		\$2,160,262		\$2,160,262
Wake County Public School System		\$16,000,000		\$16,000,000
TOTAL EXPANSIONS	83.57	\$40,755,853	\$2,209,070	\$38,546,783

General Fund Requests Not Recommended

The Budget includes \$38.5 million of departmental and external organizational requests; net of revenue. The following reflects the requests which were not included in the FY 2018 Budget.

GENERAL GOVERNMENT \$2,387,000

Board of Elections \$1,894,000

- ♦ Five additional voting precincts and staff to expand the office (1.00 FTE)
- ♦ Special legislative primary and special legislative election

Human Resources \$143,000

- ♦ HR Senior Consultant for Employee Relations (1.00 FTE)

Behavioral Health \$100,000

- ♦ Healing Transitions increase in contract

Revenue \$180,000

- ♦ Postage and material to comply with revised state reappraisal standards

Quasi-Governmental \$70,000

- ♦ Urban Agricultural Specialist (1.00 FTE)
- ♦ Increased NC State University contract costs

COMMUNITY SERVICES- \$298,000

- ♦ Geographic Information Services - IT Engineer (1.00 FTE)
- ♦ Park Technicians - (3.00 FTE)

GENERAL SERVICES- \$29,000

- ♦ De-escalation training for employees partially funded

HUMAN SERVICES - \$2,369,000

Child Welfare - \$143,000

- ♦ Human Services Senior Practitioner (1.00 FTE)
- ♦ Human Services Program Consultant (1.00 FTE)

Economic Self-Sufficiency - 1,306,000

- ♦ Human Services Program Specialists (5.00 FTE)
- ♦ Human Services Supervisor I (2.00 FTE)
- ♦ Child Care for Homeless Children
- ♦ Medicaid Case Manager and Human Services Technicians (6.00 FTE)
- ♦ Workforce Development Human Services Case Manager (1.00 FTE)
- ♦ Daily Grind Human Services Case Manager (1.00 FTE)
- ♦ Food and Nutrition Services Case Managers and Human Services Technicians (4.00 FTE)

General Fund Requests Not Recommended

Public Health - \$254,000

- ♦ STD/AIDS Prevention Public Health Educator (1.00 FTE)
- ♦ Health Promotion and Health Educator (1.00 FTE)
- ♦ Child Case Health Nurse and Nurse Supervisor (2.00 FTE)

Health Clinics - \$239,000

- ♦ STD Clinic Physician Extender (1.00 FTE)
- ♦ HIV Clinic Contract Increase and Customer Service Representative (1.00 FTE)

Administration and Operations - \$402,000

- ♦ Lease/Rental Space
- ♦ Contracts and Grants Manager (1.00 FTE)
- ♦ Customer Service Center temporary positions for peak times
- ♦ 4H Youth Development - North Carolina State University Contract Cost Increase)
- ♦ Customer Services Representative at Sunnybrook for reception and way-finding

SHERIFF - \$656,000

- ♦ Implement a Records Division (3.00 FTE)
- ♦ Special Operations Investigations (2.00 FTE)
- ♦ Information Technology Technician (1.00 FTE)
- ♦ Training for Special Operations Investigators (partial; \$150,000 not funded)

EMERGENCY MEDICAL SERVICES - \$686,000

- ♦ Addition of Capital Lease to Replace EMS Large Vehicle
- ♦ Special Event Staffing Hour Increase
- ♦ 12-Hr Peakload Ambulance Addition

NON-DEPARTMENTAL - \$57,000

- ♦ East Wake Education Foundation

WAKE COUNTY PUBLIC SCHOOL SYSTEM - \$29,000,000

TOTAL REQUESTS NOT FUNDED - \$35,482,000

Personnel Summary

Department	FY 2017 Adopted	FY 2017 Amended or Transferred Positions	FY 2017 Amended	FY 2018 Transferred Positions	FY 2018 Amended Positions	FY 2018 Recommended
General Government						
Board Of Commissioners	4.000	-	4.000			4.000
Communications	0.00		0.00	10.000		10.000
County Manager	17.000	-	17.000	(10.000)	2.000	9.000
County Attorney	19.000	-	19.000		1.000	20.000
Board Of Elections	24.000	-	24.000			24.000
Budget and Management Services	8.000	-	8.000		2.000	10.000
Facilities Design and Construction	13.000	-	13.000			13.000
Finance						
General Fund	28.000	-	28.000		1.000	29.000
Debt Service Fund	2.000	1.00	3.000			3.000
Finance Total	30.000	1.00	31.000		1.000	32.000
Human Resources	28.750	-	28.750		1.000	29.750
Information Services	97.750	1.00	98.750		3.000	101.750
Register Of Deeds	41.000	-	41.000			41.000
Revenue	69.000	-	69.000		2.000	71.000
Quasi-Governmental	0.000	-	0.000	6.000		6.000
Soil and Water Conservation District	6.000	-	6.000	(6.000)		0.000
Community Services						
CS Management and Budget	5.000	-	5.000			5.000
Parks, Recreation, and Open Space	34.000	-	34.000			34.000
Veterans Services	3.500	-	3.500		.500	4.000
Geographic Information Services	18.000	-	18.000		1.000	19.000
Libraries	246.000	-	246.000			246.000
Planning and Development	52.000	-	52.000		2.000	54.000
Community Services Total	358.500	-	358.500		3.500	362.000
Environmental Services						
General Fund:						
ES Administration	9.000	-	9.000			9.000
Environmental Health & Safety	36.000	-	36.000		4.000	40.000
Water Quality Division	39.000	-	39.000		3.000	42.000
Animal Care, Control and Adoption	41.000	-	41.000		2.000	43.000
Total General Fund	125.000	-	125.000		9.000	134.000
Solid Waste Fund	15.000	-	15.000			15.000
South Wake Landfill Fund	5.000	-	5.000			5.000
Environmental Services Total	145.000	-	145.000		9.000	154.000
General Services Administration						
General Fund:						

Personnel Summary

Department	FY 2017 Adopted	FY 2017 Amended or Transferred Positions	FY 2017 Amended	FY 2018 Transferred Positions	FY 2018 Amended Positions	FY 2018 Recommended
Administration/Support	13.000	-	13.000			13.000
Central Services	7.000	-	7.000			7.000
Facility and Field Services	34.000		34.000			34.000
Physical Plant	66.000	-	66.000			66.000
Safety and Security	6.000	-	6.000			6.000
Total General Fund	126.000	-	126.000			126.000
Fleet Fund	17.000	-	17.000		1.000	18.000
General Services Total	143.000	-	143.000		1.000	144.000

Human Services

General Fund:						
Social Services	568.000	(2.000)	566.000		2.000	568.000
Child Welfare	272.700	18.500	291.200		1.000	292.200
Children, Youth and Family	264.153	(8.101)	256.052	(256.052)	0.000	0.00
Public Health	76.240	(9.49)	66.750	256.052	17.820	340.622
Health Clinics	169.850	(.900)	168.950		2.250	171.200
Administration and Operations	228.350	4.000	232.350		5.000	237.350
Total General Fund	1,579.293	3.009	1,581.302	0.000	28.070	1,609.372
Grants Fund	17.800	(.800)	17.000			17.000
Affordable Housing Fund	8.000		8.000			8.000
Transportation Fund	3.000		3.000			3.000
Human Services Total	1,608.093	1.209	1,609.302	0.000	28.070	1,637.372

Emergency Medical Services	273.000	-	273.000		19.000	292.000

Fire Services

General Fund	17.000	-	17.000	5.000		22.000
Grants Fund	0.000	-	0.000	2.000		2.000
Fire Services Total	17.000	-	17.000	7.000		24.000

Emergency Management

General Fund	5.000	-	5.000	(5.000)		0.000
Grants Fund	2.000	-	2.000	(2.000)		0.000
Emergency Management Total	7.000	-	7.000	(7.000)		0.000

City-County Bureau of Identification

General Fund	75.500	-	75.500		1.000	76.500
Grants Fund	2.000	-	2.000			2.000
City-County Bureau of Identification Total	77.500		77.500		1.000	78.500

Personnel Summary

Department	FY 2017 Adopted	FY 2017 Amended or Transferred Positions	FY 2017 Amended	FY 2018 Transferred Positions	FY 2018 Amended Positions	FY 2018 Recommended
Sheriff						
General Fund:						
Law Enforcement	436.000		436.000	5.000	9.000	450.000
Detention	569.000		569.000		2.000	571.000
Grants Fund	5.000		5.000	(5.000)		
Sheriff Total	1,010.000		1,010.000	0.000	11.00	1,021.00
Capital Area Workforce Development	18.000		18.000			18.000
TOTAL FTEs ALL FUNDS	4,014.593	3.209	4,017.802	0.000	84.570	4,102.372



Personnel Changes Summary

Position Changes from FY 2017 Adopted to FY 2017 Amended Budget

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

General Fund: 4.009 FTEs

General Government: 1.00 FTEs

Information Services: 1.00 FTE

- ♦ 1.00 FTE - IT Project Manager position for the eWake project

Human Services: 2.009 FTE

Social Services: (1.00) FTE

- ♦ (2.00) FTEs - Positions transferred to Administration & Operations

Child Welfare 18.50 FTE

- ♦ 18.50 FTEs - Positions transferred from Child, Youth, and Family

Children, Youth, and Family: (8.101) FTE

- ♦ (8.101) FTEs - Positions transferred to Child Welfare net with Nurse positions transferred from Public Health

Public Health: (9.49) FTE

- ♦ (9.49) FTE's - Positions transferred to Child, Youth and Family

Health Clinics: 0.90 FTE

- ♦ (0.90) FTE - Decreased 0.90 FTE to 1.00, taken from Child, Youth, and Family

Administration and Operations: 4.00 FTE

- ♦ 2.00 FTE - Positions transferred from ESS
- ♦ 2.00 FTE - Correction to prior year Ordinance

Grants Fund: (0.80) FTE

- ♦ (1.00) FTE - Reduced 1 FTE
- ♦ 0.20 FTE - Increased 0.80 FTE to 1.00 for Public Health Educator

Debt Service Fund: 1.00 FTE

Finance: 1.00 FTE

- ♦ 1.00 FTE - Senior Accountant position

TOTAL POSITION CHANGE:

♦ 3.209 FTEs

Personnel Changes Summary

***Departments with no change to FTE authorization FY 2017 Adopted to FY 2017 Amended Budget:**

- ♦ Board of Commissioners
- ♦ County Manager
- ♦ County Attorney
- ♦ Board of Elections
- ♦ Budget and Management Services
- ♦ Facilities Design and Construction
- ♦ Emergency Medical Services
- ♦ Human Resources
- ♦ Register of Deeds
- ♦ Revenue Department
- ♦ Soil and Water Conservation
- ♦ Community Services
- ♦ Sheriff
- ♦ General Services Administration
- ♦ Environmental Services
- ♦ Fire Services
- ♦ Emergency Management
- ♦ Corporate Fleet Fund
- ♦ City County Bureau of Investigation
- ♦ Capital Area Workforce Development

Personnel Changes Summary

Position Changes from FY 2017 Amended to FY 2018 Recommended

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

General Fund: 88.57 FTEs

General Government: 12.00 FTEs

- ♦ 0.00 FTE - 10.00 FTEs are transferred to the newly established Communications Office from the County Manager's Office
- ♦ 0.00 FTE - 5.00 FTEs are transferred from the Non-Departmental Soil and Water Conservation District unit to the newly established Quasi-Governmental department

County Manager: 2.00 FTEs

- ♦ 2.00 FTE - Assistant to the County Manager positions to provide additional capacity to manage high priority projects and Board initiatives

County Attorney: 1.00 FTE

- ♦ 1.00 FTE - Senior Assistant Attorney to support Child Protective Services

Budget and Management Services 2.00 FTEs

- ♦ 1.00 FTE - Senior Budget and Management Analyst to increase capacity to respond to workload and service delivery demands
- ♦ 1.00 FTE - Performance and Evaluation Manager to lead the design, implementation and coordination of a performance management and budgeting approach for the County

Finance 1.00 FTE

- ♦ 1.00 FTE - Data Analytics Specialist within Internal Audit to work with Audit Command Language to aggregate and analyze data to ensure appropriate financial accounting and compliance
- ♦ **Human Resources: 1.00 FTE**
- ♦ 1.00 FTE - Human Resources Consultant to address a growing workload in the areas of position classification and recruitment

Information Services: 3.00 FTEs

- ♦ 2.00 FTE - IT Project Manager and Enterprise Architect to provide support for rewrite of Revenue Department collection systems
- ♦ 1.00 FTE - Enterprise Architect to support the County's Authentication/Identity and Access Management Initiative

Revenue: 2.00 FTEs

- ♦ 2.00 FTEs - Senior Real Estate Appraisers who will focus on commercial properties to accommodate the transition to a four-year reappraisal cycle from an eight-year cycle

Community Services 3.50 FTEs

- ♦ 1.00 FTE - GIS IT Engineer to support managing, updating and interfacing county-wide spatial data
- ♦ 1.00 FTE - Current Planner II to support increase in planning activities and keep up with the posted review schedule
- ♦ 1.00 FTE - Transportation Planner to support transit partnerships and long-range transportation planning
- ♦ 0.50 FTE - Veterans Service Officer to decrease wait time for veterans seeking benefits

Environmental Services: 9.00 FTEs

- ♦ 3.00 FTEs - Environmental Health Specialists to assist with state mandated Food and Lodging inspections
- ♦ 3.00 FTEs - Environmental Engineer Consultants to inspect complex on-site disposal systems
- ♦ 1.00 FTE - Environmental Health Specialist for Plan Review and Recreational Sanitation Section to meet increased service demand
- ♦ 2.00 FTEs - Animal Control Officers to improve service delivery

Human Services: 28.07 FTEs

- ♦ 0.00 FTEs - The phase out of the Children, Youth and Family Division was completed in FY

Personnel Changes Summary

2018 moving all remaining 256.043 FTEs into the Public Health Division.

- ♦ 1.00 FTE - Child Welfare Supervisor to comply with state mandate extending foster child benefits from 18 to 21.
- ♦ 4.25 FTEs - 1.00 Nurse, 1.00 Program Specialist, 2.00 Social Workers and 0.25 Public Health Educator to manage communicable disease surveillance and case investigation
- ♦ 1.00 FTE - Tuberculosis Nurse to address increased caseload and patient visits
- ♦ 1.00 FTE - Economic Self Sufficiency Supervisor to provide case consultation and monitoring
- ♦ 1.00 FTE - Economic Self Sufficiency Customer Services Representative to process increased number of energy assistance applications
- ♦ 0.25 FTE - Increase existing dental hygienist to 1.00 FTE to allow for 700 more visits per year
- ♦ 9.57 FTEs - School Health Nurses to serve at 5 new schools and increase service hours at 21 schools.
- ♦ 1.00 FTE - Health Clinic Nurse to assist with screening refugees for communicable diseases.
- ♦ 1.00 FTE - Health Clinic Program Manager to provide operational support and assist with patient revenue.
- ♦ 1.00 FTE - Human Resource Consultant to provide support to Human Service's 1600 employees
- ♦ 1.00 FTE - IT Analyst to provide technology and systems support to Human Services employees
- ♦ 2.00 FTEs - Intake Technicians to provide support at South Wilmington Street Center
- ♦ 1.00 FTE - Western Wake Regional Center Director to oversee regional service delivery system for Western Region residents
- ♦ 1.00 FTE - Public Health Counselor to perform HIV/STD testing, position provided by state grant funding
- ♦ 1.00 FTE Substance Abuse Program Prevention Consultant

- ♦ 1.00 FTE - Nurse to support substance abuse prevention program

Sheriff: 16.00 FTEs

- ♦ 5.00 FTEs - Five Sheriff Deputies transferred from Grants Fund after the expiration of the Governor's Highway Safety Program grant
- ♦ 1.00 FTE - Computer Systems Administrator to implement and manage the Electronic Health Records system which will track detention center inmate medical records and medicine administration
- ♦ 1.00 FTE - Sheriff Deputy to focus on recruitment through promotion of detention and law enforcement careers
- ♦ 1.00 FTE - Telecommunicator to help input Domestic Violence Protective Orders into multiple law enforcement databases
- ♦ 3.00 FTEs - Sheriff Deputies to create a Technical Surveillance Unit
- ♦ 1.00 FTE - Information Technology Business Analyst to support existing technology systems
- ♦ 1.00 FTE - Courthouse Sergeant to provide better span of control over Sheriff Deputies assigned to the Wake County Courthouse
- ♦ 1.00 FTE - Sheriff Deputy to be assigned as the School Resource Officer at River Bend Middle School
- ♦ 1.00 FTE - Detention Officer to staff a pilot inmate education and workforce development program aimed at reducing recidivism
- ♦ 1.00 FTE - Case Manager to staff a pilot inmate education and workforce development program aimed at reducing recidivism

City/County Bureau of Identification 1.00 FTE

- ♦ 1.00 FTE - Identification Technician to process arrestees

Personnel Changes Summary

Fire Services 5.00 FTEs

- ♦ 5.00 FTE - All Emergency Management positions are transferred to Fire Services as a result of reorganization

Emergency Medical Services 19.00 FTEs

- ♦ 1.00 FTE - Advanced Practice Paramedic to conduct Clinical Quality Assurance reviews and investigations within the Office of Medical Affairs
- ♦ 4.00 FTEs - Shift Supervisors to oversee all EMS System District Chiefs, allowing improved resource deployment and increased field supervision of EMTs and Paramedics
- ♦ 7.00 FTEs - 3.00 paramedics, 3.00 EMTs, and 1.00 district supervisor to complete 24 hour to 2X12 hour shift conversions
- ♦ 7.00 FTEs - 6.00 Paramedics and 1.00 Training Coordinator for EMT to Paramedic Pilot program

Emergency Management (5.00) FTEs

- ♦ (5.00) FTE - All positions are transferred from Emergency Management to Fire Services as a result of reorganization

Grants and Donations Fund: (5.00) FTEs

Sheriff: (5.00) FTEs

- ♦ (5.00) FTEs - Five Sheriff Deputies transferred to the General Fund because of the expiration of the Governor's Highway Safety Program grant funding

Fire Services: 2.00 FTEs

- ♦ 2.00 FTEs - All Emergency Management positions are transferred to Fire Services as a result of reorganization

Emergency Management: (2.00) FTEs

- ♦ (2.00) FTEs - All positions are transferred from Emergency Management to Fire Services as a result of reorganization

Fleet Fund: 1.00 FTE

- ♦ 1.00 FTE - Facility System Engineer for report development of the Fleet Management software

TOTAL POSITION CHANGE: 84.570 FTEs

Personnel Changes Summary

***Departments with no change to FTE authorization FY 2017 Amended to FY 2018 Recommended Budget:**

- ♦ Board of Commissioners
- ♦ Communications
- ♦ Board of Elections
- ♦ Facilities Design and Construction
- ♦ Register of Deeds
- ♦ Soil and Water Conservation
- ♦ General Services Administration
- ♦ Fire Services
- ♦ Emergency Management
- ♦ Capital Area Workforce Development

Reader's Guide to the Budget

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, 2017 to June 30, 2018 (Fiscal Year 2018).

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 2016 actual results; the FY 2017 adopted budget and current budget; and FY 2018 budget. A sample of the format is provided below:

	FY2016 Actual	FY2017 Adopted Budget	FY2017 Amended	FY2018 Recommended Budget
Personnel				
Services				
Operating Expenses				
Capital Outlay				

Full-time Equivalent Positions

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

Budget Highlights

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

Education

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

Capital Improvement Program

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

Budget Process

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 2018, departments were not required to submit options to reduce their annual operating budgets. Any proposals to reduce the budgets were evaluated not only for potential savings, but also for the near-term and long-term service impacts.

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

Board of Commissioners' Authorization and Appropriations

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

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

County Manager's Authorization

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

Budget Implementation

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

Budget Calendar for Fiscal Year 2018

Date	Budget Activity
September 13, 2016	Budget Process Kick-Off on Guidance, Calendar, and Business Cases
October - November	Business Plans Presented to County Manager's Office
November 4, 2016	CIP Core Team members submit FY 2018-2024 Capital Requests
January 9, 2017	Departments submit FY 2018 Operating Budget Requests, Expansion Requests, Reduction Options
February - March	Capital Improvement Program and Operating Department budget meetings
March 10, 2017	Board of Commissioners Retreat to adopt goals and set priorities for the FY 2018 budget
March/April	Board of Education and Wake Technical Community College submit formal budget requests
May 8, 2017	Review of FY 2017-2023 Recommended Capital Improvement Program at Board of Commissioners Work Session
May 15, 2017	Formal presentation of Recommended Budget and Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 5, 2017	Public Hearing on Operating Budget, Capital Improvement Program and any proposed fee or tax changes
June 12, 2017	Special Budget Work Session with Board of Commissioners
June 19, 2017	Adoption of FY 2018 Operating Budget and FY 2018 - 2024 Capital Improvement Program at regular Board of Commissioners 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	Wake County Public Schools Capital Projects Fund	
		Transportation 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

Capital Project Funds

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

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: the Solid Waste Management Fund and the 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: the Corporate Fleet Fund.

Fund Structure Charts

Organizational Units	General Fund	Capital Area Workforce Development Fund	Debt Service Fund	Fire Tax District Fund	Grants and Donations Fund	Transportation Fund	Housing and Community Revitalization Fund	Major Facilities Fund	Internal Service Fund	County Capital Improvement Fund	Fire Tax District Capital Fund	Major Facilities Capital Trust Fund	Solid Waste Capital Improvements Fund	WCPSS Capital Projects Fund	Wake Tech. Comm. College Capital Projects Fund	Solid Waste Management Fund	South Wake Landfill Fund
Board of Commissioners	O																
Board of Elections	O				P												
Budget & Management Services	O		M	M				M			M	M		M	M		
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		
General Services Administration	O				P				M	M		M					
Human Resources	O																
Human Services	O	D			P	M	D										
Information Services	O									P							
Medical Examiner	O																
Non-Departmental	O																
Emerg Mgmt, Fire/Rescue, CCBI	O			M	P						M						
Register of Deeds	O																
Revenue	O																
Sheriff	O				P												
Wake County Public Schools	O													M			
Wake Technical Community College	O														M		

Key:

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

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

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

P: Unit manages selected projects within this fund

Basis of Budgeting and Basis of Accounting

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

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

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

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

Operating Budget

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

Fund Balance

General Fund:

The County shall maintain a fund balance position that rating agencies deem is adequate to meet the County's needs and challenges. Therefore, the County

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

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

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

Operating Funds:

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

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

Revenues

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

Financial Policies

County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

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 will determine actual funding for the capital projects on an annual basis.

Debt Policies

The ability of Wake County to issue debt in the market place with a AAA bond rating saves the citizens millions of dollars by allowing the County to issue debt with a lower interest rate than non-AAA rated.

Debt Planning Guidelines

Provide capital facilities as needed.

- ♦ Preserve the County's triple-A bond rating from all three rating agencies.
- ♦ Ensure sufficient flexibility to meet future obligations and take advantage of opportunities.
- ♦ The County will maintain a debt afford-ability model that assesses 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.
- ♦ The County will maintain a CIP budget planning cycle of at least seven years. This will provide management the ability to plan and fund needed capital facilities.
- ♦ The following revenues are to be dedicated to the CIP model:
- ♦ 19.01 cents of the property tax rate;

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

Debt Service Guidelines

Many ratios and rankings are reviewed by the 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, several of the factors controlled by management are addressed below. The County will compute the following debt calculations each year and benchmark against other tripletriple-A rated units. When available, statistics are included with ratios from the Aaa/AAA/AAA rated counties nationwide. Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the County's CIP.

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

Guideline 2: The County's seven-year CIP should be funded with debt funding comprising 75 percent - 85 percent 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

Financial Policies

construction payments are due. A pay-as-you-go element contributes to the financial integrity of the County and its ability to maintain a AAA bond rating. The debt model currently targets a guideline of generally no more than 80 percent debt planned for in any given fiscal year.

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed 25 percent 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's only short term exposure is concentrated in bond anticipation notes.

Guideline 4: The average triple-A rated entity repays 70 percent of bond principal within 10 years, one of the factors considered by the rating agencies. The County will maintain a debt repayment schedule that meets the standards for triple triple-A rated counties.

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

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

county government (in North Carolina property within municipal boundaries is also within the county boundaries).

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

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

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.

Financial Policies

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 sliding-scale fee is one strategy for accomplishing this.

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

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

Business Development Grant Policy

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

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

New Investment Threshold: New or existing companies may be eligible for a Business Development Grant for new investments, which exceed the minimum thresholds as outlined in the chart on this page. New investment is defined as “improvements to real estate, machinery, equipment,

Financial Policies

and other business personal property.” The value of land is not included in the calculation of new investment. New investment must exceed the minimum threshold in assessed valuation, as determined by the Wake County Revenue Administrator.

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

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

State Match: New or existing companies may be eligible for a Business Development Grant when the state incentive requires local government participation and when the investment and jobs thresholds exceed the minimum as outlined below:

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

Policy Guidelines

1. Business Development Grants will be considered for companies meeting the new investment and new jobs thresholds. The Board of Commissioners is not obligated to make any grants.
2. All projects will be considered on a case-by-case basis. The County will consider a number of factors (in addition to level of new investment and number of new jobs) when determining approval of a Business Development Grant, including:
 - a. Type of business, relative to current tax base
 - b. Types of new jobs
 - c. Reputation of company
 - d. The presence of competition for the projects
3. The amount of the grant payment to be paid by the County shall be consistent with the investment and jobs minimum as established in the grant agreement. In no event shall the grant amount exceed the amount of ad valorem taxes paid by the company on the new investment in that calendar year.
4. The County will require that the assessed value of new investment is confirmed by the Wake County Revenue Administrator and that all property taxes are paid prior to providing a grant payment.
5. For projects/companies considering locating (or expanding) in one of the municipalities within Wake County, the County’s participation in a Business Development Grant is contingent on participation by the municipality.
6. All grant agreements are subject to performance criteria that will be outlined in detail in a Business Development Grant contract between the company and the County approved in an open meeting of the Wake County Commissioners. The contract will outline that grant payments are contingent on

Financial Policies

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

Capital and Debt

Wake County uses a long-term financial planning model for its Capital Improvements Program (CIP) and the General Fund. The County funds its CIP through a dedicated funding approach. Dedicated revenues include portions of the County's property tax and sales taxes plus the income from the County's investments, including investments held in the County's general fund, capital projects funds and debt service fund.

The CIP is financed from a combination of debt and cash financing. The CIP-dedicated revenues are deposited into the County's debt service fund and capital projects funds. Revenues deposited into the County's debt service fund are used to pay debt service on the County's general obligation bonds and revenues deposited into the County's capital projects funds are used to pay capital project expenditures directly.

The primary revenues deposited into the debt service fund include a portion of the property tax plus the entire portion of sales taxes that is required by state law to support 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 premium used towards capitalized interest expense are other sources of revenue.

The County uses its long-term financial planning model to balance revenues, expenditures and fund balances over time to ensure that CIP needs are met while maintaining compliance with federal tax law related to tax-exempt bonds. Key assumptions in the model include the projected rate of growth of property and sales taxes and projected interest rates on County investments and future borrowings. The County continually reviews model assumptions and

CIP needs to ensure that the CIP stays on track and, if necessary, makes adjustments to the long-term financial plan long before any shortfall arises.

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

Long-Range Planning

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

Board of Commissioners' Goals

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

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

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

The Board continues efforts to refine the goals, objectives and initiatives during Board Committee meetings in the fall of 2016, and a full-day retreat in January 2017. The Wake County Board of Commissioners voted on February 6, 2017, to approve its strategic goals and objectives.

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

Advisory Boards and Long-Range Planning

The County also engages advisory boards, commissions, and task forces to develop long-range plans for selected service areas. Some of the boards are time-limited efforts, while others are permanent, standing committees. Below is a description of

several boards that provide long-range guidance in selected services.

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

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

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

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

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

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

Long-Range Planning

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

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

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

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

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

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

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



General Fund Revenue Summary

Description	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended	Change from FY17 Adopted
TAXES					
Property Taxes	\$ 813,067,807	840,531,000	840,531,000	884,794,500	5.3%
Sales Tax	167,601,590	172,620,000	176,040,000	190,366,000	10.3%
Other Taxes	—	—	—	—	—
Lease/Rental Vehicle Tax	3,091,534	2,550,000	2,550,000	2,550,000	—
Lease/Rental Heavy Equipment Tax	(15,716)	—	—	—	—
Payment in Lieu of Taxes	1,438,701	1,233,329	1,233,329	1,222,003	(0.9)%
Real Property Transfer Tax	11,918,066	16,117,800	16,117,800	11,600,000	(28.0)%
Subtotal	997,101,981	1,033,052,129	1,036,472,129	1,090,532,503	5.6%
FEDERAL SHARED REVENUES					
Environmental	—	—	—	—	—
Human Services	11,450,462	11,383,195	11,573,140	11,753,001	3.2%
Affordable Housing	—	—	—	—	—
Libraries	—	—	—	60,000	—
Public Safety	199,643	150,338	150,338	150,338	—
Transportation	—	—	—	—	—
FEMA	—	—	—	—	—
Other	—	—	—	—	—
Human Services	—	—	—	—	—
Subtotal	11,650,105	11,533,533	11,723,478	11,963,339	3.7%
STATE SHARED REVENUES					
ABC 5 Cent Bottle	314,386	255,000	255,000	255,000	—
Beer & Wine	894,226	877,200	877,200	877,200	—
Environmental	115,773	121,256	121,256	146,347	20.7%
Human Services	80,754,576	77,427,682	77,273,375	78,944,908	2.0%
Libraries	580,320	450,000	450,000	450,000	—
Public Safety	—	—	—	—	—
Transportation	7,500	7,500	7,500	7,500	—
Other - State	1,630,012	2,100,500	2,100,500	1,525,500	(27.4)%
Subtotal	84,296,792	81,239,138	81,084,831	82,206,455	1.2%
LOCAL SHARED REVENUES					
ABC Board	7,500,000	4,000,000	4,000,000	4,000,000	—
Human Services	—	—	—	—	—
Libraries	(667)	—	—	—	—
Public Safety	1,484	—	15,000	—	—
Other Local	59,537	56,850	106,850	21,850	(61.6)%
Subtotal	7,560,354	4,056,850	4,121,850	4,021,850	(0.9)%
LICENSES AND PERMITS					
Licenses	251,625	295,200	295,200	276,300	(6.4)%

General Fund Revenue Summary

Description	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended	Change from FY17 Adopted
Permits	4,933,808	4,296,500	4,296,500	4,701,865	9.4%
Subtotal	5,185,432	4,591,700	4,591,700	4,978,165	8.4%
CHARGES FOR SERVICES					
Environmental	361,638	419,000	419,000	375,000	(10.5)%
Solid Waste Fees	—	—	—	—	—
Client Fees	1,040,135	1,055,050	1,067,050	1,211,447	14.8%
Insurance	867,117	853,900	853,900	909,140	6.5%
Medicaid Fees	11,925,401	12,316,189	12,439,766	12,123,030	(1.6)%
Medicare Fees	56,163	32,900	32,900	44,650	35.7%
Pharmacy Fees	—	—	—	—	—
HS Reimbursements	549,314	608,415	612,200	619,445	1.8%
Other	4,660	7,500	7,500	7,500	—
Inspection Fees	851,063	925,109	925,109	848,427	(8.3)%
Library Fees	441,109	466,250	466,250	431,000	(7.6)%
Parks & Recreation Fees	138,196	149,494	149,494	149,494	—
EMS Fees	26,211,987	25,307,343	25,307,343	26,441,635	4.5%
Facility Use Fees	290,796	250,300	250,300	250,300	—
Fire/Rescue Fees	310,662	285,979	285,979	297,698	4.1%
Sheriff Fees	4,330,420	3,600,300	3,600,300	3,600,300	—
Transportation Fees	—	—	—	98,370	—
Internal Fleet Services Fees	—	—	—	—	—
Planning Fees	756,830	663,700	663,700	1,233,074	85.8%
Court Facility Fees	1,190,708	1,233,287	1,233,287	1,100,000	(10.8)%
Parking Fees	982,796	924,000	924,000	1,175,749	27.2%
Rental/Lease Income	312,806	285,320	285,320	286,869	0.5%
Record Fees	4,845,630	5,945,400	5,945,400	5,199,420	(12.5)%
Reimbursements	2,919,350	1,887,956	1,887,956	3,458,886	83.2%
Tax Collection Fees	848,039	871,000	871,000	933,000	7.1%
Vending Income	655,550	449,000	449,000	439,000	(2.2)%
Other - Charges for Services	1,850,203	1,804,114	1,804,114	1,871,102	3.7%
Subtotal	61,740,574	60,341,506	60,480,868	63,104,536	4.6%
INVESTMENT EARNINGS	65,451	11,432	11,432	1,220	(89.3)%
MISCELLANEOUS					
Sale of Materials & Fixed Assets	205,081	194,358	194,358	144,158	(25.8)%
Miscellaneous Revenue	423,182	210,464	210,464	195,864	(6.9)%
Subtotal	628,263	404,822	404,822	340,022	(16.0)%
OTHER FINANCING SOURCES					
Capital Lease/Installment Purchases	5,027	—	—	—	—

General Fund Revenue Summary

Description	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended	Change from FY17 Adopted
Appropriated Fund Balance	—	1,201,316	8,781,995	201,316	(83.2)%
Subtotal	5,027	1,201,316	8,781,995	201,316	(83.2)%
 TRANSFERS	 3,658,617	 3,588,574	 3,588,574	 4,065,594	 13.3%
 TOTAL REVENUE	 \$ 1,171,892,597	 1,200,021,000	 1,211,261,679	 1,261,415,000	 5.1%

General Fund Expenditure Summary

County Departments	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended	Change from FY17 Adopted
General Government					
Board Of Commissioners	\$ 557,299	657,202	657,202	601,128	(8.5)%
Communications Office	—	—	—	973,986	—
County Manager	1,653,190	2,119,792	2,134,566	1,505,149	(29.0)%
County Attorney	2,186,717	2,541,222	2,558,479	2,729,307	7.4%
Board Of Elections	5,341,208	5,249,604	6,553,354	5,063,817	(3.5)%
Budget And Management Services	727,332	850,152	863,552	1,093,237	28.6%
Facilities Design & Construction	1,371,491	1,527,529	1,541,554	1,552,387	1.6%
Finance Department	2,315,960	2,627,474	2,670,874	2,804,133	6.7%
Human Resources	1,986,144	2,364,582	2,373,582	2,676,739	13.2%
Information Services	12,912,056	15,025,262	15,081,181	16,383,120	9.0%
Register Of Deeds	2,790,290	3,179,208	3,190,008	3,365,522	5.9%
Revenue Department	8,067,339	7,801,067	7,802,537	8,894,738	14.0%
Quasi-Governmental	—	—	—	781,450	—
Capital Lease	5,027	—	—	—	—
Subtotal	39,914,054	43,943,094	45,426,889	48,424,713	10.2%
Community Services					
Community Services Management and Budget Office	635,019	633,175	663,774	681,110	7.6%
Parks, Recreation and Open Space	2,840,508	2,815,335	2,936,829	2,910,091	3.4%
Planning, Development and Inspections	4,459,611	4,785,105	4,682,105	4,979,834	4.1%
Veterans Services	245,252	255,250	260,750	282,883	10.8%
Geographic Information Services	1,756,352	1,817,389	1,822,454	2,025,547	11.5%
Libraries	19,601,088	23,397,662	23,693,718	23,910,604	2.2%
Subtotal	29,537,830	33,703,916	34,059,630	34,790,069	3.2%
Environmental Services					
Environmental Services Administration	880,454	950,574	1,037,470	1,047,010	10.1%
Environmental Health & Safety	2,804,310	3,043,656	2,984,876	3,327,985	9.3%
Water Quality	3,259,292	3,811,363	3,942,036	4,278,513	12.3%
Animal Care, Control and Adoption Center	3,010,638	3,320,345	3,328,131	3,603,530	8.5%
Subtotal	9,954,694	11,125,938	11,292,513	12,257,038	10.2%
General Services Administration					
Administration / Support	1,647,709	1,653,323	2,139,417	1,921,815	16.2%
Physical Plant	7,671,818	7,978,882	8,096,850	8,217,716	3.0%
Central Services	999,893	838,611	878,768	845,995	0.9%
Safety and Security	3,380,720	3,388,687	3,450,653	3,499,927	3.3%

General Fund Expenditure Summary

County Departments	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended	Change from FY17 Adopted
Criminal Justice/General Government	881,742	1,052,258	1,036,456	952,258	(9.5)%
Facility and Field Services	6,533,772	7,196,192	7,259,279	7,379,221	2.5%
Utilities	5,670,442	5,503,970	5,481,160	5,535,912	0.6%
County Building Agreements	–	60,768	60,768	60,768	–
Subtotal	26,786,097	27,672,690	28,403,351	28,413,612	2.7%
Human Services					
Social Services Economic Self Sufficiency	77,478,042	81,736,483	81,363,423	81,532,555	(0.2)%
Child Welfare	26,348,179	27,963,632	27,972,737	30,521,875	9.1%
Children, Youth and Family	18,609,886	18,827,795	18,884,126	–	(100.0)%
Public Health	6,590,778	6,614,721	6,630,678	27,418,977	314.5%
Health Clinics	17,668,774	18,500,096	18,709,967	18,779,306	1.5%
Behavioral Health	–	–	–	–	–
Administration and Operations	20,924,657	23,003,050	23,363,347	22,806,098	(0.9)%
Behavioral Health - MCO	19,028,245	26,306,868	26,706,868	–	(100.0)%
Behavioral Health - Managed Care	–	–	–	27,046,964	–
Human Services Reserves	–	–	231,282	–	–
Subtotal	186,648,560	202,952,645	203,862,428	208,105,775	2.5%
Medical Examiner					
Medical Examiner	655,810	–	–	–	–
Subtotal	655,810	–	–	–	–
Emergency Medical Services					
Emergency Medical Services	37,067,771	38,493,065	38,886,958	42,482,238	10.4%
Subtotal	37,067,771	38,493,065	38,886,958	42,482,238	10.4%
Fire Services					
Fire Services	1,606,441	1,824,915	1,852,593	2,053,063	12.5%
Emergency Management	–	–	–	701,722	–
Subtotal	1,606,441	1,824,915	1,852,593	2,754,785	51.0%
Emergency Management					
Emergency Management	754,245	848,690	902,456	–	(100.0)%
Subtotal	754,245	848,690	902,456	–	(100.0)%
Emergency Communications					
PS Communications	1,153,645	1,122,783	1,122,783	1,669,511	48.7%
Subtotal	1,153,645	1,122,783	1,122,783	1,669,511	48.7%
Raleigh/Wake City-County Bureau of Identification					

General Fund Expenditure Summary

County Departments	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended	Change from FY17 Adopted
Support Services	1,632,251	1,861,554	1,829,628	1,977,483	6.2%
Investigations	1,588,562	1,667,555	1,667,556	1,702,507	2.1%
Crime Lab	1,386,505	1,530,375	1,558,648	1,652,643	8.0%
Administration	852,242	797,777	801,429	910,770	14.2%
Forfeitures	—	—	—	—	—
Subtotal	5,459,560	5,857,261	5,857,261	6,243,403	6.6%
Sheriff					
Law Enforcement	38,327,922	40,207,293	40,220,211	44,886,127	11.6%
Detention	42,130,122	41,886,134	45,309,168	44,267,418	5.7%
Subtotal	80,458,043	82,093,428	85,529,379	89,153,545	8.6%
Non-Departmental					
Public Agencies	2,265,728	2,577,956	2,577,956	2,277,456	(11.7)%
Memberships	482,891	520,997	520,997	528,345	1.4%
Non-departmental	2,241,713	4,504,420	8,187,285	9,759,307	116.7%
Health Benefits	11,764,843	6,150,000	6,150,000	9,576,000	55.7%
Risk Management - Cost of Claims	1,273,644	1,374,203	1,374,203	1,474,203	7.3%
Subtotal	18,028,819	15,127,576	18,810,441	23,615,311	56.1%
Transfers to Other Funds					
Transfers	297,280,000	305,544,000	305,544,000	316,308,000	3.5%
Subtotal	297,280,000	305,544,000	305,544,000	316,308,000	3.5%
Education					
Wake County Public School System	386,000,000	409,911,000	409,911,000	425,911,000	3.9%
Wake Technical Community College	19,416,000	19,800,000	19,800,000	21,286,000	7.5%
Subtotal	405,416,000	429,711,000	429,711,000	447,197,000	4.1%
Expenditure Totals	\$ 1,140,721,569	1,200,021,000	1,211,261,682	1,261,415,000	5.1%

General Government Budget Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Board Of Commissioners	557,299	657,202	657,202	601,128
Communications Office	–	–	–	973,986
County Manager	1,653,190	2,119,792	2,134,566	1,505,149
County Attorney	2,186,717	2,541,222	2,558,479	2,729,307
Board Of Elections	5,341,208	5,249,604	6,553,354	5,063,817
Budget And Management Services	727,332	850,152	863,552	1,093,237
Facilities Design & Construction	1,371,491	1,527,529	1,541,554	1,552,387
Finance Department	2,315,960	2,627,474	2,670,874	2,804,133
Human Resources	1,986,144	2,364,582	2,373,582	2,676,739
Information Services	12,912,056	15,025,262	15,081,181	16,383,120
Register Of Deeds	2,790,290	3,179,208	3,190,008	3,365,522
Revenue Department	8,067,339	7,801,067	7,802,537	8,894,738
Quasi-Governmental	–	–	–	781,450
Capital Lease	5,027	–	–	–
Expenditure Totals	\$ 39,914,054	43,943,094	45,426,889	48,424,713

Board Of Commissioners

Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	476,016	546,408	546,408	527,966
Contractual Services		10,841	27,488	27,488	6,888
Supplies, Materials and Other Charges		70,442	83,306	83,306	66,274
Expenditure Totals	\$	557,299	657,202	657,202	601,128
Revenues:					
Miscellaneous	\$	1,200	–	–	–
Revenue Totals	\$	1,200	–	–	–
Number of FTE's		4.00	4.00	4.00	4.00

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. Commissioners hold office for four years and maintain staggered terms, with four commissioners races held in one general election and the other three commissioners' elections held two years later.

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

MAJOR ACCOMPLISHMENTS

The Board adopted a balanced General Fund budget of \$1,200,210,000, for FY 2017. The approved budget included a 1.35 cent tax increase, raising the property tax rate to 60.05 cents per \$100 of assessed property value.

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

Education

In 2017, the Wake County Public School System received \$409 million in funding from the county, representing the largest portion of spending in the County budget. The Board of Commissioners and the Wake County Board of Education approved a new seven-year capital plan for schools to meet projected growth of 18,836 students by 2022. The plan totals \$1.98 billion and provides for the construction of 14 new schools and major renovations at 11 existing schools. It is a continuous seven-year plan that will be updated annually based on the most current data for enrollment, crowding, market trends and other relevant factors impacting school construction. This

Board Of Commissioners

rolling seven-year plan mirrors the approach taken with the County's larger CIP.

Wake Technical Community College has continued to grow and expand its campuses across the county in order to meet the growing demand for continuing education and to meet workforce needs in Wake County's increasingly competitive job market. At the end of the 2015-2016 Wake Tech served 30,000 curriculum students, plus 41,000 work force continuing education students. As the state's largest community college system, Wake Tech continues to grow. Responding to that growth, Wake Tech recently updated their Master Plan to guide Capital Improvements. This Plan was presented to the Board of Commissioners in November and the first appropriation to fund this plan was made in March. The multi-year CIP will help Wake Tech continue to expand the new RTP Campus to a total of four buildings by 2023, add an Automotive and Collision repair building to the Northern Wake Campus, add and improve multiple buildings on Main Campus, make life cycle and infrastructure repairs on all campuses, and ramp up technology infrastructure on all campuses to improve technology capabilities and expand online course offerings.

Economic Growth

Wake County welcomed its millionth resident in 2015, one of many indicators that our county is continuing to grow and thrive. Likewise, the county is seeing a strong resurgence from the recent recession, with an increase in commercial permits, a declining unemployment rate in addition to more than 50 new companies that have opened or relocated to Wake County.

Community Health

Over the past year, Wake County funded new staff members to focus on a variety of community health issues, including health inspectors, child protective service staff, and additional school nurses. The County also enhanced its STD prevention program and implemented the NC Fast program, which serves to meet new Food & Nutrition and Medicaid eligibility goals.

Public Safety

In the past year, the Board approved additional funding for public safety projects and improvements. This additional support resulted in increased staffing and expanded ambulance service across the county, new blood/alcohol analysis equipment and chemists for the CCBI, additional Wake County courthouse security, and updated technological infrastructure for the Sheriff's Office.

FY18 DISCUSSION

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

HORIZON ISSUES

Maintain fiscal strength and stability of Wake County government through excellence in long-term financial planning and careful stewardship and accountability of taxpayers' money.

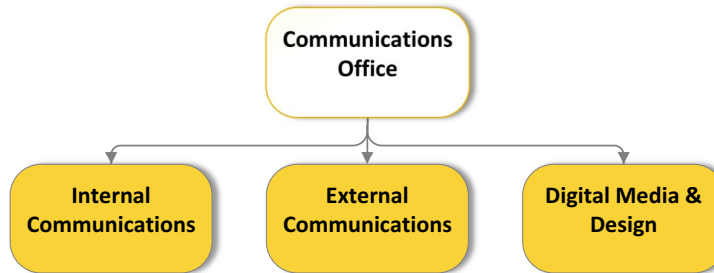
Work collaboratively with municipalities and Triangle Transit on regional transportation needs and strategies.

Evaluate the Capital Improvement Program for Wake County Government, Wake County Public School System and Wake Technical Community College. Support the planning, construction, and maintenance of future school and County facilities.

Continue environmental initiatives in Water Conservation, Quality and Management; Energy Conservation; and Solid Waste Reduction and Recycling.

Complete renovations of the Wake County Courthouse and the Wake County Office Building with a focus on energy conservation.

Communications Office



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	–	–	–	914,273
Contractual Services		–	–	–	28,516
Supplies, Materials and Other Charges		–	–	–	31,197
Expenditure Totals	\$	–	–	–	973,986
Revenues:					
Transfers	\$	–	–	–	12,000
Revenue Totals	\$	–	–	–	12,000
Number of FTE's		0.00	0.00	0.00	10.00

DEPARTMENT PURPOSE AND GOALS

The newly restructured Communications Office has developed a mission statement, goals and objectives to more accurately reflect the work it does and the audiences it serves. The mission is to: Engage and educate our communities about Wake County Government programs, services and initiatives.

The goals are to:

- Provide excellent consulting services;
- Proactively inform, educate and motivate others;
- Manage the Wake County brand;
- Build strong, trusting relationships; and

- Be thought leaders committed to continuous improvement.

Overall, the Communications Office oversees external and internal communications for the county, as well as its digital media and design needs. It develops communications strategies for county projects, programs and initiatives, which often include written products such as news releases, speeches and fact sheets; design pieces such as posters, brochures and rack cards; digital products such as social media content, webpage creation and video production; and media relations such as story pitching, interview scheduling and public records request fulfillment.

Communications Office

MAJOR ACCOMPLISHMENTS

In FY 2017, the Communications Office completed the restructuring of the Communications Office. This process included hiring three managers, two communications specialists, a graphic designer and a video producer. Restructuring the office into three teams - External Communications, Internal Communications, and Digital Media and Design Services - enables it to function more like a newsroom and a marketing agency with all resources and expertise now under one umbrella. By assigning staff to serve as communications and marketing consultants to each department, it is now more aware of the issues departments are addressing, so it can proactively prepare for and share information, while highlighting the positive actions of the board, executive leadership and staff.

The Wake County Communications Office led the effort to educate the media and the public about the Wake County Transit Plan from its inception to December 2016, resulting in the successful passage of a half-cent sales tax increase to partially fund the plan. It worked collaboratively with partner agencies to generate communications plans and strategies, develop and distribute transit brochures, continually update the transit website and blog, manage social media outreach and handle media inquiries about the plan. It also generated a transition plan to shift the lead communications role to GoTriangle, following the passage of the referendum. Wake County is now in an active communications support role.

Communications partnered with Human Resources to launch a new intranet site to serve as the foundation of the Living Great @ Wake employee wellness program. The collaborative site is a one-stop-shop for comprehensive employee wellness and benefits information, and seeks to motivate and empower employees to improve their overall health and well-being. The site makes it easy for employees to learn about a variety of health topics, share ideas, tips and success stories with coworkers, and register for wellness events and activities. In the site's first 30 days, nearly half of all Wake County employees visited the site to find valuable information, resources and tools related to benefits and wellness.

Since the launch, staff have continued to evolve and improve the site to accomplish a variety of objectives and ensure it meets the needs of employees. A new multimedia benefits section allowed a complete overhaul of the annual open enrollment process, enhancing the experience for employees and improving the efficiency of the process for HR. Staff were also able to leverage the site to launch MyS.E.L.F.network, the county's new employee assistance program.

In FY 2017, the Communications Office received funding for a full-time video producer, which enabled the County to dramatically shift its video strategy in a way that saves money and provides the capability to generate more videos at a higher quality. Previously, the office paid a contractor \$60,000 annually to produce 10 videos for WakeGov TV. That structure was not broad or nimble enough to meet the growing demand for video. With an in-house video producer, the County is now able to cover stories as it occurs instead of waiting weeks to schedule shoots. The Communications Office then shares the videos on numerous social media platforms, the website and in news releases, as well as edit them into longer form pieces to develop episodes of the newly rebranded WAKE TV. A video development process ensures staff actively engage with departments to brainstorm ideas that will help raise awareness about important programs, campaigns and issues while showcasing good work.

In coordination with Information Services and Wake County Emergency Management, the Communications Office executed an integrated communications plan in February to encourage residents to sign up to receive alerts from our new and improved emergency notification system, ReadyWake Alerts. The system provides residents, businesses and visitors with important information in the event of an emergency via text, email or phone call - whichever they deem most helpful. The plan included a new branding package, a news release, media pitches, social media and web pushes, a video public service announcement and paid marketing. To date, the system has nearly 400,000 subscribers, which is roughly 40 percent of Wake County's

Communications Office

population. Of them, 5,000 people registered on the newly redesigned ReadyWake.com website.

FY18 DISCUSSION

The Communications Office has moved from within the County Manager's Office to a separate department, with this budget.

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

The FY 2018 budget adds \$5,400 in training for professional staff within the Communications Office staff to maintain highly technical skillsets, including graphics, design, website design, and social media.

HORIZON ISSUES

Horizon issue #1: The only constant about social media is that it will continue to change. New tools will come online that Wake device-savvy citizens will use and expect the County to use, as well. While this is exciting, it also presents challenges. How will the Communications Office add new tools to our toolbox while effectively maintaining the ones already used? The Communications Office is concerned that eventually managing our social media presence effectively will require more time than the 30 percent of one communications specialist's time that we devote to it now. It may one day require a full-time staff member.

To prepare, the Communications Office has embarked on a social media audit. Because social media is not centrally managed, the Communications Office does not have a good understanding of what accounts exist under the Wake County brand, who has access to them, how active they are and if they are successfully engaging with the public. Following the completion of the audit, the Communications Office will compile the results and review them to determine if there are accounts that need to be dissolved due to lack of use and where training is needed to bolster content. Then, the Communications Office will develop a strategy in conjunction with Information Services to decide how to best oversee all county accounts. That oversight would include enforcement of security protocols, providing initial and advanced

training to users, and ensuring that the information we are sharing with the tens of thousands of followers we have is interesting, helpful and educational.

Horizon issue #2: The political will exists in some circles to expand the size of the Wake County Board of Commissioners from seven members to nine members. If the board increases in size, so will the number of requests for news releases, speeches, briefing memos and talking points. Staff is already at capacity building those materials for the current board. If the membership increases, the Communications Office would likely need to add a speech writer position in the Communications Office to prepare quality materials and deliver them in a timely manner for all board members.

County Manager

Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	1,472,307	2,018,342	2,018,342	1,450,630
Contractual Services		101,680	32,320	32,320	7,080
Supplies, Materials and Other Charges		76,951	67,828	82,602	46,137
Capital Outlay		1,385	–	–	–
Debt		868	1,302	1,302	1,302
Expenditure Totals	\$	1,653,190	2,119,792	2,134,566	1,505,149
Revenues:					
Charges For Services	\$	15	–	–	–
Transfers		12,000	12,000	12,000	–
Revenue Totals	\$	12,015	12,000	12,000	–
Number of FTE's		13.00	17.00	17.00	9.00

DEPARTMENT PURPOSE AND GOALS

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has authority, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and the Register of Deeds. The primary function of the County Manager's Office is to make recommendations on operations and policy to the Board of Commissioners and ensure that policy articulated and/or legislatively mandated by the Board is implemented in an effective and efficient manner. The mission of the County Manager's Office is to support and implement Board policy through corporate direction, communication and coordination of strategic initiatives and efficient management of the County's workforce and resources.

FY18 DISCUSSION

The County Manager's Office was reduced overall from the prior year budget because of the the move of the Communications Office from the Manager's Office department to its own department. The County Manager's Office base budget increased from

the prior year Adopted Budget for the annualization of personnel and benefit increases.

In FY 2018, the County Manager's Office will continue to develop and implement strategies to align County priorities and spending with expected revenue growth. The office will continue to improve and refine the County's financial planning practices through emphasis on long-range financial planning, priority setting for services and internal control policies. A budget was developed that provides for the needs of a growing community with many service expectations.

Work will continue with the Wake County Public School System and Wake Technical Community College to implement capital programs and implement operating budget strategies that reflect education as a priority in Wake County and focus on student achievement.

Maintain a leadership role among the largest urbanizing counties to discuss common issues and to promote common legislative agendas, including those involving transportation, water supply, and mental health.

County Manager

Included in the budget are two Assistants to the County Manager (2.00 FTE) to provide additional capacity needed to manage priority projects and initiatives (\$280,000).

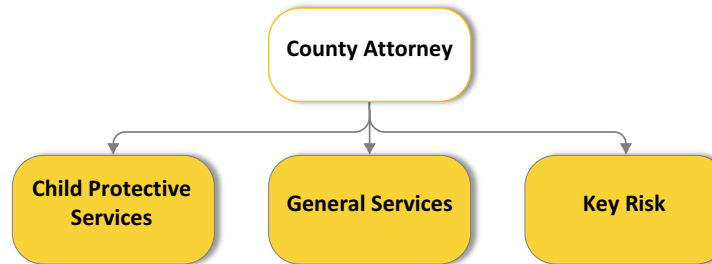
HORIZON ISSUES

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

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

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

County Attorney



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	2,067,155	2,353,817	2,353,817	2,538,446
Contractual Services		7,261	60,208	56,608	56,698
Supplies, Materials and Other Charges		103,316	127,197	148,054	134,163
Capital Outlay		8,985	–	–	–
Expenditure Totals	\$	2,186,717	2,541,222	2,558,479	2,729,307
Revenues:					
Revenue Totals	\$	–	–	–	–
Number of FTE's		18.00	19.00	19.00	20.00

DEPARTMENT PURPOSE AND GOALS

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

The County Attorney's highest priority is to avoid legal liability issues by providing timely advice to the Board of Commissioners and County departments, providing department legal services in the conduct of

County business, and the provision of mandated services such as Child Protective Services and Adult Protective Services.

To accomplish these objectives, the County Attorney's office performs the following functions: (1) defends the County in lawsuits, (2) advises the Board of Commissioners on legal matters, (3) assists the County Revenue Department in assessing, collecting, and processing appeals of property taxes, (4) advises County departments on legal matters, (5) negotiates and reviews contracts, (6) files petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults, (7) represents County in abuse and neglect cases of juveniles and dependent adults, (8) files and tries cases involving termination of parental rights, (9) handles all

County Attorney

workers' compensation cases for the County and locally funded workers' compensation cases for the Wake County Public School System, (10) assists in enforcement of County ordinances, (11) provides risk management services for the County, and (12) secures and supervises outside counsel when necessary.

MAJOR ACCOMPLISHMENTS

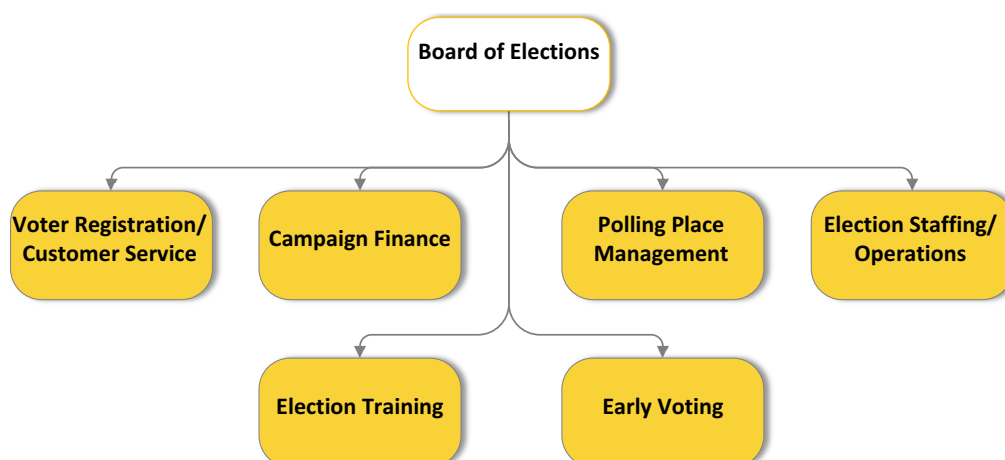
The Wake County Attorney's Office strives everyday to bring the highest level of professionalism, competence and excellence to Wake County and its employees. The Office's goal is to expertly handle a large volume of legal work, some of which is increasingly complex, in a timely and responsive manner.

FY18 DISCUSSION

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

One additional Assistant Attorney is included in the budget. Child Protective Services has an increased need for legal consultation and representation for open cases. The current four Child Protective Services Attorneys do not have the capacity for the increasing volume of work, as their primary focus is representing the agency as custodian of children in foster care and handling the numerous court filings, the rigid statutory review process and numerous court appearances associated with pending abuse, neglect and dependency proceedings. This attorney will primarily represent the County in private domestic actions and act as in house legal counsel for child welfare. It will also provide some representation in complex Adult Protective Services cases. (1.00 FTE, \$136,000)

Board Of Elections



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	1,599,945	1,636,104	1,636,104	1,771,148
Contractual Services		2,373,531	2,644,579	3,622,822	2,285,739
Supplies, Materials and Other Charges		1,296,707	968,921	1,294,428	1,006,930
Capital Outlay		71,025	—	—	—
Expenditure Totals	\$	5,341,208	5,249,604	6,553,354	5,063,817
Revenues:					
Charges For Services	\$	790,484	—	—	1,046,021
Miscellaneous		65	200	200	—
Other Financing Sources		—	—	1,300,000	—
Revenue Totals	\$	790,549	200	1,300,200	1,046,021
Number of FTE's		24.00	24.00	24.00	24.00

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 2016 General Election with record voter turnout of 75.33%.

Board Of Elections

Completed mandatory election training for precinct officials serving in the 2016 General Election with a total of 75 classes and 191 instructional hours.

Divided two election precincts with high voter registration populations to create two additional precincts. Relocated nine polling places for the 2016 General Election.

Organized and conducted numerous voter registration, voter outreach, and precinct official recruitment events around Wake County.

Conducted numerous Multipartisan Assistance Team visits to facilities including assisted living facilities, hospitals, clinics, and nursing homes around Wake County to provide assistance with voter registration and absentee ballot requests.

FY18 DISCUSSION

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

Board of Election's total FY 2018 budget is \$5.06 million, a decrease of \$186,000 from the prior year.

In FY 2018, Board of Elections will open 146 precincts in October for Raleigh, Cary, and portions of Durham's municipal elections. Elections staff will operate an early voting site at their downtown office and work with the Town of Cary to provide an additional early voting site. This election will be 100% reimbursed by participating municipalities (\$613,514).

In November, elections staff will open 65 precincts for Angier, Apex, Durham, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Rolesville, Wake Forest, Wendell and Zebulon's municipal elections. Funding is included for three early voting sites. The County will be reimbursed 100% by the respective municipalities (\$425,507).

Board of Election's base budget includes funding for the 2018 primary election in May. Funding is also included for five early voting sites for this election (\$684,806).

Staff will implement new voting equipment in each of Wake County's polling places and early voting locations and will continue to conduct voter registration, outreach, and recruitment efforts throughout the county.

HORIZON ISSUES

Board of Elections will continue to monitor pending election legislation and its impact on funding and staffing levels, including early voting time periods, voter identification requirements, absentee-by-mail procedures, redistricting, and list maintenance.

Continue work on securing a permanent facility in which to operate all voter registration and election operations, including equipment storage, maintenance, distribution, precinct official training, early voting preparations, voter outreach programs, and election preparations.

Prepare for possible directive from the North Carolina State Board of Elections, pursuant to Session Law 2013-381, that all counties enact the use of electronic pollbooks. The implementation of electronic pollbooks would require the purchase of laptops and electronic pollbook software for each of Wake County's polling places.

Prepare for pending federal and state legislation, pursuant to Session Law 2013-381, that would limit the number of registered voters per precinct, which could significantly increase the number of Wake County precincts.

Board Of Elections

Summary of Services and Performance Measures

Service Area: Voter Registration

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of voters registered	672,067	700,000	705,000	705,000

Service Area: Election Equipment Maintenance

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Failure rate of election equipment on election day and early voting	4	6		

Service Area: Precinct Management

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Percentage of polling places with accurate supplies for election day and/or early voting	95	97	100	100

Board Of Elections

Service Area: Precinct and Early Voting Official Recruitment

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

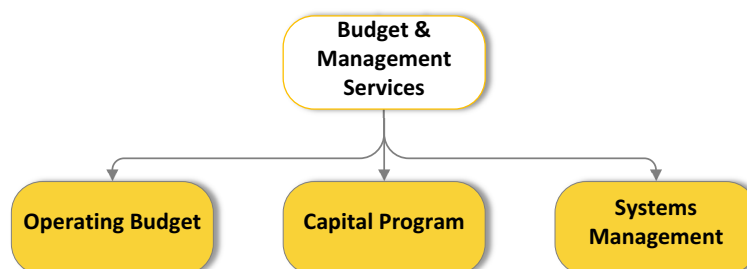
Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Number of recruited active officials for election day and/or early voting	3,900	5,682	6,000	6,000

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percentage of precinct judges that reported they were either satisfied or extremely satisfied with the training provided		97	100	100

Budget And Management Services



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	695,007	819,367	811,960	1,051,838
Contractual Services		5,635	2,800	29,300	5,880
Supplies, Materials and Other Charges		26,690	27,985	22,292	35,519
Expenditure Totals	\$	727,332	850,152	863,552	1,093,237
Number of FTE's		8.00	8.00	8.00	10.00

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

The department incorporated a business planning into the FY 2018 budget process enabling departments, BMS, and the Manager's Office to conduct early discussion of goals, objectives and desired outcomes. As budget requests were considered, the business plan discussion bridged service delivery to resource alignment.

The department is represented on the Schools Facilities Core Team with members from the Wake County Manager's Office and Facilities, Design and Construction. WCPSS is represented by members of their Facilities, Design and Construction and Real Estate. The group was established as part of an inter-local agreement to enhance collaboration and promote best practices in schools capital infrastructure.

Budget And Management Services

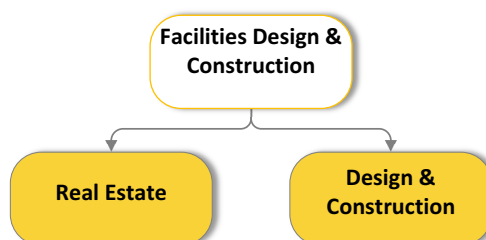
FY18 DISCUSSION

The Budget and Management Services budget increased by about \$243,000 from the prior year Adopted Budget as a result of annualization of performance pay adjustments, benefit changes approved in the previous budget, and new funding.

The budget includes the creation of a Senior Budget and Management Analyst classification, with funding for both converting an existing position and an adding a position. The differentiation in classification will enable BMS to align roles and responsibilities more closely to experience level and recognize professional growth. The additional position will assist in meeting workload and service delivery demands (\$115,416).

A new Performance and Evaluation Manager position is added in the budget to lead the design, implementation and coordination of a performance management and budgeting approach for the County (\$120,192).

Facilities Design & Construction



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	1,300,833	1,460,975	1,460,975	1,485,765
Contractual Services		6,600	–	–	–
Supplies, Materials and Other Charges		64,058	66,554	80,579	66,622
Expenditure Totals	\$	1,371,491	1,527,529	1,541,554	1,552,387
Revenues:					
Miscellaneous	\$	7,000	–	–	–
Transfers		100,000	100,000	100,000	100,000
Revenue Totals	\$	107,000	100,000	100,000	100,000
Number of FTE's		12.00	13.00	13.00	13.00

DEPARTMENT PURPOSE AND GOALS

Facilities Design and Construction office manages the planning, design, and construction of capital improvement projects undertaken by the County. The department also provides real estate services to meet the land acquisition, surplus property disposition, landrights, and real property management needs of all County agencies and to support capital projects.

All design services, construction work, materials testing and various other services are outsourced to private firms through competitive procurement methods consistent with County Policy and as allowed by NC General Statutes. Experienced project managers administer this procurement process and

assure consultants and contractors comply with contract terms.

Generally, the types of community projects managed include judicial and public safety facilities, libraries, parks, office buildings, historic building restorations, emergency communications facilities, water, sewer, flood control, solid waste, site development, building renovations, and major preventive maintenance projects. Collaborating and partnering with County departments, other public entities and private firms is critical to achieving established goals.

To successfully achieve its mission, the department focuses on the following long-term goals through each of its program and service efforts: (1) Build

Facilities Design & Construction

partnerships to collaboratively plan, share costs, and jointly develop public facilities. (2) Protect the integrity of existing capital assets through targeted investments in preventative maintenance, repair, and energy conserving measures. (3) Issue recommendations and decisions regarding funding and development of capital projects based on life-cycle costs. (4) Renovate and construct facilities to allow service providers and customers to enjoy efficient and effective service environments. (5) Complete projects within appropriately established budgets (consistent with benchmark costs of comparable projects with similar standards). (6) Complete projects consistent with Capital Program implementation schedules. (7) Ensure new facilities meet high standards of quality to realize long term cost savings by avoiding premature repairs and renovations. (8) New facilities will meet or exceed energy efficiency goals established by the County. (9) Professionally and fairly conduct all real estate negotiations to achieve a high level of trust and confidence by property owners and Board of Commissioners. (10) Conduct sufficient research and analysis in advance of providing recommendations to the Board of Commissioners on landrights and real estate matters.

MAJOR ACCOMPLISHMENTS

Completed construction and opened Middle Creek Community Library; began detailed design for Cary Regional and Fuquay-Varina community libraries, and for Wake Forest library expansion and East Regional Library upgrades.

Completed construction of a new 70,000 square foot leased warehouse and training facility shared by EMS, Fire Services and Emergency Management. Began construction of Wendell Main EMS Station, which will open fall of 2017.

Completed first phase of renovations to the Wake County Office Building with new transformer power, mechanical infrastructure and renovated space on 11th and 13th floors.

Finalized detailed project recommendations and overall budget planning on Master Plans for all eight existing Wake County Park Facilities, and for a

Greenways Master Plan for adoption by the Board of Commissioners.

Initiated recreational facility studies for Lake Crabtree County Park and Raleigh-Durham International Airport properties with University of North Carolina at Chapel Hill School of Government and initiated similar study with CAMPO for new bikeway corridor along I-40 between Raleigh and Research Triangle Park.

Purchased land for a new enlarged community branch library in Fuquay-Varina, and for a co-located Fire/EMS/Police station in Wendell Falls, and negotiated complex right-of-way agreements impacting the General Services Administration Headquarters Facility for the Capital Blvd realignment project and for an additional spur line for the NC Railroad on the opposite side of the General Services Administration property.

Purchased property adjacent to the South Wilmington Street Center to renovate and repurpose an existing warehouse building into a one-stop, multi-services center as a long-term, holistic solution for addressing homelessness for individuals and families at risk.

FY18 DISCUSSION

The Facilities Design and Construction department will continue to play a lead role in developing and executing the County's Capital Improvement Program and in handling of real estate assignments. The department workload will be driven by implementation of the following master plans: (1) Libraries Master Plan, (2) EMS Station Master Plan, (3) Wake County Office Building Master Improvements Plan, as well as several yearly repair and replacement projects for County Facilities and design of a new Multi Services Center for Human Services. In addition, significant effort will be put toward further development of the Parks and Greenways Master Plans, Human Services master plan and a master plan developed for Marbles Museum.

The budget increased by \$24,858 from the prior year adopted budget. This increase is because of the

Facilities Design & Construction

annualization of performance pay and benefit adjustments. No base budget realignments or expansions were requested for FY 2018.

Finally, the department will continue to participate and collaborate with the Wake County Public School System to both serve as a liaison function and monitor the land acquisition, planning, design, and construction of Wake County Public Schools on behalf of Wake County Government.

HORIZON ISSUES

Wake County's population growth has ignited a surge in construction and commodity costs over the past three years. The local market lost 35% of its skilled labor. That labor pool has not fully returned, which has created a local construction labor shortage, and intensified escalating construction costs. This creates a significant challenge to building more durable and energy efficient public facilities and for renovating and maintaining existing facilities with important life cycle systems upgrades.

As the County continues to grow, so do pressures on development. In an effort to respond to and control these pressures, municipalities update zoning ordinances and regulations, often making them more strict, challenging and time consuming to address. Legislative updates to procurement requirements can also contribute to time and cost pressures. For both of these conditions, time impacts cost.

Facilities Design & Construction

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

Description: Capital Program Planning and Implementation.

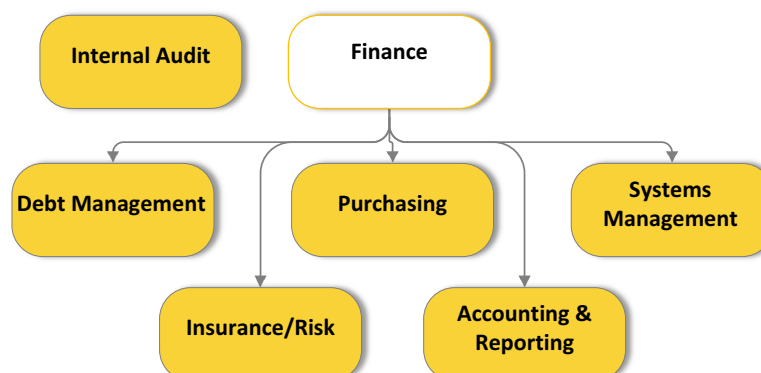
Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percentage of projects completed in accordance with County's CIP schedule	84	89	90	90
Percentage of projects within Budget	84	88	90	95
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	98	98	99	100

Service Area: Real Estate and Landrights Management

Description: Real Estate and Landrights Management.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percentage of real estate/landrights issues resolved within planned time	80	90	85	90

Finance Department



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	2,132,873	2,399,922	2,402,522	2,578,887
Contractual Services		88,974	157,283	198,083	141,926
Supplies, Materials and Other Charges		93,636	70,269	70,269	83,320
Capital Outlay		478	—	—	—
Expenditure Totals	\$	2,315,960	2,627,474	2,670,874	2,804,133
Revenues:					
Charges For Services	\$	3,830	6,650	6,650	6,650
Miscellaneous		216,508	176,095	176,095	176,095
Revenue Totals	\$	220,338	182,745	182,745	182,745
Number of FTE's		28.00	28.00	28.00	29.00

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 (1) improve business processes, (2) provide timely and accurate financial information to stakeholders, and (3) enhance fiscal accountability. The department operates in a manner that meets the expectations of the Board and citizens to conserve tax dollars and provide fiscal transparency.

MAJOR ACCOMPLISHMENTS

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

Finance staff implemented an online Comprehensive Annual Financial Report writing software. This new system has increased efficiency, ensured accuracy, and improved timeliness of financial statements.

The County has maintained an "AAA" bond rating from Moody's Investors Service since 1973, an "AAA"

Finance Department

rating from Standard & Poor's Corporation since 1983, and an "AAA" rating from Fitch since 2000. This achievement is a key factor in receiving lower interest rates on debt issued for capital expenditures, resulting in the lowest cost of debt to taxpayers. The County's bond ratings were re-affirmed in February 2017.

The County entered into two bond anticipation notes totaling \$95.4 million for the remaining projects for the Wake County Public School System (WCPSS) 2013 building program. The County continues to draw funds against general obligation bond note agreements from FY 2016 for WCPSS and Wake Technical Community College (WTCC) projects. In addition, \$33.7 million of general obligation bonds authorized by voters in 2007 for libraries were issued to finish projects from the 2007 library building program. To begin funding future building programs for WCPSS and WTCC, the County entered into a \$334.349 million drawdown installment financing agreement in anticipation of future limited obligation bonds; \$309.9 million is for WCPSS projects, and \$24.4 million is for WTCC projects.

Internal Audit staff implemented several data analysis tools to assist County management in oversight, including employee turnover and vacancy reports and grants accounting reports.

Procurement staff served as the regional procurement lead among the various public safety agencies and municipal partners in evaluating and awarding bids for the replacement of the 800MHz radios and Computer Aided Dispatch system. Procurement also is collaborating with WCPSS to bid waste collection and recycling throughout the County.

Finance staff worked with Information Services and the Attorney's Office to integrate the claims reporting system with the financial system to improve accuracy and timeliness in reports. As part of the Risk Team, Finance worked with the Attorney's Office and General Services Administration to update the County's driving policy, which aims to improve employee safety and clarify requirements. The Risk

Team also implemented an enhanced return-to-work program.

Finance has been instrumental in developing the County's transit governance, including the Transit Governance Interlocal Agreement and the Transit Financial Plan Agreement. With the approval of the half-cent sales tax for transit by voters in November 2016, implementatng the adopted Wake Transit Plan is underway. Finance worked with transit partners to implement the \$7 vehicle registration tax and the \$3 regional transit authority registration tax. Staff serves a key role in developing the annual transit work plans as required by the Wake Transit Governance Agreement.

FY18 DISCUSSION

The Finance Department budget increased from prior year's adopted budget by \$177,000 in FY 2018 because of annualization of personnel adjustments, the removal of a vacancy rate, and one new position.

The budget includes an additional Internal Auditor to support increased productivity opportunities as Wake leverages analysis tools and approaches that will reduce time spent on current activities and create space for improved monitoring. (1.00 FTE, \$61,148)

HORIZON ISSUES

Finance is evaluating the use of remote deposit in locations throughout the County. Remote deposit technology improves staff efficiency, reduces the risk of misplaced deposits, and improves data for cash flow management.

The County currently plans to issue up to \$387.9 million in general obligation bonds during FY 2018-2021 to redeem bond anticipation notes authorized in FY 2016 and FY 2017 for WTCC and WCPSS projects. The County also will enter into additional drawdown installment financing agreement for WCPSS and WTCC improvements, at an anticipated amount of \$115 million for FY 2018. For FY 2019 and beyond, the County will issue limited obligation bonds to take out this interim construction financing agreement as well as the agreement from FY 2017.

Finance Department

Finance is partnering with Information Services to engage a consultant to perform a records risk assessment and develop an incident response plan to enhance protection of citizen, employee, and other sensitive data.

Finance will implement the web-based vendor self-service solicitation functionality, allowing vendors to register and manage their information online.

Finance will continue to lead departments in expanding credit card and online payment to provide additional convenience to County citizens and customers.

Finance Department

Summary of Services and Performance Measures

Service Area: Accounting

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Average number of days to complete bank reconciliations and close prior month.	30	27	17	17
Effectiveness				
Percent of vendor payments that are made electronically.	64	67	70	80
Percent of Vendors Enrolling via VSS	30	30	35	50

Service Area: Debt Management

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
The County's is required to make all debt service payments on time 100% of the time.	100	100	100	100
The County's is required to report annually to the SEC. The goal is to not have to report any material events.				
Percent of debt service payments made one business day before is due	99	99	100	100

Finance Department

Service Area: Cash Management & Investments

Description: Manage cash and investments for the County ensuring sufficient balances to cover capital and operating expenditures while investing excess liquidity. Invest the County's dollars for safety, liquidity then yield adhering to NC General Statutes and County policies. Maintain relationships with partner banks in an effort to utilize new services and technologies that will improve business processes in accordance with the Finance Department Business Plan.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
The County's operating portfolio investment priorities are (1) safety of principal, (2) liquidity, (3) yield. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the NCCMT and 6 month US Treasuries.	100	100	100	100

Service Area: Procurement

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percent of time that bid awards are not overturned as a result of procedural errors or misapplication of law.				
Percent of time that requisitions of less than \$30k in value are processed within an average of 5 days following receipt in Procurement.	94	94	95	100

Finance Department

Service Area: Systems Management

Description: Financial system administration, management of upgrades and patches, and interfacing. Sound and secure management of systems that process and store financial data. Resolve system issues. Develop and implement an electronic content management system through partnership with external vendor and IS. 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. Manage system enhancements that improve end-user experience.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
System enhancements completed in Financial accounting and reporting system.	16	10	8	8
Effectiveness				
Percent of Financial System Issues Resolved with Vendor	74	83	90	90
Percent of employees required to complete PCI training annually have completed.		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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Percent of invoices and payment requests paid within 12 business days of submittal in to financial system (10 days for Finance + 2 days avg for interoffice mail)	100	100	100	100

Finance Department

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 (AFIR), indirect cost plan, and EMS Medicaid cost report. Continue to work with departments to enhance reporting functionality by utilizing our new reporting tools and technologies.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
% that an Unmodified Audit Opinion is received for annual audit.	100	100	100	100
The BOC has adopted a fund balance policy to ensure that the County continues to meet its AAA Bond Rating requirements	34	33	32	30

Service Area: Risk management

Description: Support the Risk Management function in accordance with the Service Level Agreement with GSA and 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Percent of workers' compensation TPA funding requests paid within 48 hours of request	100	100	100	100
Average number days after month or quarter end to complete chargebacks and RM reporting	50	45	30	30
Effectiveness				
Percent of RM claims charged back to originating department for all lines of business.	81	90	95	100

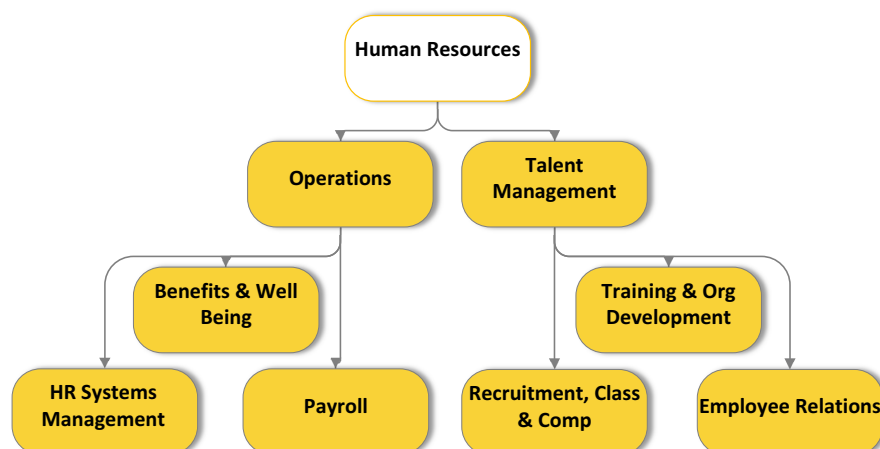
Finance Department

Service Area: Internal Audit

Description: Provide objective assurance and consulting services designed to add value and improve the organization's operations. Help the organization accomplish its objectives by bringing a systematic, disciplined approach to improving business processes. Review the effectiveness of internal controls over program performance, efficiency, reporting, compliance with regulations, and safeguarding assets. Help detect and deter fraud and abuse by investigating allegations or suspicions of improper activity. Report review. Expand use of Audit Command Language (ACL) 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of internal audit projects completed. Measure is affected by the size of the individual projects.	40	25	30	30
Effectiveness				
Percentage of projects that resulted in value added (e.g. detection of errors or fraud and/or enhancements in business processes or program services).			90	90

Human Resources



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	1,843,668	2,215,428	2,200,428	2,520,942
Contractual Services		37,782	15,000	39,000	30,390
Supplies, Materials and Other Charges		104,694	134,154	134,154	125,407
Expenditure Totals	\$	1,986,144	2,364,582	2,373,582	2,676,739
Revenues:					
Charges For Services	\$	64	–	–	–
Revenue Totals	\$	64	–	–	–
Number of FTE's		24.75	28.75	28.75	29.75

DEPARTMENT PURPOSE AND GOALS

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

The purpose of Human Resources is to support the County in creating and maintaining a work environment that allows employees to effectively deliver services to residents. Human Resources plans, organizes, and directs the County's comprehensive human resources program by partnering with leadership to recruit and retain a highly qualified and diverse workforce; facilitating positive employee relations; training to enhance employee skills, performance and job satisfaction; maintaining all human resources systems; creating and implementing

programs to increase organizational effectiveness; designing and delivering competitive benefit, wellness and compensation programs; and administering payroll services for more than 4,000 employees.

Human Resources has six central goals that guide our work objectives:

- 1) Deliver services and programs that are highly valued by employees and viewed by other organizations as a model;
- 2) Aggressively manage benefit plans to be competitive and affordable;

Human Resources

- 3) Recruit, reward and retain 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 inclusion, diversity, respect, collaboration, ethics, safety, health and well being; and
- 6) Maintain the integrity and compliance of our Human Resources' policies, procedures and programs.

MAJOR ACCOMPLISHMENTS

As part of an initiative to move Human Resources to a competency-based model, the Department developed a competency dictionary encompassing more than 100 competencies to assist supervisors and managers in determining which competencies best fit each position. Competency-based models support managers in developing position descriptions, recruiting, selecting talent, and developing training plans to grow employees.

Results-Oriented: Human Resources was recognized by Triangle Business Journal as a Top 25 Healthiest Employer based on the County's continued commitment to employee health and wellness. The County's ranking went from 5th to 2nd because of the expansion of the wellness program to a more holistic approach; adding financial, emotional and social health to the established physical health program. The County also ranked in the top 100 Healthiest Employers in the Country for the first time; ranking number 55. Finally, the County maintained its Gold Star Award by Prevention Partners for the County's Tobacco Cessation Program.

Human Resources implemented its first performance scorecard in FY 2015 and continues to monitor the performance today. The scorecard is a report that displays a collection of key performance indicators together with performance targets for each indicator. It measures performance against goals. Each key performance indicator represents an aspect of organizational performance. Taken together, these

provide a snapshot of organizational performance. Human Resources is measured in nine performance categories, ranging from internal workload and cost to external retention and workforce planning. For most measures, a baseline value is reported, indicating the actual results for those measures in the prior years. Targets have been set for each measure. Targets are set to either maintain high levels of performance or to drive improvement, such as decreasing the number of days to fill a vacancy. Of all key performance indicators, 27 were given a performance rating. The Department currently meets or exceeds targets in more than 48 percent of the measures and is on target for 7 percent.

Collaborative: Human Resources partnered with Information Services and Communications to building a new benefits and wellness website, Living Great @ Wake. The site hosts calendars, recipes, articles, and wellness tips to educate employees and provide a variety of wellness resources. It also provides information on the County's benefit plans, policies, and vendor contacts. The site is routinely updated, providing a dynamic and interactive portal where employees can share, blog, or challenge each other.

Human Resources implemented a new Learning Management System to deliver and manage educational programs. Learning management systems track, coordinate, quantify, and otherwise manage all training, education and certification for a diverse array of learning and e-learning requirements. Benefits include better compliance, efficient reporting, and lower cost. Human Resources gained commitment from leadership to implement mandatory training for employees and supervisors. Training includes key topics such as workplace violence, bullying, workplace harassment, and diversity.

Human Resources developed and initiated a Wellness Challenge to kick off the new Living Great @ Wake website. The challenge included more than 30 components to encourage employ participation, to educate employees on benefits offered with the County and to challenge employees to change a health related behavior for thirty days. The program

Human Resources

was implemented and tracked using the County's new Learning Management System, which introduced employees to the new system.

The annual labor market study was overhauled to ensure a more accurate data. Human Resources also conducted a comprehensive compression study for all employees. With performance pay adjustments, compression, and labor market changes, the Board committed nearly \$9 million to adjust salaries.

In an effort to continuously improve benefit offerings and services for employees, a new vendor for Employee Assistance Program and Family and Medical Leave Act was selected and supplemental insurance benefits were expanded. Online orientation for new employees will improve employees' first interaction with Wake County.

Human Resources conducted extensive research for the Board of Commissioners on several major human resources items. As a result of the Board's initiative, Wake implemented paid paternity leave for employees. As part of this policy implementation, Human Resources updated Wake County's Family Medical Leave Policy.

FY18 DISCUSSION

The budget increased by \$312,157, or 13.2%, from the prior year's adopted budget. This includes two expansions detailed below plus annualization of pay increases and new employee salaries approved in FY 2017. Additionally, a \$50,000 vacancy rate that had been applied to the department's budget since FY 2015 was removed from the budget in anticipation of lower turnover in FY 2018.

The budget includes new funding for an additional Human Resources Consultant to address increased workload in recruitment and classification (1.00 FTE; \$95,000).

An additional \$15,000 is included for a screening tool that will be used to evaluate prospective employees for positions that are difficult to recruit and retain.

HORIZON ISSUES

Leveraging technology to enhance services and streamline processes will continue as Human Resources focus. Mobile apps for timesheets, a new recruitment system, and a new performance management system are just a few technology projects on the horizon.

The Benefits Team is reviewing all leave and benefit related policies to ensure the County remains competitive and that the policies are up to date.

Human Resources is partnering with Information Services, Communications, and General Services Administration to create a new employee webpage, portal, and video so that new employees feel connected to the organization from the very first day.

Human Resources is partnering with Information Services in a pilot project with the Forms inMotion application. The pilot is based on efficient and effective labor hour savings and improved customer service. Today, benefit and payroll personnel spend a great deal of time entering paper forms into the system. The Forms inMotion project will transition dozen-plus paper forms filled out by hand to online completion and system entry.

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 they may not have because of time constraints and workload.

Lastly, Human Resources is in the process of implementing both a new Supervisor and Management Training Program to better prepare employees for these significant roles. The programs will concentrate training to one week sessions so each employee can focus on the specific areas they need more work and full courses on. 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: Survey, analyze and recommend pay plan changes based on market trend data to maintain recruitment and retention competitiveness, ensures classification system is in compliance with Board approved pay philosophy and assist departments with recruiting strategies. Maintain records management of employees and positions for compliance and accuracy and FLSA compliance.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Average days to fill a position from posting	80	70	60	45
Efficiency				
Percent of voluntary turnover	10	10	10	7
Percent of employees at midpoint	19	18	20	25
Effectiveness				
Percent of new hires retained after one year	96	95	95	95
Percentage of positions filled the first time posted	85	85	85	80

Service Area: Benefits and Wellness

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percent of employee participation in wellness	55	55	60	40
Percent of Employee Health Center Capacity Used	53	50	50	40
Percent of participation in biometric health screening	95	95	95	90

Service Area: Employee Relations

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percentage of grievances resolved internally	71	75	80	80
Percent exit interview participation	27	35	45	50
Percent of Unemployment Insurance Liability Reduced	80	80	80	80

Human Resources

Service Area: Training and Organizational Development

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of training sessions completed by employees	4,101	4,000	4,000	4,000
Number of employees that have completed required Workplace Fundamentals training	617	3,600	3,600	3,600
Effectiveness				
The average training evaluation score	4	4	4	4

Service Area: Payroll

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

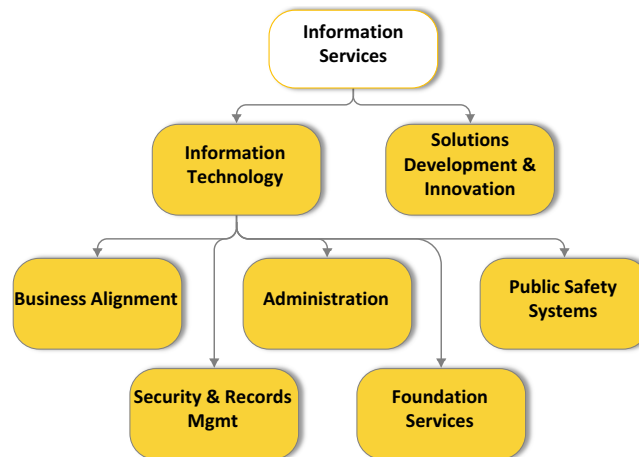
Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Payroll accuracy rate	99	99	99	99
Efficiency				
Percent reduction in paper checks	55	20	20	20

Service Area: Human Resource Systems Management (HRSM)

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Percent of electronic W2 participation	40	40	40	40

Information Services



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	9,111,168	10,606,763	10,606,763	11,540,678
Contractual Services		3,189,599	3,634,011	3,689,930	3,978,446
Supplies, Materials and Other Charges		611,289	784,488	784,488	863,996
Expenditure Totals	\$	12,912,056	15,025,262	15,081,181	16,383,120
Revenues:					
Charges For Services	\$	7,755	7,500	7,500	7,500
Revenue Totals	\$	7,755	7,500	7,500	7,500
Number of FTE's		91.75	97.75	98.75	101.75

DEPARTMENT PURPOSE AND GOALS

Information Services (IS) serves the public by providing innovative, reliable, and responsible technology solutions. The department is the primary technology provider for County departments. IS centrally manages operations and administration for enterprise, public safety, and mission-critical systems; desktop and mobile services; network and telephone services; software development and management; and technical support and consultation to County departments and business partners. Additionally, IS provides leadership in business process re-engineering and works with the County Manager's Office to develop long-term technology strategies.

Vision: We strive to be recognized and valued for collaboration and leadership in the delivery of citizen-centric solutions.

Mission: We serve our citizens by providing innovative, reliable and responsible technology solutions.

Goals: The Board of Commissioners' strategic goals and initiatives, the business plans of County departments, and the IS department's four central goals provide the business drivers that shape and guide the work of the department. The department's four goals are:

Information Services

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

Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs; Find solutions that can be offered quickly and are adaptive to changing business needs;

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

Service - Improve access to County information and services.

Each of these goals is crucial and interconnected. All four must remain a constant guide for the organization to ensure that the department is delivering the best services and products available to all customers. All Information Services initiatives are connected to one or more of these goals, are used to formally prioritize projects and tasks.

MAJOR ACCOMPLISHMENTS

In July 2016, the Center for Digital Government and the National Association of Counties named Wake County the number-one digital county of its size in the country in the 14th annual Digital Counties Survey. Wake County received the award for technology programs and practices that are strategically aligned with community goals, particularly in the areas of open data, governance, and operations. The County was also commended for "a community outreach and social media program that embodies the spirit of today's cutting-edge public-sector technology efforts."

In FY 2017 Information Services migrated its corporate directory services to a more modern and flexible process based on Active Directory. Active Directory now serves as the central resource for information for both County employees and non-employees, which lays the foundation for a longer-term effort to introduce more advanced

identity and access management processes and technologies.

Information Services received a number of positions in FY 2017 that increased effectiveness. With these new positions, Information Services is developing a records management program, providing Revaluation support, and accommodating a departmental reorganization to support demand for new services.

Completed the wireless upfit project, which added about 100 wireless access points to 27 facilities to provide full building coverage in all Wake County facilities. The County continues to leverage mobile devices such as cell phones, smartphones and tablets to support core business functions and provide enhanced productivity, necessitating the move to full wireless coverage.

The 10Gb fiber ring, which will connect six critical Wake County campus locations, was built in partnership with MCNC and will provide a new level of redundancy for Wake County's enterprise network. The fiber ring provides the building blocks for future network expansion and bandwidth. The partnership with MCNC will also enhance the County's ability to facilitate the buildout of high speed internet access throughout the County and allows shared network opportunities with municipalities, Wake Tech and the Wake County Public School System.

In February 2017, Wake County replaced its existing mass notification system with a more robust, web based tool that allows the County to send notifications via numerous channels (emails, texts, voice calls, etc.) to individuals or groups using pre-defined call lists or computer based maps drawn based on a specific incident. The tool provides personalized message delivery to virtually any communications device, has extensive reporting and analytics tools to help staff identify trends and pre-planning opportunities, and features precise GIS mapping which will be integrated directly with Wake County's GIS system for more accurate location services.

Information Services

Staff partnered with the Revenue Department to develop a Gross Receipts system. This system provides automated tracking and management collections for Food and Beverage, Motor Vehicle, Room Occupancy, Beer and Wine, and Heavy Equipment taxes. The system provides automated tax calculations, billing generation, electronic filing, and payment of taxes.

FY18 DISCUSSION

The Information Services FY 2018 budget increased by \$1,358,000, or 9%, from the prior year's adopted budget, which was largely from several expansion requests highlighted below. Also included is the position of IT Project Manager for the eWake project, which was added mid-year FY 2017.

The FY 2018 budget includes \$31,000 for annual license and hosting fees for the portfolio management tool, Innotas. This tool allows for improved work processes through project and resource management.

The FY 2018 budget includes \$40,000 for annual license and maintenance for OnBase Content Management, a document management platform. This platform was piloted in a small number of departments and will now be implemented as an enterprise model.

Funding is included in the FY 2018 budget for an Enterprise Architect to support the County's Authentication/Identity and Access Management initiatives. These initiatives aim to build a framework of business processes and tools that facilitate the management of the County's electronic identities. The Enterprise Architect will develop, architect and implement solution at an enterprise and application level for the County (1.00 FTE, \$163,000).

Included in the FY 2018 budget are two positions for the Revenues Systems rewrite for the Billing and Collections systems. Additional funding for contractor support is included in FY 2018 of the Capital Improvement Plan (2.00 FTE, \$298,000).

As the Wake employees site is redesigned, \$100,000 of funding for consulting services is included in the FY 2018 budget. The funding will be used to engage an

external firm to provide technical and design support during this upgrade project.

In FY 2018, the department will acquire a Text Messaging Archival Platform to capture and archive text messages sent to and from staff utilizing County provided smart phones, as well as staff using personally owned phones. This request will allow the County to respond to public text records requests, internal staff text records requests, and text discovery requests in compliance with the North Carolina Public Records Act (N.C.G.S. Chapter 132 et seq) and all applicable confidentiality laws. (\$80,000)

Funding is included for operating costs of projects funded through the Capital Improvement Plan: \$198,000 for operating expenses associated with the Mass Notification System; \$90,000 for the Voice Over IP telephone system; \$60,000 for the Cornerstone recruitment system; and \$378,000 for the annual licensing for Microsoft Office 365.

HORIZON ISSUES

Information technology is a rapidly changing industry with respect to the pace of advancements, the emergence of new technologies, discovery of new uses for existing and new technologies, and the expanding consumer market for technology products and services. The IS department has identified and is developing strategies to accommodate several current and upcoming trends, challenges, and opportunities including:

As technology advances and is used in more and more business processes, Information Services must focus just as much attention on securing the staff as well as the technology.

Future focus for Information Services includes continuing to improve security posture to enable the support for continued growth of the County and services it requires. The goal is to shift the security program to be more proactive in detecting and responding to events and incidents as well as prepare for upcoming changes to information security and Health Insurance Portability and Accountability Act regulations.

Information Services

Through FY 2018, and continuing into future years, IS will focus on updating, replacing, and implementing new systems in key business areas, as well as the replacement or update of enterprise platforms used organization wide. Currently, IS has over 20 initiatives underway or planned that are classified as high priority, meaning they are essential to either core technologies or business processes that effect all County departments or the municipalities within the County.

Over the next several years, IS staff will continue work on a data management program that will cover all aspects of creation, storage, retention, destruction, and analytics. As this program grows, it will enable staff to reduce duplication of data across departments and define systems of record for master data, as well as develop enterprise focused analytical models that can be used to create dashboards and real-time performance metrics.

Information Services

Summary of Services and Performance Measures

Service Area: Network Services

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	100	100	99
Support-Percent of time service response targets of 1 hr., 4 hrs. or 1 business day, based on priority, are met at least 95% of the time.	90	95	100	100

Service Area: Server Services

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Support-Percent of time providing response within 1 hr., 4 hrs. or 1 business day based on priority 95% of time.	100	100	100	100

Service Area: Telecom Services

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

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 90% of the time.	98	96	98	100

Information Services

Service Area: Desktop Support

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

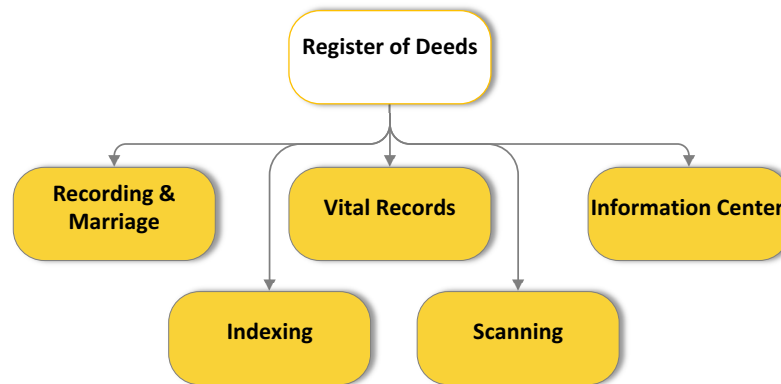
Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	95	95	95	100

Service Area: Help Desk, Move & Asset Mgmt

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Service request management-Percent of time meeting service level target of phone requests resolved or properly reassigned immediately and email requests properly handled in 1 business day at least 95% of the time.	99	100	100	100

Register Of Deeds



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	2,430,008	2,634,767	2,634,767	2,687,631
Contractual Services		187,462	334,670	345,470	468,221
Supplies, Materials and Other Charges		172,821	209,771	209,771	209,670
Expenditure Totals	\$	2,790,290	3,179,208	3,190,008	3,365,522
Revenues:					
Taxes	\$	11,918,066	16,117,800	16,117,800	11,600,000
Charges For Services		5,081,930	6,236,200	6,236,200	5,464,720
Licenses & Permits		170,949	223,200	223,200	204,300
Interest Income		4,010	1,020	1,020	1,020
Miscellaneous		3,715	–	–	–
Other Financing Sources		–	67,316	78,116	67,316
Revenue Totals	\$	17,178,669	22,645,536	22,656,336	17,337,356
Number of FTE's		41.00	41.00	41.00	41.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Register of Deeds Office (ROD) is provides services to the legal community and the general 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 ROD is broken into four functional areas:

- 1) Recording of Documents and Maps: Incoming documents must be reviewed for statutory requirements. Fees are collected and each document is assigned a book and page reference. Persons approved as Notaries take their oath at the Registry. Fees are collected; the oath sheet is scanned and indexed to the permanent index. Veterans may file military discharge documents once separated from the military.
- 2) Imaging of Recorded Documents and Maps: Recorded paper documents are scanned and each

Register Of Deeds

image is reviewed for quality before being released to the Indexing Unit. Electronic documents are routed directly to the Indexing Unit. An envelope is typed for each document and mailed to the person named on the document.

3) Indexing of Recorded Documents and Maps: Recorded documents and maps are indexed according to the N.C. Minimum Indexing Standards. After the initial key entry, the document is sent to a different indexer for double blind keying before the document is released to the permanent index. The ROD is required by statute to make recorded documents available on the temporary index within 24 hours of registration. Documents must be indexed on the permanent index within 30 days.

4) Recording, Scanning and Indexing of Vital Records and Notaries: Before issuing a marriage license, state statute requires verification of name, date of birth, and Social Security Number. Upon return of the completed license, the date of return and the date of marriage are indexed. The original ROD license is scanned and released to the permanent index, then placed in the marriage binder. The state Vital Records copy is sorted and sent to N.C. Vital Records. Birth and death records [N.C.G.S. 130A-99(a)] are received electronically from Wake County Human Services and imported into the Vital Records application and indexed for the permanent index. Hard copies are printed and placed in the birth or death binder. Birth certificates must be marked deceased as deaths are reported. Corrections to vital records received from N.C. Vital Records are amended on both the digital and hard copies maintained in the Registry. Certified copies of vital records are issued upon request. Notary oaths are certified in accordance with state statute.

MAJOR ACCOMPLISHMENTS

Since 2010, state law had required the redaction of personal identifying information such as Social Security Numbers and driver license numbers from recorded documents upon request by the customer. Until this fiscal year, we have redacted information manually, correcting almost 60,000 documents to date. With the implementation of a new

auto-redaction application, this process is now faster and more efficient.

As Microsoft, Google, Mozilla, and other technology vendors have migrated from client plug-ins such as Java, ROD has upgraded its image viewer platform to HTML 5 while retaining the ability to search documents.

ROD's primary software vendor has developed a customized e-recording portal that is more robust and stable, with more customer features and stronger accuracy safeguards.

ROD now provides Spanish-language marriage license application forms for completion on the web or on computers in the office.

FY18 DISCUSSION

The Register of Deeds budget increases of \$186,000, or 5.9%, from the prior year's adopted budget. This reflects the transfer of the department's software maintenance contracts into the department's budget. In prior years, these contracts were centrally budgeted in Information Services. Funding for annualization of salary and benefit increases is also included.

HORIZON ISSUES

The ROD will continue to use technology to improve customer service. Specific initiatives including installing credit card payment machines to give customers other options besides cash for vital records, using a mobile device search screen site to make it easier for customers to locate and retrieve property records on portable electronic devices, and exploring options for auto-indexing of legal documents.

Register Of Deeds

Summary of Services and Performance Measures

Service Area: Recording, Imaging & Indexing

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Number of real property documents recorded [N.C.G.S. 161-14(a)]	170,442	173,850	175,300	175,000
Effectiveness				
Percentage of real property documents recorded, imaged and indexed within 24 hours [N.C.G.S. 161-22(a)]	100	100	100	100
Percentage of indexing corrections over recorded volume.	100	100	100	100

Service Area: Vital Records and Notaries

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Marriage licenses recorded, scanned and indexed [N.C.G.S. 51-18]	7,123	7,260	7,400	7,300
Birth certificates recorded, scanned and indexed [N.C.G.S. 130A-99]	13,676	13,900	14,200	14,000

Service Area: Systems Administration and Computer Services

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percent of customers able to access ROD systems electronically	100	100	100	100
Percentage of automation projects delivered at or below budget and before scheduled completion date	100	100	100	100

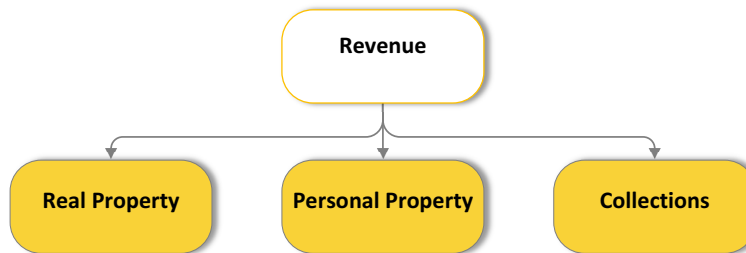
Register Of Deeds

Service Area: Information Center

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

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Death certificates recorded, scanned and indexed [N.C.G.S. 130A-99]	6,036	6,150	6,280	6,200

Revenue Department



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	4,139,030	4,602,960	4,602,960	4,860,763
Contractual Services		1,866,789	1,074,900	1,074,900	1,780,469
Supplies, Materials and Other Charges		2,059,731	2,118,574	2,120,044	2,250,806
Debt		1,788	4,633	4,633	2,700
Expenditure Totals	\$	8,067,339	7,801,067	7,802,537	8,894,738
Revenues:					
Charges For Services	\$	848,039	871,000	871,000	933,000
Interest Income		24,377	—	—	—
Miscellaneous		568	500	500	500
Transfers		2,330,563	2,250,000	2,250,000	2,400,000
Revenue Totals	\$	3,203,547	3,121,500	3,121,500	3,333,500
Number of FTE's		67.00	69.00	69.00	71.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Revenue Department appraises, assess, and lists 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.

MAJOR ACCOMPLISHMENTS

The Revenue Department is consistently among the leaders in the state in property tax collections and achieved an overall collection rate of 99.85% for FY 2016, which exceeded all North Carolina counties with a population greater than 100,000.

The Revenue Department completed a countywide reappraisal of all real property parcels for January 1, 2016. The project was completed on-time and under budget, it was well accepted by property owners and other stakeholders. The Revenue Department was

Revenue Department

also successful in receiving local legislation in 2015 that allowed the Board of Equalization and Review to hear tax appeals in panels rather than sitting as one large board. The Revenue Department deployed this new option for 2016, expanding the size of the BOER to 14 members with varied professional expertise. Two commercial hearing panels from the overall board. Appeals were processed efficiently, and the expertise of the board was superior to that of prior reappraisal projects.

New software was implemented to collect Prepared Food and Beverage, Hotel/Motel Room Occupancy, and Rental Vehicle tax. Source code for the software was provided by Mecklenburg County at no cost and improved internally by the Wake County Information Services Department and contracted programmers prior to deployment. The software offers far more efficient posting processes and much needed internal controls. Phase II of the project is to implement an online filing and payment portal to offer businesses the option of filing sales returns and remitting associated gross receipts tax via the Wake County website. The online process will significantly reduce manual processing by Revenue staff, who currently post over 4,500 tax filings and payments each month.

The process to send certified notices was implemented with a contracted vendor. Certified mail is required to notify taxpayers and garnishees of enforced collection actions for nonpayment of tax obligations. This automation is expected save more than \$20,000.

An essential priority of the Revenue Department is to provide timely, accurate and professional customer service. For the fiscal year ended June 2016, Revenue staff responded to 122,524 calls with 5,956 inbound calls abandoned, which is a 95.3% call response rate.

FY18 DISCUSSION

The Revenue Department's budget increased by about \$1 million. This increase is primarily from the adjustment for the approved contribution to the Revaluation Reserve per the department budget plan. Additional increases include the annualization of personnel adjustments and the addition of systems

licensing and maintenances fees moved from Information Services.

Two senior commercial appraisers are included in the budget which is aligned with the resource plan to move from an 8-year to 4-year reappraisal cycle. The positions will enable the County to build and retain expertise in complex and unique commercial appraisals and appeals (2.00 FTE, \$85,056).

The North Carolina Department of Motor Vehicles collects property taxes on behalf of Wake County through the Tag & Tax Together program and assesses fees for the service. These fees increase with growth and are also adjusted periodically by the system governance change control board to fund technical infrastructure life cycle replacements. The FY 2018 registered motor vehicle count is expected to increase FY 2018 about 3.75%, and the number of vehicle owners paying by credit card is also expected to increase. A budget expansion of \$115,000 is recommended to account for the projected Tag&Tax fees increase.

HORIZON ISSUES

The property tax billing and collection software currently being utilized is a custom application built between 2000 to 2003 in a joint effort between the Revenue Department, Wake County Information Services and an external software vendor. The software was initially supported by the vendor, but full support was brought in-house in 2006. Over the past ten years, the software has been continuously improved to offer high-automation of workflow and repetitive tasks, which when combined with training has allowed the industry low staffing levels in Revenue to out-perform other jurisdictions. However, the underlying technology of the software is nearing end of life and requires replacement.

Recruiting for Revenue Department staff has historically been a challenge. Recent recruitments for appraisers have been encouraging with more qualified applicants showing interest. As the five-year plan of expansions needed to support the shorter reappraisal cycle plays out, Revenue management is hopeful this trend continues, particularly in finding well qualified and credentialed

Revenue Department

commercial appraisers to assist in appraising and defending appraisals of commercial properties.

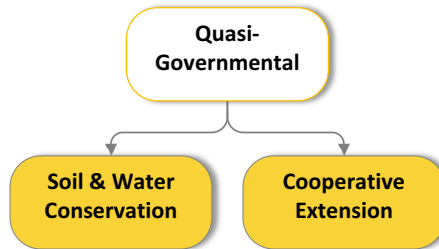
Projected Revenue and Expenditures for the 2018 Revaluation Cycle

	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Projected	FY 2018 Projected
Revenues:					
Transfer from General Fund	850,000	850,000	850,000	850,000	1,000,000
Interest Revenues	17,270	18,862	24,377	-	-
Revenue Totals	4,343,134	855,320	2,311,500	3,557,000	850,000
Expenditures:					
Temporary Staffing	381,757	1,240,770	1,552,896	127,122	165,000
Contracted Services	92,475	457,112	193,255	207,130	292,000
Operating Expenses	46,014	70,892	177,588	-	80,000
Expenditure Totals	520,246	1,768,774	1,893,739	334,252	537,000
Fund Balance:					
Beginning Fund Balance	4,234,926	4,581,950	3,682,038	2,662,676	3,178,424
Increase Uncommitted Funds	347,024	-	-	515,748	463,000
Use of Uncommitted Funds	-	(899,912)	(1,019,362)	-	-
Ending Fund Balance	4,581,950	3,682,038	2,662,676	3,178,424	3,641,424

Note:

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

Quasi-Governmental



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	—	—	—	460,160
Contractual Services		—	—	—	256,193
Supplies, Materials and Other Charges		—	—	—	65,097
Expenditure Totals	\$	—	—	—	781,450
Revenues:					
State	\$	—	—	—	25,500
Charges For Services		—	—	—	1,000
Revenue Totals	\$	—	—	—	26,500
Number of FTE's		0.00	0.00	0.00	6.00

DEPARTMENT PURPOSE AND GOALS

The Quasi-Governmental Department is a consolidation of the Soil and Water Conservation District and Cooperative Extension. This transfer from the Non-Departmental budget reflects the County's two quasi-governmental functions.

Quasi-Governmental

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of child care facilities connecting with local growers to increase the number of children who receive an increased number of weekly servings of fruits and vegetables.		1,969	2,100	
Number of Extension volunteers and hours contributed by youth and adults.	45,573	46,429	47,000	
# of residents increasing skills to grow healthy food	562	600	700	
Effectiveness				
Number of targeted schools reporting a dedicated food security resource.	32	48	53	
Number of Free and Reduced Lunch eligible students participating in Universal Breakfast.	33	35	50	

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of landscape professionals and farmers receiving education in the proper use of pesticides, best practice for environmental sustainability and maintained licensed status	270	285	300	
Number of site visits, trainings, participants and impact associated with stream bank restoration		150	150	
Total # of relationships facilitated resulting in increased participation in the local food system	562	600	700	

Quasi-Governmental

Division Summary - Soil & Water Conservation District

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits		-	-	-	460,160
Contractual Services		-	-	-	10,250
Supplies, Materials and Other Charges		-	-	-	44,511
Expenditure Totals	\$	-	-	-	514,921
Revenues:					
State		-	-	-	25,500
Revenue Totals	\$	-	-	-	25,500
Number of FTE's		0.00	0.00	0.00	6.00

DIVISION PURPOSE AND GOALS

The Wake Soil and Water Conservation District works to ensure healthy watersheds and healthy communities through science-based application of watershed management principals. The District's mission is to conserve Wake County soil, water and natural resources by providing education, information, technical assistance and economic incentives to county citizens, and establish new programs in concert with other appropriate agencies. To achieve these purposes, the Soil and Water Conservation District has five broad goals in its Long Range Business Plan: 1) watershed management and planning, 2) providing technical expertise in sustainable working lands, 3) protecting natural resources, 4) promoting environmental stewardship, and 5) innovative leadership during changing times.

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

MAJOR ACCOMPLISHMENTS

The Soil and Water Conservation District is in the forefront of natural resources work and water quality protection. The Department strategically focuses its projects on priority watersheds, impaired streams, and targeted funding areas for state and federal water quality improvements. The priority areas are Falls

Lake, Little River, Swift Creek and Jordan Lake drinking water supply watersheds. Priority is then directed to rural areas that have EPA 303(d) impaired streams and working lands active in farm, forest, and local food production. Marks Creek watershed is also designated as a priority work area for its water quality impacts, scenic designations and its importance in the County's open space work goals. Work is directed to match the resource concerns that are increasing due to Wake County's high number of livestock and horse operations with nutrient management concerns. The Department also addresses collaborative funding projects to address community stormwater erosion issues, but state funds are limited. Citizens and businesses provide a cost shared amount for each project.

2,224.9 forest and farmland acres have been included in comprehensive Conservation Management Plans to protect natural resources. \$391,609 in cost share funds were encumbered from Federal and State sources to implement conservation practices with completed designs per NRCS Engineering Technical Specifications and Guide.

1,047.55 acres of Conservation Best Management Practices were installed to protect and improve water quality in Wake County's Neuse and Cape Fear River Basins.

5,693.65 tons of sediment prevented from reaching water courses by completed conservation practices in

Quasi-Governmental

Little River, Falls Lake, Marks Creek, Swift Creek and other watersheds.

140 Wake County landowners attended the 11th Annual Keeping the Farm Workshop in January, 2016. Over 30 public, private, and agriculture-related partners helped organize and conduct the workshop.

427 site visits were made by District staff to Wake County Farms and rural property to evaluate natural resource problems.

319 business professionals, consultants and community partners collaborated with staff to leverage resources for conservation, education and volunteer programs, soils evaluations, and construction site investigations in Wake County.

3,298 citizens were assisted with environmental information to increase landowner and homeowner understanding of erosion and nutrient loading problems. Youth and families were engaged in environmental education programs and projects emphasizing pollution prevention through personal and collective stewardship of Wake County's natural resources.

66 Educators trained in Environmental Education to maximize potential outreach training to 27,008 participants.

1,396 volunteers removed 15,425 pounds of litter from the environment and diverted 5,660 lbs. of recyclable materials from the Wake County landfill. This resulted in cleaner streams, lakes and wetlands through coordination of the Wake County Big Sweep Program.

3,526 hours of donated volunteer services saved Wake County \$76,840. (Estimated value by Independent Sector.)

FY18 DISCUSSION

The Soil and Water District has been moved from the Non-Departmental Budget to the newly created Quasi-Governmental Department.

The FY 2018 Soil and Water Conservation District's budget reflects a net increase of \$11,000 from prior year adopted budget for annualized personnel adjustments and current year expansions.

The budget includes one-time funding for land maintenance and best management practice on farms in the Little River watershed owned by Wake County. An environmental review of the land will initiate the process required to build a reservoir, which will provide the residents of the City of Raleigh and eastern Wake County with water (\$10,250).

The budget also includes \$750 in ongoing funding to install signs on new Voluntary Agricultural District properties every year for three years. These signs identify Agricultural Districts to provide a positive approach to the interaction between the rural and urban portions of the community in Wake County.

HORIZON ISSUES

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

Quasi-Governmental

Division Summary - Cooperative Extension

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Contractual Services	–	–	–	245,943
Supplies, Materials and Other Charges	–	–	–	20,586
Expenditure Totals	\$ –	–	–	266,529
Revenues:				
Charges For Services	–	–	–	1,000
Revenue Totals	\$ –	–	–	1,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

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

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

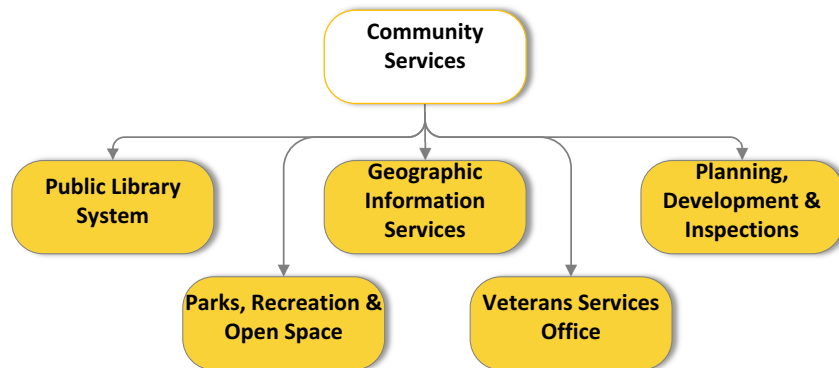
Cooperative Extension has been moved to the Quasi-Governmental Department with the FY 2018 budget.

FY18 DISCUSSION

Cooperative Extension has been moved to the Quasi-Governmental Department. The move transfers funds from within the Non-Departmental budget.



Community Services



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	22,252,292	24,626,301	24,557,521	25,217,904
Contractual Services		723,457	700,047	952,744	1,075,203
Supplies, Materials and Other Charges		6,434,117	8,374,963	8,459,875	8,489,357
Capital Outlay		127,963	2,605	89,490	7,605
Expenditure Totals	\$	29,537,830	33,703,916	34,059,630	34,790,069
Revenues:					
Federal	\$	—	—	—	60,000
State		581,845	452,000	452,000	452,000
Local		0	—	—	—
Charges For Services		1,403,493	1,390,058	1,390,058	1,375,308
Licenses & Permits		3,473,545	2,974,500	2,974,500	3,196,250
Miscellaneous		185,858	158,658	158,658	108,658
Revenue Totals	\$	5,644,742	4,975,216	4,975,216	5,192,216
Number of FTE's		346.50	358.50	358.50	362.00

DEPARTMENT PURPOSE AND GOALS

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

opportunities needed by citizens to make sound decisions.

FY18 DISCUSSION

The Community Services budget increased by \$1.09 million, from the FY 2017 Adopted Budget, to \$34.49 million for FY 2018, which reflects a combination of new operating costs for libraries, additional FTEs and temporary staff funding and adjustments for salaries and benefits.

Community Services

A total of \$336,000 is included for the annualization of operating costs for Middle Creek Branch Library and partial year operating costs for the Wake Forest Community Library which is set to open late spring of 2018. These new library operating costs are commitments tied to the Library Master Plan which is included in the County Capital Budget and funded from 2007 library bonds.

Planning, Development and Inspections Division added 2.00 FTEs, one in Current Planning to support the 55% increase in planning activities since 2013 and one in Long Range Planning to support additional work associated with the sales tax referendum to support transit and the general increase in workload driven by the growth in Wake County and preference for data driven information.

Geographic Information Services (GIS) added 1.00 FTE GIS IT Engineer to support workload related to spatial data management, integration and support because of the rapidly increasing demand for spatial data from County departments implementing systems that utilize this data to help or enhance service delivery to residents.

0.50 FTE was added to the Veterans Service Office to decrease wait times for Veterans seeking federal benefits and give the current staff some additional capacity to engage in outreach and training activities.

These new FTEs across three divisions total \$389,000 in ongoing operating costs and \$30,000 in one-time costs. Finally, Parks Recreation and Open Space Division's temporary employee funding increased by \$71,500 to support seasonal increases in park usage and workload associated with increases in park visitation and program participation.

Community Services

Division Summary - Community Services Management and Budget Office

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	578,720	535,609	538,708	552,672
Contractual Services	47,152	–	27,500	20,400
Supplies, Materials and Other Charges	9,147	97,566	97,566	108,038
Expenditure Totals	\$ 635,019	633,175	663,774	681,110
Revenues:				
Revenue Totals	\$ –	–	–	–
Number of FTE's	4.00	5.00	5.00	5.00

DIVISION PURPOSE AND GOALS

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

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

The Business Operations function, oversees budget formulation, submission and management; Provides procurement services including bill processing, contract management; and compliance with financial policies. Serves as department HR representatives overseeing employee onboarding and offboarding and ensures HR policy administration.

FY18 DISCUSSION

The Management and Budget Division's increased by \$47,935 from the prior year's adopted budget to total \$681,110 in FY 2018. This increase is largely due to salary and benefit adjustments.

Community Services

Division Summary - Parks, Recreation and Open Space

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	2,184,781	2,240,576	2,240,576	2,331,277
Contractual Services	75,641	42,500	129,047	42,500
Supplies, Materials and Other Charges	495,280	532,259	525,765	536,314
Capital Outlay	84,806	–	41,441	–
Expenditure Totals	\$ 2,840,508	2,815,335	2,936,829	2,910,091
Revenues:				
Charges For Services	136,879	149,494	149,494	149,494
Miscellaneous	9	–	–	–
Revenue Totals	\$ 136,888	149,494	149,494	149,494
Number of FTE's	34.00	34.00	34.00	34.00

DIVISION PURPOSE AND GOALS

Wake County's Division of Parks, Recreation and Open Space (PROS) provides outdoor recreation and educational opportunities while promoting the stewardship of environmental and cultural resource 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: trails, volleyball courts, boat rentals, picnic shelters, fishing, etc.

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

FY18 DISCUSSION

The FY 2018 Parks, Recreation and Open Space Budget increased by \$94,756 from the prior year's adopted budget to total \$2.91 million in FY 2018 due

to the annualization of performance pay and benefit adjustments and because of an addition of \$71,500 of temporary employee funding in order to hire seasonal staff at parks to better support services and programming offered at the eight County parks and one Open Space Preserve. Visitation at parks increased by 16% from 2016 to 2017 and Educational Program participation increased by 14% from 2016 to 2017. The additional temporary funding will help both in parks maintenance coverage and programming support.

Community Services

Summary of Services and Performance Measures

Service Area: Preserve What We Can for the Future (Parks)

Description: Parks, Recreation, and Open Space (PROS) staff seeks to evaluate and make long-term plans regarding Wake County's natural and cultural resources. To do this, PROS staff works to 1) identify and, when possible, preserve targeted natural and cultural resources, 2) proactively manage our natural and cultural resources, 3) create resource-specific strategies to manage our natural and cultural resources, and 4) implement strategies with available staff and funding.

Specific efforts to preservation include the continued purchase of open space properties and easements, developing limited public access to open space properties, 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).

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of open space acres acquired, dedicated, or proffered per year by Wake County's Open Space Program	262.7	155.7	112.1	
Total number of open space acres acquired, dedicated, or proffered to date by Wake County's Open Space Program	6,205	6,360.2	6,472.3	

Community Services

Service Area: Provide the Park Experience People Want

Description: Parks, Recreation, and Open Space staff seek to 1) determine what people want in their park experience and 2) facilitate a positive park experience through facilities and services. Parks experiences may include county-led recreation and leisure activities, cultural resources, and educational programs. Experiences also include serving 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 experiences, staff routinely monitor park visitation, use of major park facilities and services, and educational programs. Other efforts by PROS staff (which are difficult to measure) include: 1) marketing/promoting parks services and programs, 2) updating social media content (e.g. Facebook, Twitter, Instagram), 3) conducting regular customer satisfaction surveys, and 4) updating and monitoring national trends annually through the National Recreation and Parks Association's park metrics benchmarking website.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of Open Park Days (all County Parks)	2,901	2,887	2,900	
Number of educational and recreational events	119	220	200	
Number of programs (general, organized group, and outreach)	2,525	2,629	2,650	
Output				
Total park system visitation	1,252,085	1,445,967	1,450,000	
Number of educational and recreational event participants	11,432	14,297	14,000	
Total program participants (general, organized group, and outreach)	56,379	64,062	64,000	
Number of shelter reservations	666	741	700	
Number of Facebook Likes	8,751	10,704	12,000	
Number of Instagram followers	1,648	3,000	4,200	
Number of Twitter followers		285	400	
Efficiency				
Average Park Visitation per Open Day	432	501	500	
Number of participants per educational and/or recreational event	96.1	65	70	
Effectiveness				
Percent of visitors who were very satisfied or satisfied with their overall park experience	95.3	95.3	95	

Community Services

Service Area: Maintain What We Have (Parks)

Description: Parks, Recreation, and Open Space staff seek to maintain current parks and open spaces, including the associated facilities, amenities and grounds, in a safe and attractive manner 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained.	97	97	95	
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	94.5	94.5	95	
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	96.7	96.7	95	

Community Services

Division Summary - Planning, Development and Inspections

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	4,012,520	4,316,469	4,244,590	4,481,191
Contractual Services	64,476	123,248	102,127	133,484
Supplies, Materials and Other Charges	382,615	342,783	332,783	362,554
Capital Outlay	–	2,605	2,605	2,605
Expenditure Totals	\$ 4,459,611	4,785,105	4,682,105	4,979,834
Revenues:				
Charges For Services	666,868	615,650	615,650	636,150
Licenses & Permits	3,473,545	2,974,500	2,974,500	3,196,250
Miscellaneous	379	–	–	–
Revenue Totals	\$ 4,140,792	3,590,150	3,590,150	3,832,400
Number of FTE's	52.00	52.00	52.00	54.00

DIVISION PURPOSE AND GOALS

Planning, Development and Inspections has three primary functions:

1. 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.
2. Implementation 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.
3. 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

The Inspections Section continued to provide support to the Wake County Public School System

(WCPSS) construction program, as well as the Research Triangle Park and Raleigh Durham International Airport projects.

The section also will have contributed over 440 hours to industry outreach through attending building, electrical, plumbing and HVAC trade association meetings and providing education opportunities for the groups. Staff attended 200 plus hours of training in professional development, and 800 hours of code training and continuing education credit hours. The leadership team will have logged over 400 hours of mentoring one-on-one with County inspections staff.

The Wake County Recommended Transit Plan was approved by voters in November. County staff worked in partnership with transit stakeholders across the county to prepare the FY18 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 continued to collect, analyze and report demographic and development data to inform public officials and county residents, as well as evaluated and updated the on-line resource called Wake by the Numbers that provides information

Community Services

about population, economic, education, housing, and transportation trends in Wake County.

Discussions were facilitated with all municipalities on long range planning issues related to population growth, school construction permitting processes, water supply watershed policies and regulations, emergency planning, farmland preservation, active routes to schools, economic development siting analysis and transportation infrastructure and utility systems.

FY18 DISCUSSION

The Planning, Development and Inspections Division's Budget has increased by \$194,729 from the prior year's adopted budget, totaling \$4.98 million in FY 2018. This increase is largely due to 2.00 FTEs added to the Division, one in the Current Planning Section and the other in the Long Range Planning Section.

Planning Development and Inspections has seen an increased workload since 2013, due to a number of factors, but largely because of the rapid growth and development occurring in Wake County. Planning Activities in the Current Planning Section have increased 55% since FY 13. This has made it difficult to keep up with permitting and plan review timelines, therefore 1.00 FTE Current Planner II position will be added in FY 18. (1.00 FTE, \$107,443)

Similarly, there is a continued workload increase in the Long Range Planning section due to population growth in Wake County and an increased preference for data and spatial (GIS) analysis to work towards solving a variety of county-wide problems. Long Range Planning staff have both internal and external customers requesting this type of information. As the Wake County population grows rapidly, Long Range Planning becomes vital to understanding the potential need for increased county services. Long Range Planning provides the core spatial, demographic and land use data to determine current needs and future trends for county services. Long Range Planning includes Transportation planning, therefore, the recent passage of the 1/2 sales tax for Transit in Wake County will bring a greatly increased workload to the Long Range Planning department as

the county will be asked to be closely involved with planning for Transit and will be a primary participant on the Transit Planning Advisory Committee. Because of all of these workload demands, the FY 18 budget includes 1.00 FTE Transportation Planner for the Long Range Planning Section. (1.00 FTE, \$109,855)

Planning, Development and Inspections is required to administer and enforce NC building codes through effective permitting and plan review, as such the County has set fees for the public to pay for the different categories of review. Upon review of these fees during budget development, planning staff determined some adjustments were needed to more consistently align similar review activities, increases or decrease to be made based upon time involved, whether it needed review by the Planning Board or the Board of Commissioners and cost recovery for any direct costs bore by the division. User fee changes are shown on page 496 in the Supplemental Information section.

HORIZON ISSUES

Implementation of the County's new planning and permitting software system will take place in FY18-19. This will be a significant change to how the development community interfaces with the County on permitting and inspections. Orientation among staff and our customers relative to the new system will be a key to success.

The County will continue to play a key role in implementation of the Wake County Transit Plan. This will require careful oversight and work with other transit stakeholders on the many aspects of implementation, including public engagement.

Development in our community continues to remain steady. In several areas, like subdivisions and residential permitting, it is trending upward. This will require careful oversight to insure resources are maintained at an adequate level to insure services are delivered as expected by the development community.

Community Services

Summary of Services and Performance Measures

Service Area: Field Inspections

Description: The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The County provides inspections services through interlocal agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon. The County also provides inspections services through an interlocal agreement for all WCPSS projects, regardless of jurisdiction. 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 twice a year to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of inspectors assigned to the area inspections team	17.8	18.5	19.5	
Number of inspectors assigned to the special inspections team	4.5	4.5	4.5	
Output				
Number of inspections assigned to the Area Team	55,983	57,250	58,000	
Number of inspections assigned to the Special Team	3,656	4,650	4,600	
Efficiency				
Number of area team inspections per staff per workday	14.6	14.4	13.8	12
Number of special team inspections per staff per workday	3.8	4.8	4.8	4
Effectiveness				
Average quality assurance score (100 point scale) by inspectors in quarterly assessments	99.1	99.2	95	95

Community Services

Service Area: Construction Plan Reviews

Description: All construction plans are reviewed for life, safety, code compliance and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for final approval of drawings, verification of contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Residential and commercial plans are reviewed for the unincorporated portions of Wake County and the four contract municipalities (Knightdale, Rolesville, Wendell, and Zebulon).

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 twice a year to gauge overall satisfaction and service quality.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of plan review staff	3	3	3	
Output				
Number of plan reviews (within County jurisdiction)	2,009	1,909	2,000	
Number of plan reviews (municipal partners)	1,880	2,120	2,200	
Efficiency				
Number of plan reviews per staff per working day	3.1	2.9	3.1	6.5
Percent of residential plan reviews completed within three business days	96.5	95.5	95	95
Effectiveness				
Average quality assurance score (100 point scale) by plan reviewers in quarterly assessments	98.4		95	95

Community Services

Service Area: Permitting

Description: Permitting staff processes updates and issues building permits for new single-family dwellings and commercial structures, additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff verifies zoning and jurisdiction authority, checks site plans for buffers, 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 twice a year to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of permitting staff	4.9	4.5	5	
Number of Workdays (less hours for standing meetings, training, and quality assurance exercises)	215	215	217	
Output				
Number of residential permits (new construction, additions, and remodeling) in County jurisdiction	2,279	2,140	2,300	
Number of commercial permits (new construction, additions, and remodeling) in County jurisdiction	205	178	200	
Number of trade permits for plumbing, mechanical, and electrical in County jurisdiction	3,919	4,017	4,300	
Number of other permits (use, demolition, and other structures) in County jurisdiction	259	235	270	
Efficiency				
Percent of permits issued within three business days after completion of all requirements	86	82.3	95	95
Average number of residential/commercial permits per staff per workday	3.7	3.9	4.2	3
Effectiveness				
Average quality assurance score (100 point scale) by permitting staff in quarterly assessments	98.4		95	95

Community Services

Service Area: Subdivision Administration

Description: The Subdivision Administration staff reviews exempt, minor, preliminary, construction, and final plats to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance that was approved by the Board of Commissioners on April 17, 2006. Staff also administers the former Subdivision Ordinance for projects approved prior to June 6, 2005.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of regular subdivision cases	24	28	24	
Number of subdivisions final plats	26	20	16	
Number of minor subdivision cases	42	73	70	
Number of exempt subdivision cases	179	192	180	
Number of subdivision construction plan cases	42	51	35	

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of zoning land use permits	195	182	190	
Number of general use permits issued for zoning and land development (i.e. commercial use review)	144	170	150	
Number of special use permits or variances in zoning	16	18	15	
Number of rezoning cases	6	6	4	
Number of zoning text amendments	5	3	3	

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

Community Services

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; track population, housing, and physical development in Wake County; respond to non-departmental customer requests for demographic and spatial data and maps; and supports the GIS Division with demographic and land use data and provides interactive networked based data analysis.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of analyses or reports completed on demographics data	110	150	135	
Number of Land Use Plan Amendments	2	6	3	
Number of ETJ Extension Requests	2	3	4	
Number of Land Use Plan and Corridor Studies	4	11	13	
Number of Site Plan reviews for compliance w/Land Use Plan	39	60	50	
Number of orphan road petitions and inquiries	1	7	6	

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 approved by the Board of Commissioners on April 17, 2006. The number of complaints received has increased recently because of the transition from a rural county to one that is more urban. Staff receives complaints in writing, conducts research, conducts field visits to determine if a violation exist, sends violation letters to the violating party, conducts follow-up field visits to determine if violation has been corrected, and confers with the County Attorney to pursue litigation if necessary.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of code violations investigated	132	90	100	

Community Services

Division Summary - Veterans Services

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	229,867	241,531	241,531	267,578
Contractual Services	–	2,850	9,426	2,850
Supplies, Materials and Other Charges	15,385	10,869	9,793	12,455
Expenditure Totals	\$ 245,252	255,250	260,750	282,883
Revenues:				
State	1,525	2,000	2,000	2,000
Revenue Totals	\$ 1,525	2,000	2,000	2,000
Number of FTE's	3.50	3.50	3.50	4.00

DIVISION PURPOSE AND GOALS

Wake County Veterans Service Office (VSO) assists veterans and their families to obtain local, state, and federal benefits. Acting as an advocate, accredited Veteran 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. Specific services provided by Wake VSO include assisting veterans and their dependents: filing claims for non-service connected pensions and service-connected disability compensation; securing medical treatment, medication, transportation, and other essential medical equipment; obtaining payment for medical bills; file for educational and job training benefits; obtaining Veteran Administration Home Loan information and Guaranties; requesting and correct military records; upgrading discharges; file for burial benefits; monitoring and developing claims cases after submittal to the Federal VA; and formulating and submitting an appeal when benefits are denied. In addition, Wake VSO conducts home visits for disabled veterans and provides information sessions to veterans and relevant stakeholders in the community.

MAJOR ACCOMPLISHMENTS

The Wake County VSO is a service provider in the newly formed NCServes RDU/Fayetteville initiative. NCServes is a coordinated network of public, private,

and not-for-profit organizations that provide specific services to veterans, transitioning service members, and their families. The network will be made up of differing service providers in the areas such as: 1) benefits and disability, 2) education, 3) family support, 4) employment and entrepreneurship, 5) financial assistance, 6) healthcare and mental health services, 7) safe and affordable housing, 8) legal assistance and resources, and 9) social enrichment.

As a service provider in the NCServes network, Wake County VSO staff is allowed to focus on core services (i.e. benefits and disability claims) while referring clients to other agencies better suited to meet their non-benefit related needs. All referrals will be handled by a coordinating center staffed with case workers who evaluate veteran needs and direct referrals to the appropriate organizations. As of October 2016, the collective impact initiative has 31 participating organizations with 71 practitioners. Other organizations include Dress for Success, Passage Home, Veterans Upward Bound, North Carolina Veterans Business Association, NC Vets Legal, and Wake Technical Community College.

The NCServes network is an expansion of similar successes in New York City, Upstate New York, Charlotte, Pittsburgh, and Charleston, SC under the leadership of Syracuse University's Institute for Veterans and Military Families (IVMF) with funding provided by the Walmart Foundation.

Community Services

FY18 DISCUSSION

The Veterans Service Office (VSO) Budget increased by \$27,633 from the prior year's adopted budget to total \$282,883 for the FY 2018 Budget. This increase is due to adding 0.50 FTE Veterans Service Officer Position to the Division.

VSO has the goals of decreasing wait times for clients and wants to pursue more public outreach to serve more Veterans and participate in more training to become better at serving those clients. Furthermore, the population of Veterans in Wake County continues to grow. Many Veterans relocate to Wake County because it is in close proximity to several military installations. In fact, Veterans with service connected disabilities that live in Wake County has increased 78 percent since 2011. The FY 2018 Budget includes an additional 0.5 FTE to accomplish better and faster service to this increased population of clients. (.50 FTE, \$31,070)

HORIZON ISSUES

Wake County also 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. Of which, 7.7% (or 59,350) of the state's veterans live 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/or medical benefits resulting in increased demand for VSO services even as overall veteran population declines.

Community Services

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Average number of VSO officers available to provide consultation and claim filing services	2	1.6	1.7	
Output				
Number of consultations	1,395	1,500	1,900	
Efficiency				
Average number of consultations per officers per year	697.5	937.5	1,117.6	

Community Services

Division Summary - Geographic Information Services

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	1,582,629	1,632,986	1,632,986	1,807,507
Contractual Services	133,951	123,200	123,200	126,290
Supplies, Materials and Other Charges	39,771	61,203	66,268	86,750
Capital Outlay	—	—	—	5,000
Expenditure Totals	\$ 1,756,352	1,817,389	1,822,454	2,025,547
Revenues:				
Charges For Services	158,664	158,664	158,664	158,664
Miscellaneous	2,991	3,658	3,658	3,658
Revenue Totals	\$ 161,655	162,322	162,322	162,322
Number of FTE's	18.00	18.00	18.00	19.00

DIVISION PURPOSE AND GOALS

Decision makers recognize the value of geography in understanding the relationship of programs, customers, resources, and events. Wake County Geographic Information Services (GIS) provides a wide range of services to Wake County agencies, other jurisdictions, the public, and the private sector. This assistance helps our customers visualize and transform geographic data into usable information to make informed and effective decisions about providing, enhancing, and extending services. GIS strives to provide geographic data that is accurate, current, complete, formatted to interact with other data, and available in a variety of formats. Technical and infrastructure support provided by GIS ranges from needs analysis, requirements gathering, database development, programming/application development, hardware/software support, training, and project management. As more customers recognize the value of linking their information with geography, they are requiring GIS's assistance to help integrate their enterprise business systems with information in the GIS system. In addition, the role of GIS continues to grow as a clearinghouse for data as Wake County expands the Open Data program.

MAJOR ACCOMPLISHMENTS

Enterprise Business Application Development GIS staff provided technical advice, data management, and programming services in the design and configuration of the new EverBridge Mass Notification System, the GeoTab Fleet Management System, the ERP Mileage Estimation System, the Next Generation Computer Aided Dispatch System, and the EnerGov Land Development System.

Continued to work with the City of Raleigh to develop a Master Address Repository (MAR) of all possible and actual addresses/points for the entire county. Staff consolidated Raleigh's MAR database with Wake County's to form an integrated workflow and system, and began working with the other municipalities.

Released 3 new GIS Field Data Collection Applications (Hazardous Spills, Parks Facility Asset Management, and Open Space Collector) and 3 new web applications (Board of Commissioners' District Comparison Application, BOE Polling Place Lookup App, and Congressional District Comparison Application).

Designed and released a new version of the County Open Data Portal (<http://data.wakegov.com>), data from the Town of Cary and the Town of Wake Forest

Community Services

into the Portal, collaborated with Environmental Health and Inspections and Information Services to extract, format and add Center for Disease Control and Prevention (CDC) data to the restaurant inspection data set available via the Portal.

FY18 DISCUSSION

The Geographic Information Services Division Budget increased by \$208,158 from the prior year's adopted budget, totaling \$2.03 million for FY 2018. This increase is due to adding 1.00 FTE GIS IT Engineer and salary and benefit adjustments.

The overall demand for applications and enterprise systems with spatial data is growing at an ever increasing rate and as a result there are growing expectations and demands on the GIS department to move into more of an enterprise-wide role of integrating spatial data into current and future business systems, along with the current and evolving work of citizen application development, field data collection and departmental support. The GIS Department currently does not have any IT Engineers solely dedicated to supporting server software for geospatial applications or to maintain and extend custom applications such as rMAPs used by the Revenue Department or ArcGIS Online. The 1.00 FTE position is integral to maintaining and updating the spatial data that drives these systems. Wake County has a mature and robust spatial data portfolio that is nationally known for high quality. This position will help Wake County to avoid loss on the investment made in building this spatial data portfolio by supporting the growing demand for "real time" data updates, citizen applications, GIS support to departments, business system integration of enterprise applications and field data collection to support both citizens and departments. (1.00 FTE, \$170,401)

HORIZON ISSUES

GIS will work with North Carolina Geodetic Survey, Wake County departments, adjacent counties, and the affected public to locate the Wake/Harnett County Line and the Wake/Granville County Line, contract for surveys, record maps showing the two

located County Lines, and work with agencies and residents to update various service databases.

Complete the integration of GIS data/functionality with the EnerGov Land Development System and the Next Generation Computer Aided Dispatch System (Summer of 2018)

Complete the rewrite of the 2016 rMAPS application that will be used by the Revenue Department in their daily work as well as for the 2020 Revaluation. rMAPS uses data from the Revenue Department's Computer Assisted Mass Appraisal (CAMA) System and GIS databases to view, query, perform quality control, analyze, and test appraisal scenarios.

Community Services

Summary of Services and Performance Measures

Service Area: GIS Clearinghouse / Central Distributor of GIS Information

Description: To be a service-driven central resource of geographic information for Wake County. Wake County GIS serves as a repository to collect, store, and distribute GIS information and data about the data (metadata) for our customers. An important part of this service is the association of geospatial (mapping) data and non-spatial (attribute) data, often from sources outside GIS, to provide the business intelligence needed by our customers to support their operations and decision making. In addition, GIS provides appropriate services and applications for the customers to access and analyze the data.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of "walk-in" requests for information	669	570	600	
Number of information requests via phone and/or email	7,822	6,600	6,800	
Number of special projects requested by Wake County and/or other government agencies	115	100	100	
Number of special projects requested by the general public	22	18	20	
Number of visits to GIS supported websites (e.g. iMAPS, Solid Waste Drop-off Locator)	1,488,266	1,649,000	1,700,000	

Service Area: GIS Maintain and Support Geographic Databases

Description: To be a service-driven central resource of geographic information for Wake County, providing spatial data and solutions which enable our customers to accomplish their business purposes. Wake County GIS identifies the need for GIS data for our users, locates the trusted source for those data, and develops and implements best practices to obtain, update, and ensure the ongoing quality of the information.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of parcels mapped	6,649	7,800	7,800	
Number of addresses assigned	3,192	4,800	4,800	
Number of centerline street segments mapped	3,592	1,800	1,800	
Number of annual CAD geofile updates	4	4	4	
Efficiency				
Percent of annexation ordinances mapped as of the effective date of the annexation	100	100	100	100

Community Services

Division Summary - Libraries

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	13,663,775	15,659,130	15,659,130	15,777,679
Contractual Services	402,237	408,249	561,444	749,679
Supplies, Materials and Other Charges	5,491,920	7,330,283	7,427,700	7,383,246
Capital Outlay	43,156	–	45,444	–
Expenditure Totals	\$ 19,601,088	23,397,662	23,693,718	23,910,604
Revenues:				
Federal	–	–	–	60,000
State	580,320	450,000	450,000	450,000
Local	0	–	–	–
Charges For Services	441,082	466,250	466,250	431,000
Miscellaneous	182,479	155,000	155,000	105,000
Revenue Totals	\$ 1,203,882	1,071,250	1,071,250	1,046,000
Number of FTE's	235.00	246.00	246.00	246.00

DIVISION PURPOSE AND GOALS

The Wake County Public Library System (WCPL) provides services to children, promotes recreational reading, encourages lifelong learning, serves as a community center, and bridges the technology gap. The system operates seven regional libraries, thirteen community libraries, two specialty libraries - the Olivia Raney Local History Library and the Express Library on Fayetteville Street, and operates a bookmobile. Middle Creek Community Library, a new 8,500 square foot facility, opened in March 2017. WCPL supports a Digital Library that manages the Library's virtual and digital presence. The Digital Library administers the library's web presence, supports the eBook and eAudio collection, and facilitates community involvement through various social media platforms.

Library services are supportive of the Commissioners' goals, as evident in the adoption of the Library Master Plan by the Board of Commissioners. Libraries promote the love of reading and foster the pursuit of knowledge among the residents in the county. Libraries are a vital component of a community's life. According to customer service surveys completed in 2016, 97.3%

of library customers rate their Wake County Library experience as excellent or good. Community support for the libraries is strong with an annual door count in FY 2017 of more than 3.3 million visitors, annual circulation greater than 10.66 million items, and annual program attendance of more than 375,400 participants, as well as 70 percent voter bond approval.

MAJOR ACCOMPLISHMENTS

WCPL continues expanding its innovative and popular programs for young children, school age children, and teens. WCPL successfully completed three programming series (each series consisted of 12 weeks of programming for all ages). WCPL presented over 9,000 programs for all ages with an attendance of over 354,000. The Summer Reading Program had over 50,000 participants of all ages. System events such as the Storybook Ball, Halloween Hoot, Storytelling Festival, and the Moonlight Walk were popular with Wake County residents. The Valentines for Vets program distributed over 7,000 valentines to veterans' hospitals. Other programming highlights include the adult programming series "Close to Home" which featured local and award winning author Margret Maron.

Community Services

WCPL launched a new initiative, "Every Family Ready to Achieve", which targets at risk families. Built off of a successful partnership with Marbles Museum, WCPL has targeted at risk families mainly in the Eastern and Southern parts of Wake County. WCPL began by focusing on Kindergarten Readiness by expanding programming such as ABC Craft and Learn, Language is the key, and Ready, Set, Learn Playdates to welcoming audiences.

Cameron Village Regional Library re-opened in October 2016 after a major renovation. The Middle Creek Community Library, a new 8,500 Square foot facility, opened in March 2017. Middle Creek Library was the first new library to open as part of the Library's 2007 Bond. Schematic designs for three library expansions, Fuquay Varina and Wake Forrest Community Libraries and the Cary Regional Library, were approved by the Board of Commissioners in 2017. Community Services is continuing to finalize site selections for both the Morrisville and North Hills Community Libraries. Plans for a major renovation of the East Regional Library are underway.

FY18 DISCUSSION

The Libraries Division FY 2018 Budget increased by \$512,942 from the prior year's adopted budget. This increase is due to salary and benefits adjustments in combination with \$135,000 for the annualization of costs for Middle Creek Library which opened in January. Also, FY 2018 includes \$200,946 funds for the opening of the Wake Forest Branch Library which is set to open the first quarter of FY 2019. The Libraries Division needs to hire new staff and purchase supplies, including library books at least a quarter prior to opening.

Community Services

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. 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 citizens within the available budget. WCPL seeks to meet the needs of various ages, interests, education levels, reading levels, and cultural backgrounds of Wake County citizens 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of materials in the print collection (books)	1,390,843	1,442,000	1,620,000	1,956,000
Number of downloadable materials in collection (books)	45,531	46,000	50,000	
Number of materials in print & downloadable collections	1,436,374	1,488,000	1,670,000	
Output				
Number of print material circulations	9,511,413	9,831,000	10,125,000	
Number of downloadable circulations	845,530	835,000	840,000	
Number of total circulations (print and downloadable)	10,356,943	10,666,000	10,965,000	
Number of cardholders active within 1 year	233,995	232,700	230,000	
Efficiency				
Books (print collection) per cardholder	5.9	6.2	7	
Circulation (print material) per cardholder	40.6	42.3	44	
Effectiveness				
Percent of members who strongly agreed or agreed that it was easy to find the book they were looking for at their primary library.	81.1	70.6	80	

Community Services

Service Area: Easy Access to the Internet and Other Digital Services

Description: More Wake County citizens have access to technology today than just a few years through personal computers and mobile devices. Proliferation of such devices are creating an increased 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 such technology, libraries help bridge the technology gap by providing access to public computers with a range of services and are well suited to provide these services 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 citizen's 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of materials available for download (downloadable collection)	45,531	46,000	50,000	
Output				
Hours in which public computers were used by cardholders	546,239	466,000	450,000	
Number of downloadable material circulations	845,530	835,000	840,000	
Effectiveness				
Percent of members who strongly agreed or agreed that they had enough time on public computers to complete their activities	81.5	84.4	80	
Percent of members who strongly agreed or agreed that they were able to find a space and plug to use a personal computer they brought to the library	79.3	82.1	80	

Community Services

Service Area: Engaging, Entertaining & Educational Library Programs

Description: Services to children is a top 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 that 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 since people of all ages may use the library for curriculum support, and as a source for building knowledge about interests they may have.

To evaluate service performance, staff monitors the number of programs, program attendance, and may adjust the number of programs to maintain average attendance within appropriate ranges (approximately 30 for youth programs).

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of Youth Programs	8,306	9,200	8,500	
Number of Adult Programs	923	980	1,000	
Output				
Youth Program Attendance	317,105	354,500	323,000	
Adult Program Attendance	18,423	20,900	21,000	
Efficiency				
Youth Attendance per Program	38.2	38.5	38	
Adult Attendance per Program	20	21.3	21	

Community Services

Service Area: Library Facilities that are Well Thought Out

Description: Libraries seek to serve as community centers. This includes promoting the library as 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 placed well for easy access, that libraries are near where people live, work, and play, that spaces are managed effectively, and that members feel safe during their visit.

To determine 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 who live within a ten-minute non-overlapping drive time area for each facility.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of library hours open to the public	60,477	63,175	60,000	
Output				
Library visitation (door count)	3,385,289	3,305,000	3,300,000	
Efficiency				
Library visitation per open hour	56	52.3	55	
Effectiveness				
Percent of members who strongly agreed or agreed that they felt safe at the library	94.9	96.5	95	
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	94.6	96	95	
Percent of County population within a ten minute drive time of a public library	89.4	89.5	90	
Percent of County households within a ten minute drive time of a public library	88.3	88.4	90	
Percent of members who strongly agreed or agreed that hours of operation are convenient	90.1	92.1	90	

Community Services

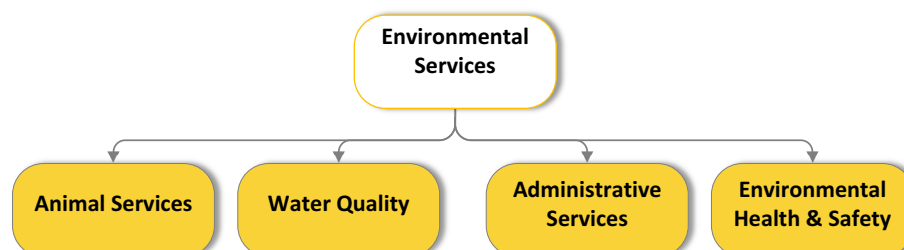
Service Area: Pleasant Library Experiences

Description: Libraries seek to provide a positive experience for each member during each and every visit. While others services focus on developing the collection and facilities, this service focuses on process and customer interactions within available resources. To seek feedback, libraries conduct an annual customer satisfaction survey that seeks customer input on specific items such as convenience of library hours, finding and checking out materials, and library staff's helpfulness.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of library hours open to the public	60,477	63,175	60,000	
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	90.1	92.1	90	
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	81.1	70.6	80	
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	84.4	84.7	85	
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	96.8	97.1	95	
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	97.4	97.4	95	
Percent of members who strongly agreed or agreed that staff demonstrated a willingness to help	96.7	97.1	95	
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	95.6	95.9	95	



Environmental Services



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	7,832,194	9,078,075	8,992,679	9,838,601
Contractual Services		499,073	429,702	693,429	523,189
Supplies, Materials and Other Charges		1,560,597	1,532,553	1,517,225	1,737,648
Capital Outlay		60,251	85,608	85,608	154,026
Debt		2,580	–	3,572	3,574
Expenditure Totals	\$	9,954,694	11,125,938	11,292,513	12,257,038
Revenues:					
State	\$	115,773	121,256	121,256	146,347
Charges For Services		1,341,876	1,429,659	1,429,659	1,859,439
Licenses & Permits		978,116	914,000	914,000	1,097,615
Miscellaneous		1,604	12,600	12,600	–
Transfers		44,320	44,320	44,320	44,320
Revenue Totals	\$	2,481,688	2,521,835	2,521,835	3,147,721
Number of FTE's		118.00	125.00	125.00	144.00

DEPARTMENT PURPOSE AND GOALS

The Environmental Services Department is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. To accomplish the goals and objectives prescribed by the Board of Commissioners and the County Manager, the Department consists of five divisions: Administration, Animal Services,

Environmental Health and Safety, Solid Waste and Water Quality. With the exception of the Solid Waste Division, each of these divisions will appear in the Environmental Services section of the budget document. The Solid Waste Division is a public enterprise; as such, the Board of Commissioners appropriates an operating budget for the Solid Waste Division that is separate and independent from the County's General Fund. To review the operating budget for the Solid Waste Division, please refer to

Environmental Services

the "Enterprise Funds" section of the budget document.

FY18 DISCUSSION

The Environmental Services FY 2018 budget increased by \$1,131,000, or 10%, from the FY 2017 Adopted Budget and includes funding for the following expansion items:

The Environmental Health and Safety Division received 3.0 inspectors for restaurants and other establishments requiring annual food safety inspections. (\$267,000)

The Environmental Healthy and Safety Division also received funding for an Environmental Health Specialist for the Plan Review and Recreational Sanitation Section to meet increased service demand. (\$100,000)

The Water Quality Division has received funding for 3.0 Environmental Engineers/Consultants to inspect complex on-site disposal systems. (\$452,000)

The Department also received 2.0 Animal Control Officers to better respond to service demand and expand weekend services. (\$239,000)

The Department received funding for a pilot program to utilize temporary employees to permit swimming pools to alleviate the workload of Water Quality and Environmental Health and Safety inspectors. (\$84,000)

The Wake County Board of Commissioners establishes user fees for many County services, including some provided by the Environmental Services Department. User fees help the County offset the costs of providing services and relieve pressures on the County's tax rate. User fees direct the costs of providing services to specific users rather than placing the burden on the general public through the tax rate.

The Department is receiving the follow new or changed user fees:

A new user fee of \$120 will be assessed by the Water Quality Division for the review of septic system plans drafted by privately contracted engineers and the issuance of a septic system permit.

During County initiated outreach events in high-contamination areas, the Water Quality Division will waive the \$50 user fee charge to collect water samples from potentially contaminated ground water sites. This waiver seeks to encourage program participation by homeowners in identified high-risk areas.

The Food Service Plan Review fee will increase from \$200 to \$250. This fee is assessed by Environmental Health and Safety for plan review of operational procedures of food establishments prior to issues a building permit or change of ownership. This increase is the maximum allowable under State statute.

HORIZON ISSUES

Priorities for FY 2018 and beyond include: Continue to enhance our clean water initiative that ensures safe drinking and recreational waters for the residents of Wake County, including close coordination with a variety of stakeholders and support of the Water Partnership. Develop and implement cost-effective, life-saving programs and practices, in partnership with public and private organizations in the community to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Shelter. Continue financial and long-term planning efforts for solid waste. Effectively manage Environmental Health and Safety programs to maximize the safety of our residents in a dynamic environment. Evaluate regulations, fees and/or practices to encourage business investment/re-investment without sacrificing other public policy objectives.

Environmental Services

Division Summary - Environmental Services Administration

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	658,776	615,309	639,104	635,365
Contractual Services	178,703	185,720	241,451	241,702
Supplies, Materials and Other Charges	42,976	149,545	155,725	168,751
Debt	—	—	1,190	1,192
Expenditure Totals	\$ 880,454	950,574	1,037,470	1,047,010
Revenues:				
Charges For Services	1,020	—	—	—
Miscellaneous	1,585	12,600	12,600	—
Transfers	44,320	44,320	44,320	44,320
Revenue Totals	\$ 46,925	56,920	56,920	44,320
Number of FTE's	9.00	9.00	9.00	9.00

DIVISION PURPOSE AND GOALS

The Administration Division is the primary point of contact for the Wake County Board of Commissioners and the Office of the County Manager. It is responsible for the overall performance and operation of the department. The Wake County Board of Commissioners and the Office of the County Manager establish goals and objectives for Wake County, and the Administration Division is responsible for implementing the specific programs, products and services required to accomplish the prescribed goals and objectives. All matters related to Department staffing, personnel management, budget management, and performance monitoring are managed through the Administration Division. The Administration Division is also responsible for the management and operation of the Environmental Services Customer Support Center.

Wake County Environmental Services seeks to meet State mandates, protect public health, minimize customer wait times, and collaborate to maximize benefit to Wake County residents. The Administration Division will continue to support the divisions as they enhance their capabilities in these and other areas. The Administration Division also provides leadership in stakeholder engagement, personnel management, budgeting, and planning.

MAJOR ACCOMPLISHMENTS

Environmental Services conducted an online staff survey in FY 2017. Staff from each division then met to further discuss the results, develop recommendations for improvement, and present the recommendations to supervisors. This is a step in developing leadership at all levels of the organization and open communication. Some recommendations are being implemented while others are being given additional consideration.

In FY 2017, Environmental Services developed and presented a Business Plan that is integrated with the current Strategic Plan. The Business Plan links services provided to the departments organization, performance, and resources. It provides a common understanding of plans for the future, and will be updated annually. During development of the Business Plan and throughout the budget process, directors were provided with key tools to consider and effectively use their financial and human resources, including budget process guidance and management, development of budgets with line item assumptions that facilitated project prioritization to stay on budget, and calculated cost benefit analysis for new projects or program changes to facilitate decision-making.

Environmental Services

FY18 DISCUSSION

The Environmental Services Administration Division budget increased by \$96,436 from the prior year's adopted budget due to Risk Management increases, personnel annualization, vacancy rate decrease of \$25,000, budget realignments amounting to \$55,000, and contract transfers from Information Services.

HORIZON ISSUES

Responding to current growth in areas such as construction, food service, hospitality, waste disposal, and animal services will require a strategic approach to leverage a skilled human capital with technology innovation and facility assessments.

Correlate sustainability and resiliency by addressing issues such as waste stream, one water, and environmental indicators.

Identifying ways to efficiently enhance our communication with and response to customers within Wake County.

Continuing to strengthen relationships with organizations outside Wake County government to collectively address shared goals.

Environmental Services

Summary of Services and Performance Measures

Service Area: ES 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of Financial Transactions	3,554	3,800	4,000	4,000
Number of Decision Support Analysis	828	1,000	1,100	1,100
Number of Personnel Records/Policy Review/Transactions	1,752	1,800	1,850	1,850

Service Area: ES Administration Operations

Description: The Operations Section provides leadership and supports the overall mission of the Environmental Services Department. It is the primary point of contact for internal and external customers including the Wake County Board of Commissioners and the office of the County Manager. This section oversees implementation of new policies, coordinates planning, supports Local Health Department re-accreditation, and participates in inter-Departmental initiatives.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of Incoming Calls	56,271	34,032	34,032	34,032
Number of Public Information Research Requests	1,810	1,759	1,719	1,719

Environmental Services

Division Summary - Environmental Health & Safety

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	2,259,294	2,748,932	2,679,911	2,990,580
Contractual Services	28,436	11,184	12,920	13,572
Supplies, Materials and Other Charges	466,158	235,066	243,571	291,517
Capital Outlay	50,422	48,474	48,474	32,316
Expenditure Totals	\$ 2,804,310	3,043,656	2,984,876	3,327,985
Revenues:				
State	115,773	121,256	121,256	146,347
Charges For Services	122,121	100,500	100,500	84,355
Licenses & Permits	362,075	341,500	341,500	399,012
Revenue Totals	\$ 599,968	563,256	563,256	629,714
Number of FTE's	33.00	36.00	36.00	45.00

DIVISION PURPOSE AND GOALS

The goal of Wake County Environmental Health and Safety Division (EH&S) is to improve public health through education, plan review and inspection. The Division is divided into two sections: Food Lodging Institution (FLI) and Plan Review and Recreational Sanitation (PRRS). The EH&S Division is responsible for administering and enforcing state laws and regulations and local ordinances related to public health and safety.

FLIS protects public health and safety through the administration and enforcement of state laws and regulations enacted for public health and sanitation of regulated facilities. Facilities regulated by FLIS include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, public swimming pools, and tattoo establishments. FLIS is also responsible for disease monitoring and conducting investigations related to foodborne and communicable disease outbreaks. Other duties include asthma trigger evaluations and lead poisoning prevention for children.

The Plan Review and Recreational Sanitation Section protects public health and safety through the administration and enforcement of State laws and

regulations enacted for public health, to build in features that promote a sanitary operation. PRRS reviews plans, performs construction visits, and permits facilities in concert with municipalities across the County. These facilities include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, temporary food establishments, mobile food units, and public swimming pools. PRRS is responsible for administration and enforcement of the County's public swimming pool ordinance which supplements the State regulations governing public swimming pools.

MAJOR ACCOMPLISHMENTS

In the spring of 2016, the Division completed a survey of risk factors associated with foodborne illness, in the County's 3,200 food establishments. The study compared data with the 2010 survey. The results showed improvement in food safety.

The Division received grant funding from the Association of Food and Drug Officials (AFDO). The funding supported training and expenses associated with the 2015 risk factor study.

Environmental Services

The summer pool inspection program employed nine summer technicians in 2016 to conduct 2,760 unannounced inspections.

FY18 DISCUSSION

The Environmental Health and Safety budget increased by \$284,329 from the prior year's adopted budget of \$3,043,656. The difference is due to reallocation of temporary/part-time salary expenses to ES Administration and the addition of the following expansions:

Three Environmental Health Specialists are added to the Environmental Health and Safety Division in FY 2018. These three additional staff will allow the Division to increase the number of State mandated Food, Lodging and Institution inspection. The increase in inspections aim to reduce risk factors associated with illness through education of food and facility safety guidelines. (3.0 FTE, \$267,000)

One Environmental Health Specialist is placed in the Plan Review section to review food safety plans for specialized food processes and methamphetamine lab remediation. This position allows the Plan Review section to better meet increased work demand and maintain desired turn-around time for facility plan review. (1.0 FTE, \$100,000)

HORIZON ISSUES

Wake County continues to be one of the fastest growing areas in the country. With growth there is increased demand for services. We will continue to work closely with the budget office to further refine and evaluate our staffing model relative to the increased need for services. As staffing size increases, there is an increased need to focus on consistency and customer service. Jurisdictions of like size employ a training officer to address quality assurance and consistency issues. We will evaluate this item further to determine if there is a positive return on investment that substantiates adding additional staff in this capacity.

Environmental Services

Summary of Services and Performance Measures

Service Area: Food Lodging Institution Section

Description: The Food, Lodging and Institution (FLI) Section 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 artists. 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of Health Inspections Performed	7,319	8,000	11,981	11,981
Number of Food Establishment Complaints Investigated	580	530	500	500
Number of Quality Assurance Visits	103	110	120	125
Number of Environmental Asthma Trigger Investigations	55	60	50	50
Number of Confirmed and/or Elevated Lead (Pb) Cases	12	15	15	
Efficiency				
Average Number of Inspections per Env. Health Specialist	387	390	395	395
Effectiveness				
Percent of Inspection Coverage for Food Establishments	70	75	85	90

Service Area: Plan Review/Recreational Sanitation

Description: The Plan Review and Recreational Sanitation Section (PRSS) protects public health and safety through the administration and enforcement of State laws and regulations enacted for public health, to build in features that promote a sanitary operation. PRRS reviews plans, performs construction visits and permits facilities in concert with municipalities across the County. These facilities include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, temporary food establishments, mobile food units and public swimming pools. PRRS is responsible for administration and enforcement of the Countys public swimming pool ordinance which supplements the State regulations governing public swimming pools.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of Swimming Pools Permitted	1,163	1,175	1,175	1,200
Number of Pool Inspections Performed (Calendar Year)	4,180	5,000	5,000	5,000
Number of New Food Plans Reviewed	889	900	900	900
Number of Pool Plans Reviewed (Calendar Year)	60	60	60	60
Number of Restaurant Construction Visits/Finals/Field Consultations	880	800	800	800
Number of Temporary Food Establishments Permitted	500	500	500	500

Environmental Services

Division Summary - Water Quality

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	2,838,605	3,311,470	3,301,300	3,674,266
Contractual Services	95,769	35,454	211,714	53,491
Supplies, Materials and Other Charges	322,338	427,305	389,506	480,664
Capital Outlay	–	37,134	37,134	67,710
Debt	2,580	–	2,382	2,382
Expenditure Totals	\$ 3,259,292	3,811,363	3,942,036	4,278,513
Revenues:				
Charges For Services	856,512	910,159	910,159	1,400,084
Licenses & Permits	616,041	572,500	572,500	698,603
Revenue Totals	\$ 1,472,552	1,482,659	1,482,659	2,098,687
Number of FTE's	36.00	39.00	39.00	45.00

DIVISION PURPOSE AND GOALS

The Water Quality Division works with the community to protect water resources and public health pursuant to County goals and applicable law. The Division has four sections, Groundwater Management, Wastewater Management, Watershed Management, and Laboratory. For overview purposes, these sections are described as performing 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 response, swimming-pool health inspections, and monitoring of recreational beach and swimming waters.

MAJOR ACCOMPLISHMENTS

In FY17 the Groundwater Outreach Program analyzed the types of contamination that have been

showing up in the well testing program. As a result of that analysis, the focus of the outreach program is placing greater emphasis on testing in east Wake County for Radiological contamination. That effort has assisted many homeowners to understand how to treat the water from their private well to better protect their health.

The Wastewater and Technical Assistance staff has undergone a minor restructuring. The intent of that restructuring is to create additional focus in three areas. The first is to provide additional focus to the operation and ongoing maintenance services offered to owners of pumped septic systems. The second is to provide additional technical assistance to customers that are coming to the county offices for permits. Lastly, there is new engineering staff ready to provide assistance to designers and builders that are installing complex septic systems.

The Wake County Division of Water Quality has developed new strategies for achieving sedimentation and erosion control in new construction projects. These strategies include announcing scheduled inspections to create an educational opportunity for staff to communicate technical knowledge and incentive self-audits by contractors. The Division has also begun to require training programs within

Environmental Services

contractor organizations to educate on technical knowledge. These strategies are assisting in creating increased awareness and preventing the need to levy fines.

Wake County has created a Wake County Water Partnership (Water Partnership). This is an advisory group intended to create positive impact for the County and the region in the areas of health, sustainability of positive lifestyles, and economic stability and prosperity. Staff were involved in the development process through benchmarking, selection of team members, selection of topics for consideration, and the writing of rules.

is important to see on the horizon how the County will be impacted. The Department will continue to track, analyze, and participate in state discussions to help the County manage state legislative and rule impacts.

FY18 DISCUSSION

The Water Quality budget increased by \$467,150 from the prior year's adopted budget of \$3,811,363. The difference is due to the following expansions:

Three Environmental Engineers/Consultants are added to the Water Quality Division in FY 2018. This additional staff will allow the Division to make progress on wastewater treatment system inspections on-site wastewater treatment systems. These inspections assist in maintain water quality and public healthy through guidance to citizens about maintenance and repair of these systems. (3.0 FTE, \$452,000)

HORIZON ISSUES

As large areas of the County are planned to never be served by municipal water service, further efforts will be needed to manage water quantity and quality. The Contaminated Groundwater and Well Outreach Program was created to address groundwater contaminants in private wells within some geographic locations within the County. This program will continue to focus on the best means to manage groundwater resources.

As a regular part of its business the Department tracks state bills and new laws and rules and participates in discussions at the State level. Some laws have potential to impact the County's budget, workloads, and service levels. Some can narrow policy options now available to local governments. It

Environmental Services

Summary of Services and Performance Measures

Service Area: Groundwater Management

Description: The Groundwater Management Section protects public health and safety through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, and abandonment of groundwater well systems for individual properties. In addition, the Groundwater Management Section is responsible for administering and enforcing the County's local ordinance related to well interference investigations. The Groundwater Management Section is also responsible for administering and enforcing the County's local Mobile Home Park ordinance in addition to performing assessments of well water and septic systems serving Migrant Housing facilities as required by the State. The Section also assists the Department with seasonal permitting and inspection of swimming pools. The Section continues to operate a groundwater level monitoring program in the Falls Lake Watershed.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of Groundwater Permit Applications	340	300	300	325
Output				
Number of Well Construction Inspections	758	620	650	700
Number of Private Well Samples(Not Associated with Permitting)	588	880	1,100	1,000
Number of Investigations/Consultations	271	320	300	300

Service Area: Wastewater Management

Description: The Wastewater Management Section protects the public health through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, operation, maintenance, abandonment, repair, and replacement of land-based wastewater disposal facilities for individual properties.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of Applications Submitted	847	1,000	1,100	1,100
Output				
Number of Final Operation Permits	1,038	1,100	1,150	1,150
Number of Complaint Responses	479	400	400	400
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	12	245	1,049	2,340
Efficiency				
Median Response Time for First Site Visit(days)	8	7	7	7
Effectiveness				
Percent of Systems Three Years Old and Properly Functioning	99	99	100	100

Environmental Services

Service Area: Watershed Management

Description: The Watershed Management Section protects water resources in Wake County through the enforcement of State laws and regulations and local ordinances related to stormwater management, floodplain management and erosion and sediment control. In addition, the Watershed Management Section is responsible for implementing a water quality monitoring program which is designed to (a) collect information and data to monitor the health and condition of Wake County's water resources; (b) analyze and quantify specific causes and sources of water resource problems; and (c) develop specific recommendations to solve and correct the identified problems. This section administers the County's Recreational Waters Program, monitors bacteria levels at public beaches and the closing of facilities when bacteria levels exceed recommended standards.

The Watershed Management Section has interlocal agreements with seven municipalities to implement their erosion and sedimentation control programs and interlocal agreements with the Towns of Rolesville, Wendell, and Zebulon to implement their stormwater management programs.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of Stormwater Permits Issued	27	32	32	32
Number of Single Family Residential Plans Submitted	37	37	37	37
Number of S&E Plans Submitted	122	140	140	140
Number of Stormwater Plans Submitted	46	53	53	53
Number of Flood Plans Submitted	6	10	10	10
Number of S&E Site Inspections	6,007	4,600	5,750	5,750
Number of Active S&E Projects	357	370	360	360
Number of Flood Certifications Submitted	204	220	220	220
Number of Land Disturbance(S&E) Permits Issued	108	115	122	122
Efficiency				
Number S&E Joint Inspections	95	250	250	250
Number Noncompliant S&E Inspections	1,222	1,000	1,000	1,000
Number S&E Inspection Reports	2,493	2,500	2,750	2,750
Number Stormwater Control Measure(SCM) Inspections	126	60	75	75
Number of Noncompliant SCM Inspections	39	12	12	12
Number S&E Plan Reviews > 30 Days	3	3		

Environmental Services

Service Area: Environmental Laboratory

Description: The Environmental Lab provides quick turn around on determinations for the presence of pathogens and other contaminants that may lead to public health hazards in the environment. The Lab works closely with other divisions within Environmental Services.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of Private Well Samples Analyzed for D# Permits	1,134	900	900	1,000
Number of Private Well Samples Analyzed for I# Permits	588	880	1,100	1,000
Number of Walk-in Samples Analyzed	898	900	1,000	1,000
Output				
Number of Private Well Sample Results Issued for D# Permits	1,134	900	900	1,000
Number of Private Well Sample Results Issued for I# Permits	588	880	1,100	1,000
Number of Well Sample Results Issued for Walk-in Customers	898	900	1,000	1,000
Number of Health Risk Evaluations Issued	797	750	800	800

Environmental Services

Division Summary - Animal Care, Control and Adoption Center

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	2,075,519	2,402,364	2,372,364	2,538,390
Contractual Services	196,165	197,344	227,344	214,424
Supplies, Materials and Other Charges	729,125	720,637	728,423	796,716
Capital Outlay	9,829	—	—	54,000
Expenditure Totals	\$ 3,010,638	3,320,345	3,328,131	3,603,530
Revenues:				
Charges For Services	362,223	419,000	419,000	375,000
Miscellaneous	19	—	—	—
Revenue Totals	\$ 362,243	419,000	419,000	375,000
Number of FTE's	40.00	41.00	41.00	45.00

DIVISION PURPOSE AND GOALS

The Animal Services Division consists of two sections: Animal Control and Animal Care and Adoption. The Animal Services Division is responsible for administering and enforcing State laws and regulations and local ordinances related to animal care and welfare. The Mission of the Wake County Animal Center is to make a difference for the animals and citizens of Wake County through education, adoption, enforcement and community partnership.

MAJOR ACCOMPLISHMENTS

Hosted Third Annual Animal Control Rabies Clinic with educational tables.

Educated the community about Trap-Neuter-Return (TNR) and promoting TNR throughout the areas of Wake County served.

Organized a coordinated response to handle a cruelty case that included Communications, Animal Control, Hazmat, the Fire Department, Vet Team, a Social Worker and Sheriff's Department.

Received two NACo Achievement Awards. One was for "Shelter Medicine Certificate Program: VetPAC."

The second was for "Novel Approaches to Animal Hoarding Cases."

Continued partnership with NC State College of Veterinary Medicine through hosting veterinary students for fourth year rotations in shelter medicine and hosting first through third year students for externships, continued support of the Student Chapter of the Association of Shelter Veterinarians as well as continued collaboration on various projects.

Worked with the national organization, the American Society for the Prevention of Cruelty to Animals (ASPCA) and assisted with their large scale hoarding case in Hoke County.

Held first Animal Services Day at the State Fairgrounds.

FY18 DISCUSSION

The Animal Services FY 2018 budget increased by \$283,185 from the prior year's adopted budget of \$3,320,345 which resulted from increased personnel costs, miscellaneous expenditure adjustments, and the addition of 2.0 Animal Control Officers.

Animal Control Officers provide service to citizens in the community by responding to complaints and responding to rabies/bite calls. Two Animal Control

Environmental Services

Officers are added to the Animal Services Division to effectively meet call volume and expand regular coverage hours. (2.00 FTE, \$239,000)

HORIZON ISSUES

Horizon issues for Animal Control include: Continue upgrading of dog boxes on Animal Control vehicles to comply with the North Carolina Animal Welfare Act. These upgrades will also improve service to Wake County citizens.

Continue training for Animal Control Officers through NACA (National Animal Control Association) and specialized training in animal hoarding and animal cruelty.

Continue community education to include rabies prevention, community cat management, and responsible pet ownership.

Completion of Interlocal Agreements with the eight municipalities serviced by Wake County Animal Control.

Continue developing ways to decrease euthanasia rate of feral cats which includes promoting community cat management in Wake County.

Continue improvement to enrichment of dogs and cats in the facility.

Environmental Services

Summary of Services and Performance Measures

Service Area: Animal Control

Description: The Animal Control Section is responsible for administering and enforcing State laws and regulations and the County's local ordinance related to public health and safety and animal care and welfare. State law and the County's local ordinance address such issues as rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, community cats, and at-large animals. The Animal Control Section is responsible for providing services in all jurisdictions of Wake County with the exception of the Town of Cary, Town of Garner, Town of Holly Springs, and City of Raleigh, which operate their own animal control programs. The Animal Control Section is also responsible for providing support to municipal law enforcement and emergency medical personnel in cases where animals must be seized or rescued to support the first-responders dispatched to an emergency.

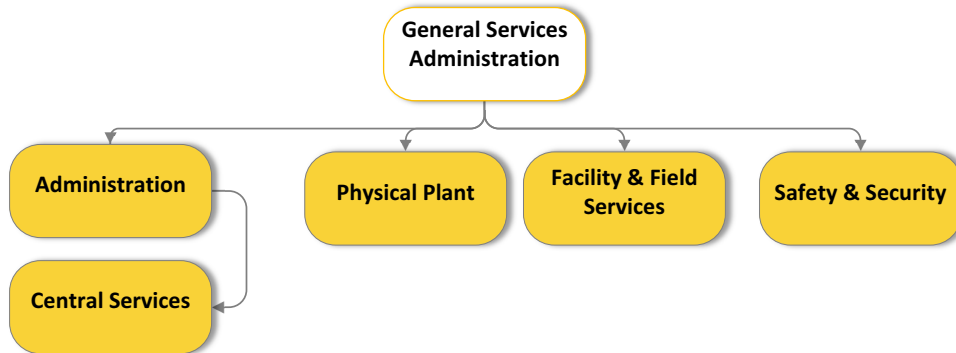
Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of Animal Service Calls	7,191	7,500	7,500	
Efficiency				
Number of Service Calls per Officer per year	1,027	1,071	1,071	

Service Area: Animal Care and Adoption

Description: The Animal Care and Adoption Section services are provided at the Wake County Animal Center. The Wake County Animal Center is an open admission animal shelter that accepts all seized, stray, quarantined, and surrendered animals in Wake County. The standard of care requirements for animals housed at the Wake County Animal Center are established and enforced by the North Carolina Department of Agriculture through the Animal Welfare Act. Wake County's authorization to operate the Wake County Animal Center is provided by the North Carolina Department of Agriculture through the issuance of a certificate of registration, which is valid for one year and renewable on an annual basis.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Intake of Animals	10,904	10,700	10,700	
Output				
Number of Animals Adopted	3,678	4,000	4,000	
Number of Animals Reclaimed	1,338	1,350	1,350	
Number of Animals Transferred	2,938	2,900	2,900	
Number of Animals Euthanized	2,576	2,250	2,250	
Effectiveness				
Adoption Percentage Rate	34	37	37	
Reclaim Percentage Rate	12	13	13	
Transfer Percentage Rate	27	27	27	
% of required euthanizations (by Ord or Animal Health)	15	15	15	
% of non-required euthanizations	8	6	6	

General Services Administration



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	8,495,453	9,127,261	9,127,261	9,698,361
Contractual Services		5,532,899	5,656,932	6,060,330	5,930,178
Supplies, Materials and Other Charges		12,616,077	12,830,464	12,782,995	12,727,040
Capital Outlay		126,666	49,069	423,801	49,069
Debt		15,002	8,964	8,964	8,964
Expenditure Totals	\$	26,786,097	27,672,690	28,403,351	28,413,612
Revenues:					
Charges For Services	\$	2,539,517	2,500,787	2,500,787	2,610,798
Miscellaneous		83,162	42,500	42,500	40,500
Revenue Totals	\$	2,622,679	2,543,287	2,543,287	2,651,298
Number of FTE's		126.00	126.00	126.00	126.00

DEPARTMENT PURPOSE AND GOALS

The General Services Administration (GSA) manages County owned and leased facilities, the County fleet, provides criminal justice support, Safety & Security, and supports a number of General Government business units. GSA is dedicated to insuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to assigned business units. The department is organized into six major service delivery divisions: (1) Administration, (2) Central Services, (3) Facility and Field Services, (4) Fleet Services, (5) Physical Plant and (6) Safety and Security. These service organizations support the four core businesses: facility management, fleet

management, general government, criminal justice support and one core process (safety and security). Additionally, these four core businesses and one core process are comprised of 26 discreet strategic business units. A business unit is a component of the department that is large enough to have its own well-defined market, customer base and requires dedicated resources. Business units also have unique policies and business plans with strategies for accomplishing established goals.

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,

General Services Administration

financial and material) across organizational reporting lines to advance its core businesses. GSA has found the matrix model to be efficient, measurable, and a proven method for providing timely, cost effective service delivery while ensuring infrastructure, asset integrity, and emergency response. Reducing risk to County employees and citizens, maintaining the County's facility portfolio and fleet assets, and ensuring the efficient delivery of general government and court operations through excellence in service are the department's highest priorities.

Business unit direction is developed through the individual workgroup's policies and business plans and the department's most significant documents, the Corporate Facility Plan, the Facility Use Policy, the Safety, Security, and Loss Prevention Manual, the Parking Policy, and the Corporate Fleet Plan. These plans were developed with the purpose to increase competition (approximately 67 percent of the GSA budget is outsourced), to improve performance and measurement, and to provide quality, reliable, cost effective facility and fleet services to the County. General Government and Criminal Justice Support services are defined solely by business plans and are generally specialized. Safety and Security is policy driven and represents a Countywide process. All plans are reviewed no less than annually to adapt to the changing business environment, to understand cost, all while providing quality, efficient service. These Corporate Plans and Policies represent GSA's commitment to the idea that effective management and communication are important.

FY18 DISCUSSION

The General Services Administration (GSA) budget increased from the prior year Adopted Budget because of various personnel and operating adjustments, offset by reductions in the utility rate, security contract increases, and life and safety permit expansions.

GSA will provide services to the new EMS Wendell Main station through several of its divisions. Services will include facility maintenance, exterior maintenance, security, utilities, and housekeeping services. (\$20,000)

General Services Administration

Division Summary - Administration / Support

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	990,979	1,068,671	1,295,255	1,215,810
Contractual Services	506,489	377,431	628,514	477,431
Supplies, Materials and Other Charges	116,452	198,257	203,257	219,610
Capital Outlay	25,450	–	3,427	–
Debt	8,340	8,964	8,964	8,964
Expenditure Totals	\$ 1,647,709	1,653,323	2,139,417	1,921,815
Number of FTE's	13.00	13.00	13.00	13.00

DIVISION PURPOSE AND GOALS

The GSA Administrative Division ensures standard work processes are applied to uncommon business environments (detention, health care, courts, etc.). Department administration, portfolio management, business and technology planning, and system administration of GSA's various engineering control, facility and fleet systems are managed by this division.

The Portfolio Team oversees the county space inventory and administers all county moves. Administration pays, manages, and/or charges back all utility accounts. The department call center and corporate technologies are supported in this division: work order system, CAFM/CAD, VFA, fleet information and parking systems, digital signage, audio visual systems, fuel systems, and BMS/ SCADA are managed by this division. Additionally, corporate and detention security systems (access control, digital video, intercom, etc.) and judicial video systems (first appearance, video visitation) are supported by this division. The department head discharges court liaison responsibilities for the County, staffs the Citizens' Energy Advisory Commission, and serves as ADA Coordinator.

The Administration Division provides a corporate framework that captures, uses, and manages critical information about facility management, fleet management, criminal justice, and general government core businesses and its core process of safety and security. Services include portfolio

management, utility management, life safety and environmental, criminal justice support (to Superior and District Courts, District Attorney, Clerk of Court, Sheriff, CCBI, and Public Defender), detention security support, and facility alterations, major repair and replacement coordination. Facility leases are also managed by this division. In addition to the staffed Administration division, the group manages several non-staffed divisions within the department that have significant funds expended, but no dedicated FTEs. These areas include:

Court Facility Operations: provides criminal justice support to the 10th Judicial District and related agencies through administration, facilities, furnishings, statutes, data cabling, special systems, and courthouse and detention electronic security support. Court facility revenues are in this account.

Utilities: provides a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save public funds. Wake County utility bill processing is paperless and has used an internet service bureau to receive and pay bills electronically, since 1998. In FY 2012, all utilities of buildings solely occupied by a single department are charged back to that department.

County Building Agreements: provides for corporate management and an information repository for leases, regardless of funding source.

General Services Administration

MAJOR ACCOMPLISHMENTS

Analyzed existing and future countywide space vacancy. Data used in the planning for departmental space, for the closure and partial closure of County buildings, and in support of Master Plans for county departments.

Continued to support the placement and facility needs of Behavioral Health providers in Wake County facilities.

Continued implementation of restack plan for the entire Wake County Office Building, which reallocates vacant spaces based on demonstrated departmental needs and renovation plans.

Continued to leverage electronic learning to train County employees on GSA policies and procedures, including the revised Safety, Security, and Loss Prevention Manual.

Led efforts to update the Wake County Energy Design Guidelines, which is a Board Goal and initiative, by partnering with Wake County Public Schools and Wake Technical Community College.

Staffed the Citizens' Energy Advisory Commission.

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.

Participating in the Facility Condition Assessment process, along with Facilities, Design and Construction Department, to review the County's portfolio and the existing condition of its infrastructure, finishes and systems.

Participated with Facilities, Design and Construction on the Human Services Master Plan, to include Human Services and its community partners.

FY18 DISCUSSION

The FY 2018 budget increased by a net of \$268,000 for the annualization of prior year performance pay adjustments and benefit costs, as well as a decrease in

the anticipated lapse salary within this function from \$252,000 to \$200,000.

In realigning the base budget to reflect planned contract expenditures, \$100,000 was moved from another division within GSA to the Administration and Operations Division.

HORIZON ISSUES

Maintain an agile complement of staff and contractors to ensure the safety and integrity of Wake County Facilities and Fleet.

Digitize the County building plans library. Include as-built drawing sets, operations and maintenance manuals, specifications, shop drawings, and facility documents and warranties in a document management, archiving and retrieval library.

Provide field staff with a connected user interface that possesses all required business tools to enhance customer service and accountability.

Manage significant multi-year improvements to the Wake County Office Building.

Continue to collaborate with Board of Elections in developing a long-term space plan that provides suitable space to the election process.

General Services Administration

Summary of Services and Performance Measures

Service Area: Portfolio Management

Description: To provide a corporate framework that captures, uses, and manages critical facility information. To allocate resources, optimize business value, and provide a healthy work environment that encourages organizational production. Portfolio Management maintains the strategic alignment between GSA and the mission and goals of the County by deliberately maintaining central business and technology functions while delivering those functions to the operating divisions for production.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Rentable square footage managed	4,097,495	4,160,865	4,172,318	
Gross square footage managed	4,783,365	4,850,071	4,862,126	

General Services Administration

Division Summary - Physical Plant

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	4,295,190	4,456,540	4,324,197	4,582,332
Contractual Services	90,019	538,419	538,419	538,419
Supplies, Materials and Other Charges	3,251,497	2,983,923	3,106,092	3,096,965
Capital Outlay	35,112	–	128,142	–
Expenditure Totals	\$ 7,671,818	7,978,882	8,096,850	8,217,716
Revenues:				
Charges For Services	7,507	7,500	7,500	7,500
Miscellaneous	641	–	–	–
Revenue Totals	\$ 8,148	7,500	7,500	7,500
Number of FTE's	66.00	66.00	66.00	66.00

DIVISION PURPOSE AND GOALS

The Physical Plant Division provides overall facility maintenance to maintain Wake County's facility building assets, life safety systems and infrastructure. The end result is to maximize County staff productivity by providing safe, efficient and reliable working environments within the building envelopes through the use of technology, exceptional customer service, and professional staffing.

Physical Plant Division provides facility management and general government services. Services include engineering, mechanical, electrical, general maintenance, and plumbing/piping trades; Ponderosa, Life Safety/Environmental, and Alterations/Renovations and Repair and Replacement.

Life Safety/Environmental: Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches as well as the monthly check of fire extinguishers, exit lights and Automated Electronic Defibrillators (AEDs) are funded here and overseen by operating divisions in GSA. Environmental testing and remediation is also funded from this source.

MAJOR ACCOMPLISHMENTS

Supported Energy Management efforts with dedicated Facility Engineer, who oversees the energy portfolio; utilities database & analysis; sustainability efforts and recommends metrics i.e. Energy Use Intensity (EUI) for trending utilities across the County's portfolio.

FY18 DISCUSSION

The FY 2018 budget increased over the prior year budget by \$126,000 for increases in annualizing personnel performance pay and benefit adjustments made in prior years.

HORIZON ISSUES

Managing and adapting to the changing environmental permitting and life safe testing requirements.

Continue refining cost and resource reporting to the building level to improve efficiencies using GSA's work order system - MAXIMO.

Upgrade and refine building management and Supervisory Control and Data Acquisition (SCADA) technologies to gain efficiencies and effectiveness.

General Services Administration

Summary of Services and Performance Measures

Service Area: Life Safety/Environmental

Description: To insure that critical and often complex multi-building life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio. Life Safety systems are the highest priority but require utilities and facility management.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of facilities with SCADA controls (MOSCAD)	54	55	56	
Effectiveness				
Percentage of facilities free of regulatory violations	99	99	99	

General Services Administration

Division Summary - Central Services

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	402,754	516,511	502,475	529,050
Contractual Services	755,223	547,045	550,391	552,803
Supplies, Materials and Other Charges	(187,563)	(224,945)	(210,545)	(235,858)
Capital Outlay	22,818	–	36,447	–
Debt	6,662	–	–	–
Expenditure Totals	\$ 999,893	838,611	878,768	845,995
Revenues:				
Charges For Services	64,020	73,000	73,000	63,000
Miscellaneous	78,360	38,000	38,000	36,000
Revenue Totals	\$ 142,380	111,000	111,000	99,000
Number of FTE's	7.00	7.00	7.00	7.00

DIVISION PURPOSE AND GOALS

Central Services Division provides multiple facility management, general government, and criminal justice support business services including, surplus property management, mail and courier, move management, and corporate audio visual maintenance and oversight.

MAJOR ACCOMPLISHMENTS

Renovation related moves:

Emergency Services Education Center - Relocated EMS and Emergency Management from Bannister and Commons Building to new location;

WCOB Restack;

Moved Monarch & Fellowship during construction of life safety system improvements;

Millbrook - Moved all offices for finishes upgrade and the construction of a new clinic;

Cameron Village Library - moved all contents, including shelving and books, offices, and equipment for finishes upgrades.

FY18 DISCUSSION

The FY 2018 budget increased \$7,400 over the prior year Adopted Budget, primarily for the annualization of prior year performance pay and benefits.

HORIZON ISSUES

Implement succession plan for division and coordinate strategies for service delivery by realigning staff duties and leveraging contractors.

General Services Administration

Summary of Services and Performance Measures

Service Area: Mail & Courier

Description: The Mail Center serves as an agent of the US Postal Service and serves Wake County departments and its tenants. The GSA mail center strives for 100% accuracy in sorting; distributing and mailing all in/out bound mail for the County. Mail is metered for all outgoing US mail using the most economical methods of mailing including pre-sort services.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Pieces of mail processed	685,881	683,750	680,000	

General Services Administration

Division Summary - Safety and Security

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	990,594	975,126	963,096	1,131,573
Contractual Services	2,983,228	2,996,468	3,010,651	3,158,370
Supplies, Materials and Other Charges	(593,102)	(605,666)	(585,867)	(812,775)
Capital Outlay	–	22,759	62,773	22,759
Expenditure Totals	\$ 3,380,720	3,388,687	3,450,653	3,499,927
Revenues:				
Miscellaneous	1,365	1,500	1,500	1,500
Revenue Totals	\$ 1,365	1,500	1,500	1,500
Number of FTE's	6.00	6.00	6.00	6.00

DIVISION PURPOSE AND GOALS

The Safety and Security Division is comprised of two business units: corporate and court security, and occupational safety. Safety & Security is a corporate service that is positioned to implement safety and security procedures and physical security safeguards needed to reduce risk for County personnel, visitors and assets within County facilities. Safety and Security Division provides facility management and criminal justice support business services. Services include: support and implementation of the Safety, Security, and Loss Prevention Manual, support to county risk team, contract security, life safety, electronic security-CCTV, card access, fire and intrusion alarms, duress alarms, photo ID employee badging, incident report management and tracking, key and hardware program for Corporate and Detention Security. Conduct training classes for County employees on security and safety related topics (Active Shooter, Personal Safety, Work Place Violence, Emergency situations, Electronic Security Systems, etc.). The County Safety Coordinator and corporate safety program operate in this division. The Safety Coordinator assists with creating and updating each facility's Emergency Action Plan, while also facilitating and/or providing required safety training.

MAJOR ACCOMPLISHMENTS

Managed the continuous updating and staff awareness of Safety, Security, & Loss Prevention Policy: Updated the Wake County Driving Privilege Procedure.

Maintained an average screener score above County standards for the Courthouse, Justice Center, and WDCS Screeners (County standard is 92%-95%). On average, screened 139,230 bags per month, over 1.6 million bags annually and detected over 8,339 weapons and contraband at the Courthouse, Justice Center, and Wake County Detention Center X-ray machines.

Conducted electronic security system improvements or installations at the following facilities: Emergency Services Education Center; Middle Creek Library; Wake County Office Building-Data Center and Emergency Operations Center; GSA Admin building; Human Services Wake House; Human Services Eastern Regional Center; Human Services Northern Regional Center.

Investigated and answered three OSHA complaints; two are finalized and one is still under review.

Issued 21 Trespasses effective throughout County facilities. Reviewed 13 requests for Trespass Appeal or modification.

General Services Administration

FY18 DISCUSSION

Contract Security services are provided by Universal Protection Services (UPS). The contract contains a 3% contract escalation in FY 2018, which is included in the FY 2018 budget as an expansion request. (\$86,387)

HORIZON ISSUES

Cost of Claims & Preventable Injuries - Work with the Risk Team to reduce claims and costs. Increase training to reduce slip, trip and fall incidents.

Security Incident Trends - Collaborate with Wake County departments to improve the safety and security culture and incident reporting.

Prepare for security and safety hazards that may occur from population growth of Wake County.

Implement the replacement of the video management system for corporate and detention facilities.

Adjust staffing levels to manage facility and inventory growth.

General Services Administration

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of security incident reports investigated	2,215	1,746	1,700	
Number of seized weapons and/or contraband	7,203	6,485	6,100	
Number of access card holders in system	31,337	32,500	33,500	
Number Trained in Safety & Security Instructor Led Classes	2,245	700	2,100	
Number Trained in Safety & Security Online Classes	30	2,100	2,500	

General Services Administration

Division Summary - Criminal Justice/General Government

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Contractual Services	365,266	260,014	301,734	260,014
Supplies, Materials and Other Charges	491,460	787,494	600,598	687,494
Capital Outlay	25,016	4,750	134,124	4,750
Expenditure Totals	\$ 881,742	1,052,258	1,036,456	952,258
Revenues:				
Charges For Services	2,173,504	2,157,287	2,157,287	2,275,749
Revenue Totals	\$ 2,173,504	2,157,287	2,157,287	2,275,749
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Criminal Justice Support: The provision of mandated and additional support to the courts and detention. The GSA administrator chairs the Court Space committee and sponsors the Criminal Justice Operations Committee; and is the County's liaison to the 10th Judicial District of the NC General Court of Justice. This service provides mandated support (space and furnishings) plus court security role in support of the Sheriff, detention electronic security, and detention and court video solutions.

Parking Management: To provide parking in the downtown central business district to the public, jurors, and county employees. GSA is responsible for administering and updating the County's parking policy and managing parking assignments in both private and public parking decks. GSA manages the contractor who oversees the public parking deck. This deck has multiple revenue sources, including special events, monthly and leased rates. Wake County also has an agreement with the privately owned L-Building. GSA will continue to evaluate the operational impact of tenant parking for this mixed use development, while serving the needs of its customers.

MAJOR ACCOMPLISHMENTS

For more than a decade Wake County has regularly updated the key statistics that determine staffing

levels and space requirements for the courts and detention facilities. Since the comprehensive Wake County Criminal Justice Facilities Master Plan was developed in 1998, the relevant latest updates/studies prepared include a Criminal Justice Facilities Master Plan Update in 2005 and 2007 and a Hammond Road Jail Program in 2007. GSA is leading a comprehensive review of these documents by updating the Long-Term Jail and the Judicial Projections. This process will allow the County to plan space needs through 2030.

GSA began to transition the monitoring of the Jail Alternatives Program contracts (Free the People, Electronic Monitoring, and Pre-Trial Release Services) from Public Safety to GSA, including review of the performance metrics and the organizations' annual budget request.

The Wake County Public Parking Deck Revenue and Access Control System replacement was completed. The transition was completed within a two week timeframe without any service interruption to customers. The new system is more reliable, providing access to data for parking management that was not available previously. It allows electronic voucher management, added ingress and egress opportunities to increase deck traffic flow through vouchers and transponders, and improved event management.

General Services Administration

FY18 DISCUSSION

The budget decreases from the prior year adopted budget by \$100,000 in Electronic Security services. The budget was re-aligned to move the money to GSA Administration to fund a report writing contractor that has historically been in the department's budget, but not correctly allocated.

HORIZON ISSUES

With the new Parking Deck Revenue and Access Control System, GSA will continue to evaluate new technology options with the goal of optimizing the utilization of the public parking deck, remaining competitive with parking rates and striving for improved customer service.

Evaluate impact of Criminal Justice Facilities Master Plan Update on long-term facility needs for the County. Continue updating Jail and Court data and compare against long-term projections.

GSA will monitor the Jail Alternatives Program vendors to improve data recordation, support, analysis, and transparency; to evaluate overall effectiveness of the program; and to develop business continuity plans.

General Services Administration

Division Summary - Facility and Field Services

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	1,815,937	2,110,414	2,042,238	2,239,596
Contractual Services	714,520	833,708	926,774	839,294
Supplies, Materials and Other Charges	3,985,045	4,230,510	4,231,379	4,278,771
Capital Outlay	18,270	21,560	58,888	21,560
Expenditure Totals	\$ 6,533,772	7,196,192	7,259,279	7,379,221
Revenues:				
Miscellaneous	2,796	3,000	3,000	3,000
Revenue Totals	\$ 2,796	3,000	3,000	3,000
Number of FTE's	34.00	34.00	34.00	34.00

DIVISION PURPOSE AND GOALS

Facility & Field Services Division provides facility management and general government services for Wake County facilities. Service delivery includes housekeeping, pest control, recycling, vending, window washing, solid waste disposal, bio-hazard waste, landscape and hard surface maintenance, horticulture, exterior construction, 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 Imax/Marbles, Mudcats, WCPSS, and NCSU.

MAJOR ACCOMPLISHMENTS

Worked with Facilities, Design and Construction to accomplish major repairs to the outlet structures at Crabtree Creek Flood Control site #18 and #20A. Repairs to Flood Control sites #2, #3 and #5A are currently under design with anticipated completion in FY18. The annual inspections at all 10 flood control sites were completed in cooperation with NRCS officials.

Continued to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to improve the overall conditions and maintenance at the 14 school parks. To date, 430 work orders have been generated within GSA in response to school park needs. A combined work group of Wake County and WCPSS members are actively engaged in reviewing the JUAs for the School Parks system. The team effort has inventoried the school park system at a total of 36 school parks with 14 parks supported by Wake County.

Sign Graphics continued to bring signage in existing buildings (as renovations occur) and all newly constructed buildings up to the new 2010 ADA Signage standards.

Replaced 12 Welcome To Wake County signs on major highways coming into Wake County.

Replaced 32 signs at the Wake County Office Park to improve the overall appearance and way finding on the campus.

Replacing 88 general building and room signs at Five County Stadium to meet current ADA sign requirements and improve the overall appearance of the facility.

General Services Administration

Extended facility services to two new facilities: Emergency Services Education Center (70,000 SF) and Middle Creek Library (8,755 SF).

Major projects completed include:

Conducted major asphalt assessments at seven Wake County facilities and Asphalt seal coating and striping completed at eight Wake County facilities;

Low profile ADA boat dock installed at Lake Crabtree along with FD&C;

Completed upgrades to the radio tower structure on the Public Safety Center; and

Completed the close out of the underground storage tank remediation and monitoring well abandonment at the Fire Training Center.

FY18 DISCUSSION

The FY 2018 budget increases from the prior year adopted budget for the annualization of personnel expenditures, as well as the opening of the EMS Wendell Main station.

HORIZON ISSUES

Continue to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to complete the updating of all JUAs covering the school parks maintained by Wake County.

Continue to develop and expand an assessment program for radio towers, bridges and other civil structures within the Wake County portfolio.

Install data telemetry units at all 10 flood control sites to provide real time data to the Emergency Operations Center during flood events to improve the notification process for the safety of the general public.

General Services Administration

Summary of Services and Performance Measures

Service Area: Housekeeping

Description: Housekeeping is positioned to provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within county facilities. Housekeeping consists of routine janitorial services, floor care, pest control and window washing services. Oversees vending operations offered throughout county facilities.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Cleanable square footage maintained	2,774,913	2,817,897	2,825,060	

Service Area: Road Name Signs

Description: The Road Name Sign program fabricates, installs and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal ETJs (not corporate limits) except for Raleigh, Cary, and Wake Forest. Road Name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of road name signs new/replaced	1,688	2,043	2,000	

General Services Administration

Division Summary - Utilities

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Contractual Services	118,154	103,847	103,847	103,847
Supplies, Materials and Other Charges	5,552,288	5,400,123	5,377,313	5,432,065
Expenditure Totals	\$ 5,670,442	5,503,970	5,481,160	5,535,912
Revenues:				
Revenue Totals	\$ -	-	-	-
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an internet service bureau to receive and pay bills electronically, since 1998.

MAJOR ACCOMPLISHMENTS

Initiated a systematic review of historical energy usage of all Wake County facilities by examining prior utility bills to develop Energy Use Intensity (EUI) per building and type.

Developed a procedure to standardize calculation of EUI for use in trend analysis of past Energy Conservation Measures (ECMs) and benchmark for evaluation of future ECMs.

Initiated an update of the 2004 Energy Design Guidelines which focuses on increasing the energy efficiency of building design. In this revision, Wake Technical Community College has joined Wake County Government and Wake County Public School System to form a partnership nicknamed Wake3. This partnership has held review meeting to focus on altering the guideline to increase the efficiency of new and renovated buildings.

Continued to serve as staff the Citizens' Energy Advisory Commission, where GSA supported the Commission's efforts on the 22nd Energy Camp for 40 rising 6th graders.

FY18 DISCUSSION

The budget decreased from the prior year adopted budget by \$111,000 countywide, from the reduction in electric utility rates. The impact on the Utilities division, net of chargebacks, is \$32,000.

HORIZON ISSUES

Establish sustainable energy goals and operation parameters.

Continue to explore alternative and sustainable technologies to future reduce and offset energy consumption of building systems in new and existing buildings.

General Services Administration

Summary of Services and Performance Measures

Service Area: Utility Management

Description: To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. The critical information is collected for historical energy use, providing the Energy Manager baseline information for analysis.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of buildings with corporate recycling	45	47	48	
Number of facilities with building control systems	48	49	50	

General Services Administration

Division Summary - County Building Agreements

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Supplies, Materials and Other Charges	–	60,768	60,768	60,768
Expenditure Totals	\$ –	60,768	60,768	60,768
Revenues:				
Charges For Services	294,486	263,000	263,000	264,549
Revenue Totals	\$ 294,486	263,000	263,000	264,549
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate account or repository for facility leases where the County is the lessor or the lessee in order to optimize public funding of private sector space and to leverage this space to meet the business unit needs while allocating resources in the most prudent manner. Leased space management is a Portfolio Management function.

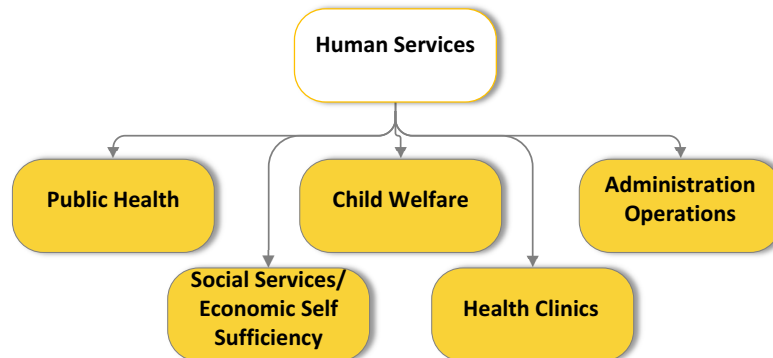
MAJOR ACCOMPLISHMENTS

In FY 2017, the County began a new 15 year lease for the Wake County Emergency Services Education Center. This facility serves as a training center and warehouse for EMS, Fire Services, and Emergency Management. GSA will be responsible for maintaining the facility.

FY18 DISCUSSION

The budget maintained level funding from prior year budget.

Human Services



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	94,248,446	103,631,092	103,390,046	105,562,703
Contractual Services		79,814,877	85,518,890	85,822,972	60,645,243
Supplies, Materials and Other Charges		12,263,203	13,793,413	14,207,311	14,847,520
Capital Outlay		57,034	—	210,817	—
Budget Reserves		—	9,250	231,282	3,345
Transfers Out		265,000	—	—	—
Expenditure Totals	\$	186,648,560	202,952,645	203,862,428	181,058,811
Revenues:					
Federal	\$	11,450,462	11,383,195	11,573,140	11,753,001
State		81,073,174	77,688,182	77,533,875	78,950,408
Local		2,009,512	2,011,850	2,061,850	11,850
Charges For Services		14,565,490	15,004,954	15,144,316	15,144,482
Miscellaneous		29,896	9,269	9,269	9,269
Other Financing Sources		—	—	400,000	—
Transfers		—	—	—	316,580
Revenue Totals	\$	109,128,534	106,097,450	106,722,450	106,185,590
Number of FTE's		1,547.80	1,578.29	1,580.30	1,608.37

DEPARTMENT PURPOSE AND GOALS

The Mission of Wake County Human Services is to facilitate full access to high quality and effective health and human services for Wake County residents in partnership with the community. The Department's Vision is for Wake County to be one of

the healthiest places to live and all residents will have opportunities to improve their lives

Wake County Human Services is dedicated to providing public health, social services, housing and transportation services to over 150,000 people a year. The Department serves as an agent of the State of

Human Services

North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, housing, transportation and other human services in over 14 locations throughout Wake County.

The Agency's goal is to promote and support health and well-being and build human capital. Wake County Human Services reaches each and every person in Wake County, including all residents during pandemic outbreaks or weather emergencies, those needing prevention services such as immunizations or flu shots, low income households in need of economic self-sufficiency assistance, children or seniors who are at risk of abuse or neglect, those who are homeless or in need of housing assistance, and at risk youth. And in keeping with the Mission Statement, WCHS works with over 1,000 partner agencies to improve the quality of life of individuals and families.

MAJOR ACCOMPLISHMENTS

Implemented the WCHS Long Term Service and Facilities Plan contract to identify improvements to the service delivery process and outline potential occupancy scenarios that align with the community's projected service delivery needs.

Medicaid and Food and Nutrition programs have eliminated the recertification backlog that occurred when the NCFast system was implemented. Staff are now working in the current month and clients are receiving their benefits on time.

An additional location for prenatal services opened October 24, 2016 at the Millbrook Human Services site. It is anticipated that the location will serve an additional 2,652 patients. The prenatal clinic at Sunnybrook has extended their evening hours Monday-Thursday.

Wake County Human Services was the first health department in NC to install a Prescription Medication Drop Box, located at the Public Health Building. WCHS Public Health and the Wake Sheriff's Office co-sponsored Human Services' first-time Operation Medicine Drop event,

generating the collection of 28,377 pills (controlled and non-controlled) with a street value of \$54,162.00.

Established an information sharing process with WakeMed, which enables sharing of patient and electronic medical records. This is of particular importance for our prenatal patients that go to WakeMed for delivery. This improves coordination and quality of care through provider access to real time health information.

Safely reduced the number of children in foster care from 779 in October of 2015 to 714 at the end of FY16.

FY18 DISCUSSION

The Human Services budget decreased from \$202.95 million in the prior year's adopted budget to \$181.06 million, a decrease of \$21.89 million due to the Behavioral Health MCO Division's move out of Human Services. The Human Services Budget is proposed to increase revenues by \$88,000. The Human Services Budget is proposed to increase by 28.07 FTEs to support increases in work caseloads and bring staffing levels in line with state recommendations and other mandates.

Meeting quality and timeliness standards in the NCFast work environment has increased the need for staff training, technology support, and just-in-time training that addresses common errors identified through our internal tools (Business Intelligence and Quality Assurance Team) and our external audits.

Child Care Subsidy and Energy Assistance programs will be added to NCFast in the spring of 2017. It is unknown whether there will be further delays in these rollouts and if there will be issues with system performance and the issuing of payments to Child Care providers. NC FAST for Child Welfare will be implemented in 2017 and 2018.

New federal legislation, Every Student Succeeds Act, has stringent requirements to hold public schools and custodial agencies accountable for the academic success of children in foster care. If it is in the best interest of the child to remain in a school when there

Human Services

is a change in placement, the school system and or the agency must pay for transportation.

Medicaid waiver to change from a fee for service model to a capitated managed care approach.

Medicaid applications continue to increase significantly during the Affordable Care Act open enrollment period each year. It is difficult to maintain the timely processing of applications after the number spikes during this period.

Communicable Disease program has chronically been out of compliance with the State's mandate of identifying, contacting, investigating, treating diseases, and inputting data into the North Carolina Electronic Disease Surveillance System (NCDSS) per requirements. Currently there is a back log of 678 STDs with 325 or 48% over 30 days old, as well as a back log of general communicable disease cases of 534, with 459 of those being Hepatitis.

STD's are a current issue with syphilis cases at a 20 year high. Increasing trends in co-morbidity with HIV and syphilis are also alarming. In Wake County, 45.6% of those with syphilis also have HIV. Of the other reportable STDs, chlamydia continues to be the disease with the highest morbidity in Wake County, with Gonorrhea a close second. There were 3,897 chlamydia cases and 1,131 cases of gonorrhea in 2016. In 2016, there were 255 Syphilis cases and 152 HIV cases.

Total agency FTEs have increased by 15% since 2014 for direct services. There is a need to increase staffing capacity for support roles and functionalities, included human resources and information services.

HORIZON ISSUES

Child Care Subsidy and Energy Assistance programs will be added to NCFast in the spring of 2017. It is unknown whether there will be further delays in these rollouts and if there will be issues with system performance and the issuing of payments to Child Care providers

The future direction of the Medicaid program and the effect of federal proposals on Medicaid beneficiaries and County Services is unknown. In addition, State DHHS is in the process of requesting a

Human Services

Division Summary - Social Services Economic Self Sufficiency

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	29,896,053	33,539,687	33,473,683	33,345,905
Contractual Services	45,335,031	45,328,452	44,532,193	44,876,260
Supplies, Materials and Other Charges	2,231,788	2,868,344	3,357,547	3,310,390
Capital Outlay	15,171	—	—	—
Expenditure Totals	\$ 77,478,042	81,736,483	81,363,423	81,532,555
Revenues:				
Federal	792,856	712,420	712,420	712,420
State	62,618,069	60,244,240	59,848,246	62,002,234
Charges For Services	890,049	894,145	894,145	894,145
Miscellaneous	(96)	—	—	—
Revenue Totals	\$ 64,300,878	61,850,805	61,454,811	63,608,799
Number of FTE's	561.00	567.00	566.00	568.00

DIVISION PURPOSE AND GOALS

Purpose: The Economic Self Sufficiency Division seeks to build human capital and enhance the ability of families and individuals to become self-sufficient to the greatest extent possible.

Goals: The primary goals of this division are to promote and support personal responsibility; provide time-limited public assistance; provide energy and food assistance; offer access to health care; establish and enforce child support obligations; maximize individual capacity to secure employment; and assist older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

The Division is comprised of programs including Child Support Services, Family Medicaid, Food and Nutrition Services, Program and Staff Development, Energy Programs, Vocational Services, and Work First. The Division also includes Adult Services Programs including Adult Protective Services, Adult Guardianship, Adult Medicaid, and Adult and Community Services. Adult Protective Services investigates complaints of abuse, neglect and exploitation of disabled adults.

MAJOR ACCOMPLISHMENTS

Adult Protective Services had a 45% increase in the number of reports screened for evaluation from 266 to 383. This increase helped ensure that the program is protecting more adults who are disabled and are being abused, neglected or exploited.

Medicaid and Food and Nutrition programs eliminated the recertification backlog that occurred when the NCFAS system was implemented. Staff are now working in the current month and clients are receiving their benefits on time.

The Child Support unit collected \$4 million benefiting more than 21,373 families.

Energy Assistance expended 100% of the Crisis funding allocation, processing 19,429 applications.

All Child Care Subsidy dollars were spent, serving 7,736 families.

Vocational/Employment Services rolled out a new initiative of monthly job fairs with multiple employers. The first event was held in September with over 10 employers and 160 job seekers attending.

Human Services

Since November 2016, Wake County has consistently met or exceeded the 95% timeliness standard for Food and Nutrition Services applications.

FY18 DISCUSSION

The Economic Self-Sufficiency Division's FY 2018 budget decreased by \$200,000 compared to the prior year.

The Economic Self-Sufficiency Division will receive 1.00 additional FTE for Adult Protective Services in FY 2018. This position will reduce the supervisor-to-staff ratio from 1:11 to 1:8 in Senior and Adult Services to ensure capacity for case consultation, case monitoring, and staff accountability. (1.00 FTE, 79,303)

Economic Self-Sufficiency will increase to receive 1 additional FTE in FY 2018 for an Energy Assistance Customer Service Representative. This FTE will provide front desk support for the 50% increase in energy assistance applications from FY 2012 to FY 2016. Wake County will add 800 new water bill assistance clients in FY 2018. (1.00 FTE, 47,968)

HORIZON ISSUES

As the elderly population continues to grow rapidly, there is an increasing demand on the existing resources and services. There are already long waiting lists for services that assist individuals to remain independent. Increasingly, the senior population will be looking for new ways to age in place with appropriate supports.

The future direction of the Medicaid program and the effect of federal proposals on Medicaid beneficiaries and County Services is unknown. In addition, State DHHS is in the process of requesting a Medicaid waiver to change from a fee for service model to a capitated managed care approach.

Continued growth in the Wake County population impacts all mandated programs, which require that all eligible individuals are served in a timely manner.

Human Services

Summary of Services and Performance Measures

Service Area: Children Medicaid

Description: Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the FPL, and family planning services to low income adults.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total number of family Medicaid recipients	65,627	67,000	69,000	
Effectiveness				
% of Family and Children Medicaid applications processed timely		90	90	90
% of Family and Children's Medicaid recertification's processed timely		97	97	97

Service Area: Medicaid, Food Stamps and Special Assistance for Older Adult

Description: Includes Medicaid, Special Assistance, (a program which helps pay for the cost of care in an adult care home/assisted living facility), and Food Stamps for senior and disabled adults.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total number of adult Medicaid recipients	32,558	33,000	34,000	
Effectiveness				
% of Adult Medicaid applications completed timely		90	90	90
% of Adult Medicaid Reviews completed timely		97	97	97

Service Area: Adult Protective Services

Description: Accept calls for information and referral and/or evaluates reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
% of clients in safe/affordable housing	96	95	95	100
% of screened in reports of abuse, neglect, and/or exploitation initiated within 72 hours		80	90	100
Effectiveness				
% of evaluations and case decisions will be completed within 30/45 days of first contact.		90	95	100
% of screened in reports alleging danger of death initiated immediately	100	100	100	100

Human Services

Service Area: Food & Nutrition (General Food Stamps Program)

Description: Food Assistance (food stamps) supplements the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total number of cases or households receiving benefits.	37,622	36,000	37,000	
Effectiveness				
% of Food Assistance (FNS) applications and recertification's processed timely.		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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
% of on-site visits conducted to adult care home facilities	95	80	90	100
Effectiveness				
# of substantiated complaints in adult care homes	41	50	50	44

Service Area: Child Support

Description: Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total amount of Child Support collected	4,810,100	4,200,000	4,300,000	4,200,000
% of Child support cases that are enforced (court-ordered child support)	85	86	87	86

Service Area: Adult Guardianships

Description: WCHS is at times named by the Wake County Clerks of Court to serve as the legal guardian of the person for elderly and disabled adults.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total Guardianships	792	912	1,032	1,000
Effectiveness				
% of all adult wards with primary care provider.	98	80	90	100

Human Services

Service Area: Work First

Description: Provide temporary assistance for families with children who are unable to meet basic needs. The focus of the program is employment or short term training that will lead to employment.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total number of families that gained employment and effectiveness	300	350	350	350
Effectiveness				
% of Work First participants entering the workforce earning more than \$8.50 per hour.		100	100	100
% of Work First/TANF participants will gain employment		50	50	50
Work First applications will be processed within the 45 day time frame.		98	98	98
% of Work First reviews will be completed within the 45 day timeframe		97	97	97

Service Area: Older Adults-Support Services

Description: Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
% of consumers who have a medical home	98	95	95	95
% of consumers who maintain stable housing	95	95	95	95

Service Area: Child Care Subsidy

Description: Affordable early childhood education/ childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Services provide safety for children at risk of abuse/neglect, allows family to receive treatment in home, reduces placement out of home, and develops school readiness for children with developmental delays and special needs.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of unduplicated children served	7,736	7,000	7,000	7,000
Effectiveness				
% of Child Care Subsidy dollars used	100	99	99	99

Human Services

Service Area: Employment/Workforce Career Center at Swinburne

Description: The One-Stop model makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through Career Center and NCWorks. Co-located staff offer funding for skills training for customers who meet certain requirements and provide Business/Employer Services.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
New and carryover individuals served via enrollment and job finder club services.	19,206	19,000	19,000	19,000
Effectiveness				
% of participants in the Customer Service training program who gain employment	77	30	40	30

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide assistance to individuals and families who are experiencing heating or cooling emergencies. These services typically pay utility companies directly.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of households receiving energy assistance	19,429	20,000	20,000	22,000
Effectiveness				
% of Crisis Interventions Program funds used to serve Wake County residents	100	100	100	100
% of LIHEAP Funding used to serve Wake County Residents	75	75	85	100
% of Aging residents accessing LIHEAP assistance	25	10	15	20

Service Area: The Daily Grind

Description: Provide job skill development. The Daily Grind coffee shops are staffed by consumers and offer ideal occupational assessment sites at which to gauge a consumers' skills and work habits prior to them entering competitive employment.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Sales revenue in the two Daily Grinds	131,296	135,000	140,000	135,000
Effectiveness				
% of participants who gain employment	50	25	30	25

Human Services

Division Summary - Child Welfare

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	16,579,424	19,890,700	19,881,566	20,404,445
Contractual Services	8,314,877	6,569,585	6,522,258	8,620,586
Supplies, Materials and Other Charges	1,453,878	1,503,347	1,532,515	1,496,844
Capital Outlay	–	–	36,398	–
Expenditure Totals	\$ 26,348,179	27,963,632	27,972,737	30,521,875
Revenues:				
Federal	2,152,174	2,041,646	2,016,514	2,041,646
State	11,027,563	12,116,436	12,253,406	12,141,370
Local	2,500	9,850	9,850	9,850
Charges For Services	17,394	7,500	7,500	7,500
Miscellaneous	2,142	–	–	–
Revenue Totals	\$ 13,201,772	14,175,432	14,287,270	14,200,366
Number of FTE's	257.70	272.70	290.20	291.20

DIVISION PURPOSE AND GOALS

Child Welfare has three federally mandated goals. The first goal is safety - children will be protected from harm from child abuse and neglect. The second goal is permanence - children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is well-being - the educational, health, and overall well-being of children in foster care or receiving CPS In-Home Services will be enhanced. Federal, state, and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

MAJOR ACCOMPLISHMENTS

Safely reduced the number of children in foster care from 779 in October of 2015 to 714 at the end of FY 2016. This reduction can be attributed to the use of targeted case supervisory processes to identify barriers to permanency, the addition of Paralegals to the County Attorney Office, a reorganization of Child Welfare staff, changes in business processes, and working collaboratively with the Wake County Clerk of Courts office.

Integration of Family Services into Child Welfare led to improvements in service delivery. Child Welfare reassigned staff to provide intake and triage, implemented Family Services Academy to provide evidence-based parenting curricula, and implemented Protective Factors Survey with caregivers to measures support, nurturing and attachment, and knowledge of parenting/child development.

Continued to expand serving 75 children through partnerships with WCHS Public Health, the Hope Center at Pullen, Pan Lutheran Ministries, Wake Technical Institute, 4-H Cooperative Extension, and many others.

Recruited and hired 5 Spanish speaking workers to the workforce for a total of 11 workers.

Developed and implemented protocol to manage fatalities and high profile cases that addressed assessing needs of families served, providing care for staff, answering media inquiries, collecting information to inform agency and county leadership, and identifying changes in service delivery system.

Human Services

Began re-organization into two service delivery systems, Child Protective Services and Foster Care, to improve compliance and better meet outcomes.

Completed Forensic Interview Training for all Child Protective Services staff and began implementation of Safety Organized Practice to improve engagement with parents and decision making in the provision of services.

FY18 DISCUSSION

Child Welfare's total FY 2018 budget increased by \$2.56 million from the previous year.

Child Welfare increased by \$64,134 to receive 1.00 additional FTE in FY 2018. These new positions will comply with a new state legislated mandate to extend the provision of foster care benefits to young adults between ages of 18 up to 21; impacting 30 youth and request will allow 1:30 staff to case ratio. (1.00 FTE, \$64,134)

HORIZON ISSUES

Population growth may generate increased demand for services.

Wake County Child Welfare must implement NC FAST in February 2018. Per the state schedule, detailed project planning will begin in September/October 2017, which delays the ability to accurately estimate necessary resources for training, conversion, and technology enhancements.

National trends include challenges in staff recruitment and retention and increased litigation in child welfare cases.

Human Services

Summary of Services and Performance Measures

Service Area: Child Welfare Core Services CPS Assessment/Investigations

Description: Screen reports of child abuse and neglect from the community and initiate CPS assessments within statutory timeframes, taking actions as needed and appropriate to protect children and support families.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total number of reports accepted for CPS Assessment	4,970	5,069	5,200	
Effectiveness				
% of accepted reports of child maltreatment initiated timely	95	97	98	100
Percentage of assessments completed within 45 days, policy time frames	69	72	80	100

Service Area: Child Welfare Core Services Foster Care

Description: Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Average number of children in foster care	759	750	750	
Effectiveness				
% of children achieving reunification within 12 months of child coming into foster care(when reunification is the case plan)	28	35	50	100
% of children achieving guardianship (or custody w/relative) within 18 months of child coming into foster care (when guardianship/custody with relative is the case plan)	68	70	75	100
% of children achieving adoption within 24 months of child coming into foster care (when adoption is the case plan)	19	25	35	100

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Total number of families referred for CPS In-Home Services	633	649	650	

Human Services

Service Area: Foster Care Emergency Placements (Wake House)

Description: Wake House is a 6-bed emergency shelter serving older boys in Wake County's legal custody. It is used primarily for youth whose behavior problems make it impossible to immediately place them in a foster home or who have been extruded from a placement.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
% of Adolescents admitted to emergency shelter leaving within 90 days	100	100	100	100

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Average number of Adoptive families of special needs foster children receiving financial assistance	1,040	1,090	1,295	1,046

Human Services

Service Area: Child Welfare Family Support

Description: Increase the percent of children who are maintained in relative care-giver homes. Reduce the percentage of FSS families with new CPS involvement. Assist youth in completing high school or GED program. Help families demonstrate preparation for employment and ability to utilize resources to meet family needs.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
% of Kinship Care youth who remain in relative care and foster care	97	98	98	90
% of families with increased awareness of how to access community resources to meet their family's needs	68	70	70	70
Effectiveness				
% of youth with no active CPS involvement after 6 months of Family Services case closures.	90	91	91	90
% of families that show an increase economic self-sufficiency	64	65	70	70
% of target youth in Informal Kinship Placement that have graduated and/or been promoted to the next grade level	73	75	75	70
% of parents who improve parenting skills following Family Services 1 on 1 parent coaching		65	65	65
% of children who improve behaviors after parent's completion of 1:1 parent coaching		65	65	65
% of Relative Caregivers who increase their ability to effectively care for relative child		65	65	65

Human Services

Division Summary - Children, Youth and Family

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	17,290,940	17,692,974	17,685,690	—
Contractual Services	388,837	299,830	311,815	—
Supplies, Materials and Other Charges	924,992	834,991	886,621	—
Capital Outlay	5,117	—	—	—
Expenditure Totals	\$ 18,609,886	18,827,795	18,884,126	—
Revenues:				
Federal	4,377,919	4,356,421	4,411,834	—
State	1,317,321	277,037	296,900	—
Local	7,680	2,000	2,000	—
Charges For Services	3,091,343	3,240,986	3,308,044	—
Revenue Totals	\$ 8,794,263	7,876,444	8,018,778	—
Number of FTE's	267.15	264.15	256.04	0.00

DIVISION PURPOSE AND GOALS

The Children Youth and Family Division will be realigned into Public Health and Social Services Economic Self Sufficiency, effective the FY 2018 budget, to align the Human Services budget structure with the agencies organizational structure, service delivery and targeted outcomes.

Human Services

Summary of Services and Performance Measures

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percentage of low birth weights (<5 lbs. 9 oz) Outreach Activities 12/year		8	8	8
Participation rate >97%		88	88	97
% of Breastfeeding initiation rate > 88%		12	12	12

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Per state mandate 8% of Wake County Medicaid children 0-5 will have a completed contact from a CC4C manager within 30 days of a referral	7	8	9	8

Service Area: Maternal Health- Pregnancy Care Management

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children. Nurse Family Partnership model fidelity.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
% of priority OB Medicaid patients with completed contract	87	90	92	80
Per NFP & Smart Start Guidelines women who have given birth since program inception will initiate breastfeeding	86	86	86	75

Human Services

Service Area: Youth Services-OJJ/DJJDP Program

Description: To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Number of Youth served in the 11 programs	1,865	1,900	1,900	1,900
% of participants with no new adjudications	97	95	95	100
% reduction in specific problem behaviors presented at referral	88	85	85	100
% of juvenile participants with no new complaints	94	95	95	100

Service Area: School Nursing-School 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
% of correct and timely medication doses administered to students at school	96	99	100	100
% of emergency medication given as prescribed	96	100	100	100
% of invasive procedures performed as prescribed on the physician order or plan of treatment	98	100	100	100
% of targeted students identified as having no insurance will be enrolled with a health insurance program	38	83	90	100
% of targeted population will be linked to and access health services	68	56	75	90
% of students who receive case management services who show improvement in 2 or more health and education outcomes by the end of the academic school year	80	85	90	90
% of students who demonstrate that they are more confident in managing their chronic illness after nursing interventions evidenced by survey	76	85	90	90
% of parents of students who demonstrate satisfaction that their student showed improvement in self managing their chronic illness after receiving case management services provided by the school nurse as evidenced by parent survey	76	85	90	90
% of teachers of students who receive case management services will report students showed improvement in school performance after receiving case management services as evidenced by survey	55	85	90	90

Human Services

Service Area: Youth Services-Community Youth Development

Description: Decrease risky behaviors and increase adoption of healthy behaviors of vulnerable children and adolescents.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Percentage of at-risk 4-H youth participants demonstrating no recidivism and /or reduced alcohol, tobacco and other drug use	96	90	90	95
% of 4-H Youth participants demonstrating increased healthy behaviors	94	90	90	95
Number of adults trained in youth development best practices and evidence-based programming	1,093	1,000	1,000	1,000

Human Services

Division Summary - Public Health

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	4,461,426	4,334,714	4,329,919	23,942,108
Contractual Services	760,611	668,992	773,082	853,345
Supplies, Materials and Other Charges	1,361,641	1,611,015	1,527,677	2,623,524
Capital Outlay	7,100	—	—	—
Expenditure Totals	\$ 6,590,778	6,614,721	6,630,678	27,418,977
Revenues:				
Federal	947,489	1,008,223	1,031,630	5,647,565
State	731,379	714,875	717,240	675,534
Local	—	—	—	2,000
Charges For Services	255,383	175,366	51,366	3,289,852
Revenue Totals	\$ 1,934,250	1,898,464	1,800,236	9,614,951
Number of FTE's	64.75	76.24	66.76	340.62

DIVISION PURPOSE AND GOALS

The primary mission of Wake County Public Health Division is to collaboratively protect and improve the health of Wake County residents through partnerships, innovation, and integration of health resources. Primary program areas include: Preparedness, Communicable Disease Prevention and Surveillance, HIV/STD Outreach, Chronic Disease and Injury Prevention and Health Promotion, Immunization Outreach, Vital Records, Maternal and Child Health Outreach, Child Care Health Consultants, School Health, and the Women Infant and Children Nutrition (WIC) services.

MAJOR ACCOMPLISHMENTS

Wake County was ranked 1st in North Carolina for Health Outcomes, such as length of life and low birth weight; and 2nd for Health Factors that include smoking, uninsured, and unemployment. These annual rankings reflect the relative health of our community and provide direction for improvement.

Wake County Human Services was the first health department in North Carolina to install a Prescription Medication Drop Box, located at the Public Health Building. Public Health and the Wake

County Sheriff's Office co-sponsored Human Services second annual Operation Medicine Drop event collecting 21,208 pills (controlled and non-controlled) with a street value of \$9,432.50

Health Promotion staff provided technical expertise to Wake County Government leaders as they created a Gold Standard tobacco free ordinance that was implemented in February 2016. The comprehensive ordinance included Wake County government buildings, grounds, vehicles, parks and recreations areas.

Attained the highest breastfeeding initiation rate (88%) in an urban region.

Immunization Program provided 40,332 vaccine doses to 16,020 clients at clinic and outreach events in FY 2016. Children 19 years and younger accounted for 55% of clients immunized and received 71% of doses administered.

There was a 35% increase in the number of students receiving chronic illness case management services. Across all acuity levels, when a nurse was present in the school, 80-84% of students were sent back to class

Human Services

after the encounter and only 14-18% of students were sent home.

FY18 DISCUSSION

Public Health HIV Testing and Counseling will receive 1 additional FTE in FY 2018 from annual state grant funds provided for HIV/STD testing services in the community. This helps provide easy access to populations that are at risk for HIV/STD. (1.00 FTE, \$300,722)

Public Health will increase to receive 4.25 additional FTEs in FY 2018 to accommodate staffing capacity to manage communicable disease surveillance and case investigation needs. The communicable disease surveillance and case investigation needs result from emerging threats (e.g. Zika) and a 43% population increase. These additional positions provide outreach, field treatment, and investigations. (4.25 FTE, \$285,413)

Public Health will increase to receive 1 additional FTE for a Communicable Disease Tuberculosis Nurse in FY 2018. Tuberculosis cases increased 88% since 2014, patient visits increased by 59%. New Center for Disease Control treatment guidelines and refugee health needs require daily patient visits, an increase from 3 visits a week. (1.00 FTE, 70,053)

Public Health nursing services for schools will increase to receive 9.57 additional FTEs in FY 2018. This will increase service to five new schools and service hours to 21 schools. 96% of schools will receive service two or more days a week. Nurse-to-student ratio decrease from 1:1,690 in FY 15-16 to 1:1,593. (9.57 FTE, 761,772)

HORIZON ISSUES

The budget impact relating to the Medicaid Reform and repeal of the Affordable Care pose concern related to sustainability of certain Public Health and Clinical Services. Clinic and Public Health divisions are working to strategize ways to enhance revenue, contain cost and assure quality of care.

Health Promotion staff will provide worksite wellness for small business employers (50 or less employees) to

reduce their overall healthcare costs and productivity losses and create a revenue stream for intervention strategies.

Direct-to-patient marketing of vaccine products to adult populations, including Shingles and Pneumonia vaccines increases demand for these products. Adult clients are typically fully insured with Medicare, BCBS or other commercial insurance plans. These products are costly, but are reimbursed and provide opportunity for increased revenue.

Changes to school entry immunization requirements for Middle and High school students will increase demand for meningococcal vaccine products and other age-appropriate vaccine formulations over the next few years.

WIC participation decline trend may cause further budget reduction since funding is allocated per participant.

Human Services

Summary of Services and Performance Measures

Service Area: Communicable Disease Control- Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease and the protection of the community.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Number of cases investigated	593	600	650	500
Number of foodborne cases including Hep A, Campylobacter, E. Coli, Salmonella, Shigella	359	400	450	200
Number of Vectorborne cases: Lyme, Rocky Mountain, Spotted Fever, Ehrlichiosis	89	100	100	70
Number of Zika cases confirmed	13	20	25	
Number of Zika cases investigated	153	200	200	100
Deaths from communicable diseases, primary cause	10	5	3	
Number of animal exposures investigated	545	575	575	400
Number of animals positive for rabies	13	15	15	3
Number of Noro and Crypto outbreaks	42	30	30	30
Number of educational outreach programs (presentations, radio, health fairs, tweets, website)	49	50	55	60
Number of HIV Investigations (Per NCEDSS)	18	20	20	
Number of Syphilis investigations (per NCEDSS)	195	200	250	
Number of field delivered therapy	56	75	80	
Number of gonorrhea partner therapy services	187	200	200	200
Number of STD and other communicable disease cases over 30 days old	859	900	900	300

Service Area: Communicable Disease Control- Tuberculosis Surveillance

Description: The investigation, treatment, education, prevention, and reporting of 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
Percentage of TB investigated/reported within the state mandated time frame	98	98	98	98
Number of TB Cases Investigated	50	52	52	
Number of TB Cases Confirmed	37	38	38	
Number of Clinic and Field visits	7,553	7,580	7,580	
Number of X-rays	521	525	525	

Human Services

Service Area: Public Health Preparedness

Description: Coordinates the Human Services preparedness and response activities to natural and human-caused public health emergencies and disasters (e.g. provision of shelters, dispensing, and isolations and/or quarantine orders.)

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Meet CDC goal for implementation at least five medical countermeasures planning and operational elements		5	10	5
Conduct at least two training sessions for operating a mass care facility (shelter)		2	4	2
Incorporated Access and functional needs population into four existing Public Health Preparedness Plans		4	6	4
Established and tested communication pathways for notification and activation		2	4	2

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of persons testing for HIV, Syphilis, GC, Chlamydia and Hep C seropositivity	17,325	17,400	17,400	17,400
Output				
Number of Housing Vouchers issued	44	45	45	45
Effectiveness				
% of HIV Positivity	1	1	1	1
% of GC Positivity	2	2	2	
% of CH Positivity	6	6	6	
% of Hep C Positivity	19	19	19	
Number of clients assisted with rent/housing	74	75	75	
Number of individuals who used Prevention and Education services	8,819	9,000	9,000	9,000
Number of clients assisted with utility payments	101	100	100	100
Number of clients assisted	9	10	10	10
Assisted clients with rent/housing	12	15	15	15
Number of clients assisted with nutritional supplements	110	120	120	120

Human Services

Service Area: Immunization Outreach

Description: Objectives are to increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry (NCIR). Provides system administration for NCIR at WCHS. Provides oversight and administration of NACo Prescription Discount Card Program/Wake County.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of clients immunized	16,020	17,000	17,500	17,500
Output				
Number of Doses Administered	40,332	41,000	41,800	41,800

Service Area: Child Fatality Prevention

Description: Child Fatality Prevention Team reviews the deaths of children, ages 0-17 that are not due to suspected abuse and neglect. The Team identifies causes of child deaths, identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families, and makes recommendations for changes that could prevent future child fatalities.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Number of team recommendations that resulted in changed policies, procedures, or training within Team Partner Agencies	6	6	6	6

Human Services

Service Area: Health Promotion Education

Description: Provide a set of chronic disease prevention and management services that address obesity, cardiovascular disease, stroke, and diabetes for vulnerable populations and communities. Increase access to health services for women needing breast, cervical and cardiovascular screenings. Provide technical expertise for policy development and professional trainings related to tobacco prevention, healthy eating and physical activity. Support the outreach and education efforts of the Wake Co. Drug Overdose Prevention Coalition.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of breast cancers detected of women screened through the BCCCP program	8	10	12	
Number of cervical cancers detected and referred for treatment	3	4	5	
Effectiveness				
Number of adults screened with Stage 2 Hypertension values (per JNC-7 guidelines)	24	30	35	
Number of written tobacco policies/regulations	4	4	5	6
Number of Naloxone kits distributed to providers and end users	4	4	5	6

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of deaths processed	5,947	5,947	5,947	5,947
Number of birth records processed	13,456	13,816	13,816	13,816
Effectiveness				
Each calendar at least 45% of all death records will be available within five (5) days of death per General Statute	41	45	45	45
Each CY at least 90% of all birth records will be available within ten (10) days of birth per General Statute		90	90	90

Human Services

Division Summary - Health Clinics

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	12,515,488	13,126,372	13,111,373	13,174,221
Contractual Services	2,950,511	2,801,920	3,246,425	2,859,407
Supplies, Materials and Other Charges	2,197,023	2,568,459	2,352,169	2,742,333
Capital Outlay	5,752	—	—	—
Budget Reserves	—	3,345	—	3,345
Expenditure Totals	\$ 17,668,774	18,500,096	18,709,967	18,779,306
Revenues:				
Federal	2,702,279	2,648,740	2,773,444	2,873,625
State	321,732	341,469	341,469	345,884
Charges For Services	10,253,496	10,628,957	10,808,742	10,796,615
Miscellaneous	20,031	265	265	265
Revenue Totals	\$ 13,297,538	13,619,431	13,923,920	14,016,389
Number of FTE's	168.85	169.85	169.95	172.20

DIVISION PURPOSE AND GOALS

One of the primary goals of Wake County is to have a healthy community. The Health Clinics Division provides direct medical care and treatment and support services to Wake County residents at its main campus on Sunnybrook Road and three Wake County Human Services (WCHS) Regional Centers. In FY 2016 Wake County's Health Clinics served 35,885 patients providing 97,934 visits. The health clinics serve targeted and categorical populations in the following areas: Sexually Transmitted Diseases (STD), HIV, Child Health, Prenatal, Dental, Women's Health, Immunization and Refugee Health. The services are offered to uninsured, underinsured, and Medicaid-covered individuals. Patients with no third party coverage are offered fee adjustments on a sliding-fee scale based on family size and income. Laboratory and Pharmacy provide critical support services for both the Health Clinics and Public Health Divisions.

MAJOR ACCOMPLISHMENTS

Implementation of the Electronic Medical Records (EMR) system was completed in all clinics. Deployment of the patient portal is in process and

will expand client access to their personal health information and enhance communication with their providers. Electronic dental records allow x-ray images to be placed directly in patient files and improves billing.

An information sharing project with WakeMed OB now allows providers from both agencies to view electronic medical records of shared patients. This improves efficiency by reducing staff time spent procuring and transporting paper records; in addition it allows for enhanced coordination and quality of care through provider access to important clinical information at the point of care. Enhanced care was also achieved through interface of fetal monitoring with GE Centricity, enabling direct upload of data into the system.

Prenatal service expansion is nearly complete. Two additional evening clinics were added at our Sunnybrook location and the Millbrook location will open for clients on October 24, 2016. It is anticipated that we will be able to serve an additional 2,652 visits at Millbrook.

Human Services

Dental Clinic was awarded a Delta Dental Foundation - Smiles for Kids Program - grant. These funds were used to offset sealant charges for uninsured families and to support purchase of oral hygiene supplies for clinic patients. The grant enabled dental clinic staff to provide 254 sealants to 76 children.

FY18 DISCUSSION

Health Clinics will increase by \$88,022 to receive 1 additional FTE for a Human Services Program Manager in FY 2018. The Human Services Program Manager will optimize clinic business operations, support increased patient access and increase revenue from \$82,000 to approximately \$227,000.

One additional Refugee Health Nurse will ensure all newly arrived refugees are screened for communicable diseases within 30 days, per state guidelines. The current wait time is 90 days because of a projected 106% increase in clients served. (\$66,207)

An existing Dental Hygienist position will be augmented to accommodate to match 1.00 FTE. Health Clinics is augmenting the existing Dental Hygienist from 0.75 FTE to 1.00 FTE because of increasing number of patient appointments. The minimum age to be seen in Dental Clinic will increase from 18 to 21 years old. Augmentation would allow 700 more hygiene visits a year. (0.25 FTE, 22,356)

HORIZON ISSUES

Increasing trend of language services use will require a proactive approach to addressing interpreter needs and controlling cost. Since FY 15, language line expenditures have nearly doubled in Public Health Services alone; and an additional 20% is projected for FY 2017.

The number of refugees in the clinic is dependent on conflicts around the world and political factors in the federal government. Resettlement agencies predict we will see an increased number of refugees for years.

We have an opportunity to increase LARC use in the highest risk populations through partnerships with community providers. Patients using LARC do not return as frequently for physical exams since their devices need to be changed every three to five years. This is an opportunity to see more patients over a three year period.

There is an 8-9 month nationwide shortage for Yellow Fever vaccine. Certain facilities will receive it determined by the Centers for Disease Control.

Human Services

Summary of Services and Performance Measures

Service Area: Communicable Disease Clinics- HIV/STD

Description: Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis, sexually transmitted diseases, including HIV. Works with clients to promote healthier behaviors and lifestyles, to assure the availability of quality health care services related to reduction of risk and spread of communicable diseases.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
# of sexually transmitted diseases; to include Chlamydia, Gonorrhea and Syphilis	5,435	5,500	5,500	5,500
Percentage of newly HIV diagnosed individuals have already progressed to AIDS at the time of diagnosis	33	25	25	25
Percentage of new clients were racial/ethnic minority	84	75	75	75
Percentage of the total clinic population fall below poverty level	55	65	65	65
Output				
HIV clients will sustain Viral Loads suppression (monitors the immune system); goal 80%	79	90	90	90
Efficiency				
The number of visits in the HIV clinic	8,750	9,000	9,000	9,000
Effectiveness				
Total number of visits in the STD Clinic	9,519	10,500	10,500	10,500
% of HIV clients will sustain retention in care; state goal 80%	86	90	90	90
HIV clients will be screened for STD's; goal 95%	96	95	95	95

Service Area: Communicable Disease Clinics- Immunizations

Description: Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations to prevent childhood disease, adult diseases, and for international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of overall immunizations given	16,491	18,000	18,000	18,000
Number of clients seen (child,adult,refugee,immigration,travel)	7,527	8,000	8,200	8,200

Human Services

Service Area: Child Health Clinic

Description: Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Well child visits ages 0-1 year	2,264	2,300	2,500	3,000
Well child visits ages 1 -4 years	1,923	2,000	2,200	2,500
Well child visits ages 5 - 11 years	2,108	2,500	2,700	2,700
Well child visits ages 12-18 years	619	800	850	1,000
# children ages 9-18 years receiving Human Papillomavirus (HPV)	970	1,050	1,100	1,250
# visits children screened for development and/or health risk assessment	3,548	3,900	4,200	4,200
% of teens ages 16-20 screened for Chlamydia	71	75	85	95
% of teens 12-17 years with assessment and counseling for nutrition and physical activity	84	90	95	95

Service Area: Maternal Health Clinics-Prenatal

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Efficiency				
# of patients who deliver full term - 37 weeks	1,620	1,749	1,885	1,885
Newborn deliveries greater than 2800 grams	1,457	1,575	1,700	1,700
Effectiveness				
# of OB visits by Medicaid, Medicare, self-pay and insurance	11,317	12,225	13,200	13,200
Total # of new OB visits	2,185	2,305	2,500	2,500

Human Services

Service Area: Women's Health Clinic

Description: Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider of last resort for these services.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of unduplicated count of clients	7,302	7,800	8,364	8,364
Efficiency				
Total number of clinical visits	12,833	13,400	14,000	14,000
Effectiveness				
Total LARC placements	1,302	1,375	1,400	1,400
% of postpartum patients using Long Acting Reversible Contraceptives (LARC)	32	32	32	32
% of postpartum patients age 15-17 using LARC	60	60	60	60

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for mass care/bioterrorism event, community collaboration to provide medication for uninsured citizens.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of prescriptions filled	62,613	66,597	67,596	66,000
Number of prescriptions placed on hold	44,434	45,101	45,778	43,000
Number of patients served	11,816	11,993	12,173	12,000
Number of phone calls received	24,804	25,176	25,554	25,000
Value of patient assistance medications received	13,050,000	13,245,750	13,444,436	14,500,000
Number of Mental Health patients served	1,846	1,873	1,901	1,800

Service Area: Dental Clinic

Description: Provide comprehensive 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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of patients completing treatment	4,575	4,700	4,800	4,800
Effectiveness				
Number of Patient Visits	9,995	10,100	10,200	10,200

Human Services

Service Area: Lab Services

Description: Support all clinical programs and services with quality, proficient laboratory tests, procedures, and results. Support Environmental Services with environmental specimen tests, procedures, and results.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Total # of in-house laboratory tests that were performed and reference laboratory send out tests - Sunnybrook and Regional Centers	136,292	140,000	140,000	135,000
# of patient blood draws	24,179	26,000	26,000	24,000

Human Services

Division Summary - Administration and Operations

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	13,407,255	15,046,645	14,907,815	14,696,024
Contractual Services	3,167,519	3,553,458	3,744,696	3,435,645
Supplies, Materials and Other Charges	4,060,989	4,402,947	4,536,417	4,674,429
Capital Outlay	23,895	—	174,419	—
Transfers Out	265,000	—	—	—
Expenditure Totals	\$ 20,924,657	23,003,050	23,363,347	22,806,098
Revenues:				
Federal	477,745	615,745	615,745	477,745
State	4,742,723	3,739,125	3,739,125	3,785,386
Local	(668)	—	50,000	—
Charges For Services	57,175	58,000	58,000	156,370
Miscellaneous	7,820	9,004	9,004	9,004
Transfers	—	—	—	316,580
Revenue Totals	\$ 5,284,795	4,421,874	4,471,874	4,745,085
Number of FTE's	228.35	228.35	231.35	236.35

DIVISION PURPOSE AND GOALS

Under the leadership of the Human Services Director, the Administration and Operations Division is responsible for management of core operational functions for programs that provide direct services to consumers; support to the Human Services Board; liaison to General Services for buildings and capital improvement planning; strategic planning, business analytics, and project management expertise for internal business process improvement as well as for special initiatives that include community partners; clinical oversight and activities required to maintain public health accreditation standards through the Office of the Medical Director; and, responsibilities as related to juvenile detention services and juvenile programs in community-based settings.

MAJOR ACCOMPLISHMENTS

Continued retooling the Customer Complaint Service systems. Rolled out an online complaint form with new web and mobile access, placed 35 color canvas banners around the county in all service

centers, implemented a new database for assigning, tracking and reporting on complaints, and prominently located links to the online form on county web pages.

The Division managed and coordinated the efforts to produce the most recent Community Health Needs Assessment in cooperation with the public health division, area hospitals, and other partners. The associated Community Action Planning process is ongoing as of October 2017.

Coordinated the agency accreditation process resulting in granted status as an accredited public health department by the North Carolina Local Public Health Accreditation Board. The accreditation process ensures that our health department has the capacity to fulfill the core functions and essential services of public health.

The division assisted the Wake County Commission for Women to produce and deliver a comprehensive report to the Wake County Board of Commissioners

Human Services

on the state of employment for women in Wake County.

FY18 DISCUSSION

The division will increase by \$154,591 to receive LEO security resources to provide a safe place for staff and consumers at the Sunnybrook Office.

The Western Wake Regional Center Director position is added in the budget and is responsible for planning, developing, and overseeing a comprehensive basic human needs regional service delivery system. Ensures that all the residents in Western Region will have access to high quality and effective health and human services. (\$99,606)

An additional IT Analyst will respond to Human Services technology support and solutions and improve timeliness. Human Services has 18 projects underway and an additional 25 projects waiting for resource assignment. Once a technology system is implemented, it requires on-going support. (\$96,469)

One new HR Consultant will be included in the budget for FY 2018 to assist in facilitating and expediting position recruitment and advertisement. (\$70,717) Human Services will also reclassify an existing position to perform similar work.

Two additional technicians are included to provide intake services at the South Wilmington Street Center. The center is experiencing a sustained demand for services, operating at or over capacity each night most of year with an average nightly census of 236 guests. (\$62,320)

HORIZON ISSUES

Demographic trends will continue to be monitored by this Division, especially those with potential impact on the agency's fiscal health, and those that will impact the provision of customer service and maintaining a competent workforce. As the agency's "baby boomer" staff retires in higher numbers, attention and resources will need to be used to retain a competent workforce.

The Department will need to continue to focus on operational flexibility as program staffing and responsibilities continue to demand different models of operation. Close collaboration with Human Resources, GSA, and Information Services at the department and county levels will continue to be needed moving forward. A much more technology savvy workforce must now be continually trained to efficiently deliver both public health and social services in the current and future environments.

Strategic planning across all divisions and strategic use of data will become more important to decision making in the coming years. WCHS will continue to use geographic information system technology to track potential populations of highest need, and to identify locations in the county where additional partnerships need to be leveraged to continue to address community need.

Rapid changes and new potential threats to the physical, social and economic health of our community require the ability for flexible and nimble response.

The budget impact relating to the Medicaid Reform continues to be a concern.

Human Services

Summary of Services and Performance Measures

Service Area: Medicaid Transportation

Description: Wake County Transportation Call Center is the first point of contact for customers who need to make reservations for medical appointments. Medicaid is required to assure transportation to medical appointments for all eligible individuals who need and request assistance with transportation.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of answered calls	253,814	300,000	300,000	300,000

Service Area: Housing - South Wilmington Shelter

Description: Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Total number of men sheltered nightly	240	240	234	234
Total number of men graduated to permanent housing	473	475	500	500

Service Area: Cornerstone/Supported Housing & McKinney

Description: Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse, focusing on economic benefits, employment services, shelters, and affordable housing. Provide 24/7 community support for people who are to live independently in the community.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Case management, housing information and counseling to establish clients in housing.	1,026	1,025	1,025	1,025

Service Area: Housing Supports - Voucher Program

Description: Provide rental assistance to homeless persons with a disability. Provide case management and on-going community based supports to help persons who are formerly homeless and persons with unstable housing.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Homeless disabled people placed in housing. Homeless women and families obtaining permanent housing. Individuals and families obtaining housing.	753	760	760	

Human Services

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
# of bed days for Wake Cty youth in Juvenile Detention	2,670	2,800	2,800	2,800
Total number of youth	304	300	300	

Behavioral Health - Managed Care

Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Contractual Services	\$	-	-	-	26,295,220
Supplies, Materials and Other Charges		-	-	-	751,744
Expenditure Totals	\$	-	-	-	27,046,964
Revenues:					
State	\$	-	-	-	255,000
Local		-	-	-	2,000,000
Revenue Totals	\$	-	-	-	2,255,000
Number of FTE's		0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

Wake County contracts with Alliance Behavioral Healthcare, the regional Managed Care Organization (MCO) for the provision of all Behavioral Health related services since 2013.

MAJOR ACCOMPLISHMENTS

Programs on the WakeBrook Campus were transitioned to be managed by the University of North Carolina Health Systems. Crisis Services will remain much the same. The

Recovery Center will move to an empty 16 bed unit on the second floor of the Crisis Services building. UNC will up fit the current Recovery Center facility to be a licensed psychiatric hospital. This change will help with the limited bed capacity that now exists, hopefully resulting in consumers spending less time in Crisis Services or local hospital emergency departments waiting for an inpatient bed.

All remaining funding from the Behavioral Health division for contract management and utilities at county facilities housing behavioral health contractors was transferred to the Behavioral Health Department effective FY 2018.

FY18 DISCUSSION

The Managed Care Organization budget increased by \$1.1 million for behavioral health through Alliance to address gaps in housing support services, case management, detention behavioral health and substance abuse treatment, open access expansion, network of care system operations, and perinatal care.

The Managed Care Organization budget increased by \$600,000 to include the movement of Healing Transitions from Public Agencies in Non-Departmental into the Behavioral Health - Managed Care Organization. Healing Transitions provides a rescue, recovery and rehabilitation facility for homeless persons in Wake County, many of

whom have Mental Health or Substance Abuse diagnoses.

Wake County will continue to provide funding to support Behavioral Health Services through Alliance Behavioral Healthcare in FY 2018 in addition to monitoring Alliance both fiscally and programmatically.

HORIZON ISSUES

Wake County will work closely with Alliance Behavioral Healthcare to monitor the anticipated

Behavioral Health - Managed Care

Medicaid reform process in North Carolina and the implications on mental health.

Medical Examiner

Department Summary

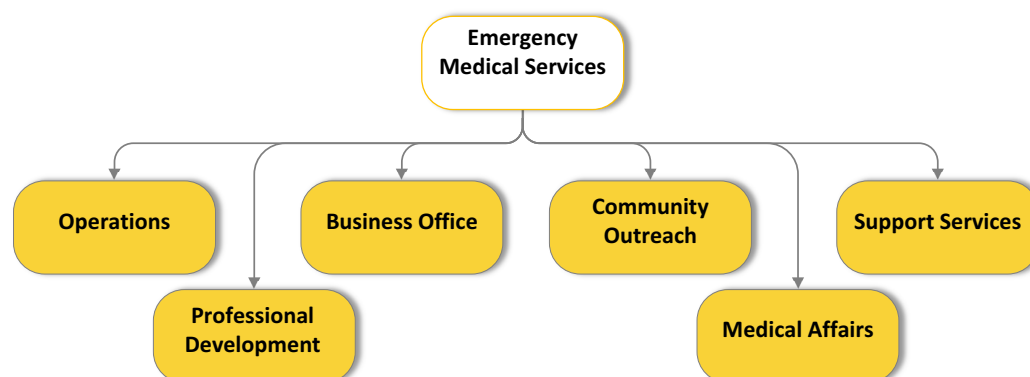
		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Contractual Services	\$	655,810	–	–	–
Expenditure Totals	\$	655,810	–	–	–
Number of FTE's		0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

In FY 2017, the Medical Examiner Department was moved into Non-Departmental to better reflect the administration of the program, which are payments to the Medical Examiner for investigations and autopsies.



Emergency Medical Services



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	18,367,156	19,880,052	19,895,052	22,019,738
Contractual Services		2,113,102	2,042,773	2,093,425	2,047,423
Supplies, Materials and Other Charges		15,746,831	16,564,370	16,715,732	18,372,292
Capital Outlay		835,198	—	176,879	36,915
Debt		5,484	5,870	5,870	5,870
Expenditure Totals	\$	37,067,771	38,493,065	38,886,958	42,482,238
Revenues:					
Local	\$	50,842	45,000	60,000	10,000
Charges For Services		26,201,150	25,307,343	25,307,343	26,441,635
Miscellaneous		1,432	—	—	—
Revenue Totals	\$	26,253,424	25,352,343	25,367,343	26,451,635
Number of FTE's		266.00	273.00	273.00	292.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Department of Emergency Medical Services exists to provide 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 in the community. The Department seeks to provide excellent customer service in doing so.

The main component of the EMS system is the fleet of paramedic staffed ambulances in service 24 hours a day, 7 days a week. The number of ambulances providing service increases through the course of each day to accommodate the daytime swell in 9-1-1 call volume. The ambulances are supported by a team of EMS supervisors called District Chiefs and specialty providers called Advanced Practice Paramedics. Wake County contracts with three EMS agencies to provide additional ambulance and supervisor support to the EMS Department.

Emergency Medical Services

In addition to the EMS Department, emergency medical care is provided in partnership with Cary and Raleigh-Wake 9-1-1 centers and firefighter first responders. EMS responders receive administrative support from a System Director, Chief Operating Officer, and the Offices of Medical Affairs, Operations, Professional Development, Business Operations, and Support Services. The Department is dedicated to continual improvement in care for the community through ongoing quality measure, research, and the perpetuation of data-driven practice.

MAJOR ACCOMPLISHMENTS

Clinical Care: The EMS System has continued to enjoy a very high survival rate from out-of-hospital cardiac arrest. Through continued evidence based practice, providers were involved in the successful resuscitation and subsequent discharge of 90 citizens during 2016. Research of cardiac arrest protocol shows survivors of prolonged attempts to revive are just as likely to have good neurological outcomes as survivors of shorter resuscitation periods. The Wake EMS System has maintained an average scene time for victims of penetrating trauma of less than 10 minutes, a testament to the dedication to traumatically injured patients and the interagency cooperation between EMS and Fire. In addition to cardiac and trauma care, the department monitors its performance on a broad array of other clinical conditions including stroke seizures, asthma, and congestive heart failure.

Advanced Practice Paramedics (APP): In 2016, 1,287 patients were evaluated for mental health or substance use, and 335 were referred to a specialty center rather than to a hospital emergency department. This allows the patient to receive the right care at the right place the first time, while preserving emergency department beds for those with acute medical or traumatic issues. Additionally, the APP program partnered with Doctors Making Housecalls (DMHC) to evaluate patients in assisted living facilities, allowing some patients to safely remain in the facility and be evaluated rapidly by their primary care physician. Wake EMS and DMHC participated in a prospective Internal Review Board (IRB) approved trial in which 842 patients who

experienced a fall in an assisted living facility were screened and successfully evaluated with a 65% reduction in transports to the emergency department with no adverse results [or 95% sensitivity]. The APP program has also successfully implemented care plans for 50 high frequency patients. Working with community partners, EMS developed destination care plans for 61 individuals. These destination care plans are created to assist the patient in obtaining consistent quality healthcare at their medical home. Lastly, Wake EMS has partnered with Community Care of Wake And Johnston County to provide homevisits for congestive heart failure and other transitional care patients to help decrease their hospital readmission. This program has demonstrated a decrease in Medicaid billable expenses as well as high patient satisfaction in this specific population.

Operational: The Department of EMS continues to maximize efficient use of response resources while working with a 13.1% (7.2% in 2015 and 5.5% in 2016) growth in 9-1-1 call volume over the last two years. Recruitment of qualified Paramedics and EMS Technicians continues to be a challenge for the Department. To address this continuing challenge, the Department has begun an active recruitment program including national advertising, attending regional state EMS training conferences, and community outreach initiatives. The Department also continues to transition EMS units staffed on a 24 hour basis from 24-hour shifts to 12-hour shifts in an effort to reduce employee fatigue and allow for greater unit deployment flexibility.

Health Information Exchange: The EMS System remains committed to participation in broader care for our patients, including data exchange. It has established bidirectional data exchange with Rex Hospital and all WakeMed System hospitals. It hopes to incorporate Duke Health Raleigh hospital in the next fiscal year.

FY18 DISCUSSION

The Emergency Medical Services ongoing base budget increased \$2.37 million from the prior year adopted budget, of which \$1.08 million was the result of salary adjustments and additional staff and \$1.29

Emergency Medical Services

was the result of annualized expansions and contract agency adjustments.

Wake County EMS system budget also includes additional funding for contract agency requests, including operating increases, personnel costs, performance pay of 3%, equipment and medical supply adjustments, as well as funding to convert an ambulance unit from a 24-hour to 2x12-hour schedule to improve timeliness and quality of emergency medical response.

To recruit highly qualified staff, EMS is expanding its recruitment. In FY 2017, EMS shifted strategies to one of active recruitment, including paid advertising and onsite recruitment at colleges and conferences. Building on this foundation, with this budget EMS is adding a training program to train and credential six Emergency Medical Technicians to a Paramedic level. This pilot program will support six employees in attending a local community college to train to transition from EMT to Paramedic. Additionally, a training coordinator will supervise these EMTs and ensure the training and credential requirements are completed on time (\$393,859)

A recruitment bonus pilot program will address recruitment and retention issues by establishing a recruitment and relocation bonus program for the EMS Department. The paramedic position will be targeted, as a difficult-to-fill position (\$152,500)

A Clinical Quality Assurance Position (1.0 FTE) will work in the Office of Medical Affairs to conduct clinical quality assurance reviews and investigations. The position will be staffed with Advance Practice-level Paramedics to conduct the investigations. The position funding was reallocated from within the base budget.

Additional training supplies were added to comply with state mandated competency based evaluation and training of personnel necessary for accreditation (\$20,328).

Convert the last Eastern Wake EMS and remaining three Wake system EMS ambulance staffing from 24-hour shifts to 12-hour shifts. This final conversion

will align compensation structures across similar positions, reduce employee fatigue, improve recruitment and retention, and provide more shift flexibility (\$443,297).

Create a Shift Supervisor to oversee all EMS System District Chiefs, allowing District Chiefs to provide increased oversight and support to EMTs and paramedics. The position will be staffed with 4.0 FTE (\$614,790).

Effective in FY 2018, EMS updated its special event user fee. EMS provides support to local partners at special events throughout the year and estimates approximately 9,000 special event staffing hours in FY 2017. Updating the user fee increases cost and realigns with cost recovery philosophy. The user fee adjustment is expected to generate an additional \$113,000 in revenue.

HORIZON ISSUES

Wake County has demonstrated the value of using data to scientifically manage the EMS system, particularly in the scheduling and deployment of EMS resources. EMS is working with a vendor that provides coordination of separate databases to provide real-time dashboards, reports, and trend analyses. However, EMS has reached the limits of our available technology for deployment, and further progress will depend upon the acquisition of emergency vehicle deployment simulation software.

A detailed EMS station capital improvement plan was developed during FY 2008 and has been regularly reviewed and implemented. At the beginning of FY 2018, the system leadership will begin a new planning project for a multi-year facilities and deployment model for the system.

Recruitment and workforce development will continue to be a challenge for the EMS System. Though the Department of EMS has begun several strategies, this will continue to be a point of focus for the department. Ultimately, EMS agencies will need to evaluate current practices and develop new strategies to create a long-term sustainable workforce.

Emergency Medical Services

Summary of Services and Performance Measures

Service Area: EMS System Support/Management

Description: Provide Coordination, Management, Training/Professional Development, Medical Direction, and Quality Improvement to the EMS System.

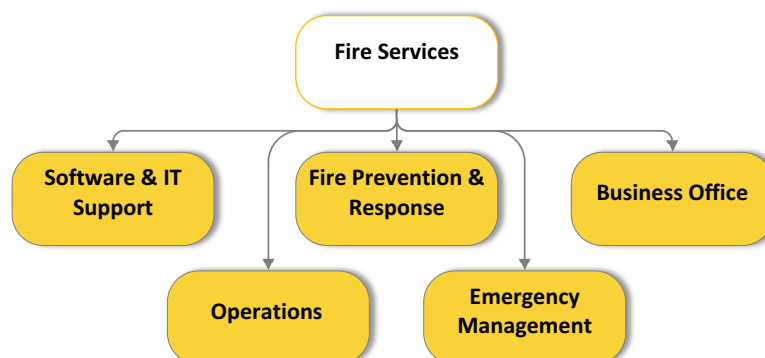
Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Effectiveness				
Cardiac arrest survival rate	37	35	35	35
Number of Minutes to Trauma Scene	5	5	5	5
STEMI Compliance Rate	99	99	100	100
Stroke Compliance Rate	85	88	90	85

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
# of Call with Successful Alternate Destination	335	340	350	325

Fire Services



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	1,450,936	1,565,921	1,565,921	2,065,965
Contractual Services		36,241	41,577	41,577	49,877
Supplies, Materials and Other Charges		114,770	214,698	242,026	633,481
Debt		4,494	2,719	3,069	5,462
Expenditure Totals	\$	1,606,441	1,824,915	1,852,593	2,754,785
Revenues:					
Federal	\$	–	–	–	62,500
Charges For Services		310,662	285,979	285,979	297,698
Revenue Totals	\$	310,662	285,979	285,979	360,198
Number of FTE's		17.00	17.00	17.00	27.00

DEPARTMENT PURPOSE AND GOALS

Preserve the quality of life and property throughout Wake County through activities that build, sustain and improve capabilities that mitigate, prevent, prepare for, respond to and recover from all hazards.

MAJOR ACCOMPLISHMENTS

In September 2016, the Department of Emergency Management was brought under the Department of Fire Services as a third division. This consolidation presents many opportunities for the department to realize efficiencies and take advantage of synergies existing within the individual organizations. The

recent completion of a new warehouse facility provides the department an opportunity to combine the logistical functions of both emergency management and fire services, which will result in increased efficiencies and potential cost savings. Examination of the emergency response roles within both original departments will result in reduced redundancy and the identification of cross-training possibilities.

Emergency Management programs and operations have improved through annual training, exercises, and real world events, which included a FEMA graded bi-annual Harris exercise and Hurricane Matthew. Through lessons learned and training, the

Fire Services

depth and level of experience provided to field and Emergency Operations Center personnel has increased. Integral to the activation of emergency management systems, the Countys mass notification system was replaced this year. Emergency Management personnel provided technical and resource support to local public safety organizations during 160 incidents and scheduled events including the NC State Fair, hazardous materials releases, airplane crashes, bomb threats, missing person searches, severe weather and other events

Based on requirements of SARA Title III, Wake County collected 1,103 chemical facility reports, which provide locations, inventories, and other data on specific chemicals. Additionally, Emergency Management performed quality assurance checks on submitted reports and ensured that chemical information was accessible by first responders for use in emergency pre-planning and response activities.

Fire Services staff conducted 5,078 code enforcement activities, including, pre-construction meetings, plans review and inspections. A large portion of this workload is associated with the demand from the state's largest school system.

Fire Services staff responded to 187 incidents to conduct fire investigations and provided technical assistance to various public safety agencies. Staff initiated mid-year improvements to quality assurance program for incident reporting and developed new performance measures to address program effectiveness.

The Logistics section updated the Fire Tax District Apparatus Replacement guidelines to include a points based replacement plan based on 3 year averages of collected vehicle maintenance data. Staff began to inventory departments turnout gear, and created a replacement plan for firefighter protective equipment based on NFPA guidelines. These changes created a level funding plan in the district's financial model. The Logistics Manager also created a digital catalog for all fire apparatus. Complete inventories for all equipment was created and is now managed and housed at the County level. All replacement plans are based on NFPA Standards and best practices.

The Fire Training Division completed Recruit Academy 8, and placed 50% of the graduates in jobs within Wake County. Recruit Academy 9 is set to graduate in July 2017. Staff conducted Post Incident Reviews on 71% of fires meeting the required thresholds as stated in the Fire Protection Agreement. These Post Incident Reviews allow the Training Staff to identify emerging trends and challenges that need to be incorporated into training opportunities.

FY18 DISCUSSION

The Fire Services Budget increased by \$929,870, or 50%, from the Fiscal Year 2017 Adopted Budget. The majority of the increase is from the transition of the Emergency Management Department to a division within Fire Services. Other increases include annualization of salary and benefit increases approved in FY 2017 and an increase for electric utilities at the Fire Services Training Center that had been charged to the Fire Tax Fund in prior years.

HORIZON ISSUES

As a newly merged department, a long range strategic plan will be completed, which will define the consolidated department's core mission, identify the current and future expectations, and provide a guide map for the department as it moves into the future. This planning process has been started and will continue throughout this fiscal year and into Fiscal Year 2019.

A growing trend within the County and throughout the nation is a reduction in volunteer firefighters. Increased personal daily demands, increased fire service educational requirements and larger numbers of citizens who work outside of the communities they reside in has resulted in a reduction of the volunteers within our rural fire departments. Reversing this trend is an issue the department and the Wake County Fire Commission will be addressing. A new Volunteer Recruitment and Retention subcommittee of the Fire Commission has been established to explore ways to increase volunteerism within the fire service in Wake County. Additionally, the County will be exploring the establishment of a Community Emergency Response Team (CERT) to increase the citizen volunteer role in emergency preparedness

Fire Services

activities and support functions during emergency events.

Emergency Management's programs are driven by a combination of consequence assessments based on risk, threat, and vulnerability, and governmental rules (federal, state, local; Statutes, Ordinances, Laws, Regulations, Rules). As the population of the County continues to grow, industry continues to move to and expand in the county and existing and emerging risks and threats are addressed, EM will work diligently to improve our capabilities to address an ever evolving complex situation.

Continued municipal annexation and ETJ expansions into unincorporated areas reduce the code enforcement service area for Fire Services. The impact of this reduction will need to be evaluated to determine implications for staffing levels and workload. NFPA 1730 is a new nationally recognized standard that will be used to determine effectiveness and efficiency of divisional operations.

Fire Services will be looking at opportunities to enhance service delivery to our partners by incorporating the Fire Service Logistics Manager position that currently serves the Fire Tax District. This effort will include managing and coordinating resources for the Emergency Management Division as well. This integration would centralize inventory control within the agency and shore up staffing during significant events with an identified Logistical Manager for commodities going in and out of the warehouse.

Fire Services

Summary of Services and Performance Measures

Service Area: Fire Prevention & Response

Description: Provide proactive services designed to reduce community risk.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Percent of Occupancies Inspected	94	100	100	100
Percent of reports with no critical errors			100	100
Percent of reports that are submitted			100	100
Efficiency				
Percentage of Plans Reviewed within Seven business days	88	96	100	100

Service Area: Fire Services Training

Description: Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Percent of boot and helmet inventory tracked in the County database		22	100	100
Percent of PPE tracked in the county inventory database	50	90	100	100
Effectiveness				
Percent of incidents requiring a Post Incident Review by Wake County Fire Operations Division	71	90	100	100
Percent of training center student hours meeting the ISO Fixed Facility Training requirements	39	44	50	50
Percent of departments participating in Medical Exam program		77	90	90

Fire Services

Service Area: All Hazards Program

Description: Enhance the community's ability to deter, prevent, respond to, and recover from all risks and hazards, whether they be natural or manmade, through development of a single, common preparedness vision and strategy.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Percent of EOC personnel trained in the EOC annually	70	75	100	100
Percent of personnel with Incident Command System (ICS) certification	25	50	78	100
Percent of radiological equipment exchanged or calibrated	100	100	100	100
Efficiency				
Percent of facilities utilizing Site Specific Plan/Hazardous Materials Management Plan Update	68	73	78	83



Emergency Management

Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	506,254	481,422	481,422	–
Contractual Services		14,042	12,011	11,989	–
Supplies, Materials and Other Charges		227,724	355,257	406,520	–
Capital Outlay		6,225	–	–	–
Debt		–	–	2,525	–
Expenditure Totals	\$	754,245	848,690	902,456	–
Revenues:					
Federal	\$	62,500	62,500	62,500	–
Revenue Totals	\$	62,500	62,500	62,500	–
Number of FTE's		5.00	5.00	5.00	0.00

DEPARTMENT PURPOSE AND GOALS

In September 2016, the Department of Emergency Management was brought under the Department of Fire Services as a third division. The Emergency Management Division budget is reflected in the Fire Services budget beginning in FY 2018.



Emergency Communications

Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Contractual Services	\$	414,797	437,281	437,281	465,415
Supplies, Materials and Other Charges		645,758	605,502	605,502	1,175,096
Capital Outlay		93,089	80,000	80,000	29,000
Expenditure Totals	\$	1,153,645	1,122,783	1,122,783	1,669,511
Revenues:					
Charges For Services	\$	1,205,806	1,124,776	1,124,776	1,670,685
Interest Income		9,072	—	—	—
Revenue Totals	\$	1,214,878	1,124,776	1,124,776	1,670,685
Number of FTE's		0.00	0.00	0.00	0.00

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 2,000 personnel and in 4 PSAPs. Emergency Communications also manages an alphanumeric and tone and voice paging system and has deployed over 3,100 pagers to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County.

MAJOR ACCOMPLISHMENTS

During FY 2017, staff completed the evaluation/selection phase and began the negotiation phase of the procurement of a replacement CAD system. In FY 2018 staff will begin implementation of the new system, working with stakeholder agencies to coordinate build out and training for all users. The Raleigh-Wake County Emergency Communications

Center uses the CAD system to relay 911 calls to the appropriate fire, EMS and local law enforcement units throughout the county.

The County's 800 MHz public safety radio system platform is aging and in need of replacement. Because of the critical nature of the voice traffic that traverses the County 800 MHz radio system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective. In FY 2014 Wake County and the Town of Cary agreed to partner to share 800 MHz radio system infrastructure owned by the Town of Cary. In FY 2017 several project tasks associated with the radio system project were completed, including awarding a three-year subscriber replacement contract to Motorola and releasing the radio system infrastructure replacement RFP.

FY18 DISCUSSION

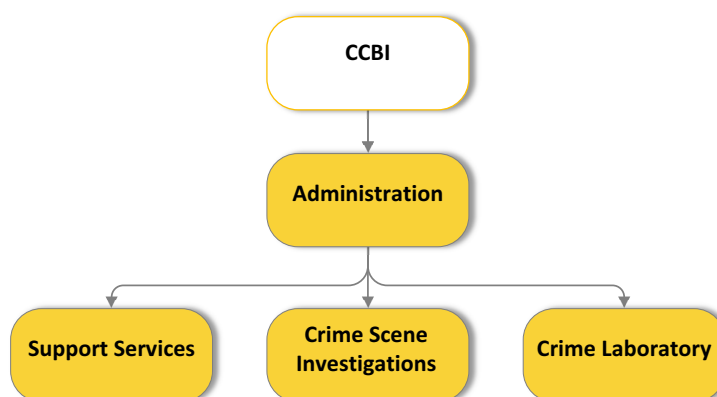
Overall, the FY 2018 Emergency Communications operating budget increased approximately 49% from the FY 2017 adopted budget. Individually, the FY 2018 800 MHz radio system budget costs increased primarily due to new infrastructure coming off the initial warranty period, with maintenance slated to begin on this equipment beginning FY 2018. In addition, maintenance for the new recording system implemented as part of the radio system upgrade and

Emergency Communications

the opening of the City of Raleigh's Critical Communications Center begins in FY 2018. The FY 2018 CAD budget decreased slightly due to lower CAD console replacement costs as well as a software credit for FY 2018.

It should be noted that the Public Safety Communications budget reflects expenditures and revenues from outside agencies, and recovered costs from County departments (reflected as an expenditure offset) for CAD and 800 MHz system expenses. Therefore, fluctuations in overall expenditures and revenues from year to year reflect changes in cost allocation between agencies based on usage, as well as changes in total costs.

Raleigh/Wake City-County Bureau of Identification



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	4,805,698	5,104,194	5,104,194	5,265,852
Contractual Services		19,619	5,784	5,784	148,125
Supplies, Materials and Other Charges		573,018	678,130	649,857	715,358
Capital Outlay		26,819	—	28,273	—
Transfers Out		34,406	69,153	69,153	114,068
Expenditure Totals	\$	5,459,560	5,857,261	5,857,261	6,243,403
Revenues:					
Charges For Services	\$	1,079,770	1,075,000	1,075,000	1,025,000
Miscellaneous		(40)	—	—	—
Revenue Totals	\$	1,079,730	1,075,000	1,075,000	1,025,000
Number of FTE's		75.50	77.50	77.50	77.50

DEPARTMENT PURPOSE AND GOALS

The Raleigh/Wake City-County Bureau of Identification (CCBI) is a Wake County agency that provides forensic services to agencies within the criminal justice system in Wake County. CCBI continuously strives for improvement and sets high standards in the delivery of forensic services. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into seven general areas and include crime scene analysis, controlled substance analysis, DWI blood alcohol/blood drug analysis, fingerprint and footwear

impression analysis, digital evidence analysis, civil fingerprint services for employment and concealed handgun permits, and fingerprinting, photographing, and collecting DNA from individuals arrested in Wake County.

MAJOR ACCOMPLISHMENTS

Crime scene personnel investigated 7,400 crime scenes in 2016.

In 2016, CCBI's latent print unit effected 1,470 subject identifications as a result of finger and palm-prints collected from crime scenes. 2016 saw

Raleigh/Wake City-County Bureau of Identification

the second highest number of identifications in CCBI's 80 year history.

CCBI's forensic chemistry units analyzed 722 DWI blood drug/alcohol cases and 770 controlled substance cases in 2016.

In 2016, the CCBI Criminal Identification Unit fingerprinted and photographed 24,580 individuals charged with criminal offenses. Additionally, at the request of the public, the CCBI Civil Identification Unit fingerprinted 26,771 individuals.

FY18 DISCUSSION

The City-County Bureau of Identification's base budget for FY 2018 increased from the prior year's adopted budget by approximately \$248,000 from the annualization of merit increases, reallocation of software contracts from Information Services, increased matching amount for the Governor's Highway Safety Fund, and new positions. CCBI's total budget increased by \$386,000 from the prior year.

In FY 2018, CCBI received funding for an Identification Technician position. Identification technicians photograph and fingerprint all Wake County arrestees and collect DNA samples when necessary, which requires 24/7 staffing coverage. The position was added to reduce overtime and provide additional capacity (1.00 FTE, \$49,932).

In addition to the ID technician position, funding is included to establish an overtime budget for CCBI's identification staff. This unit has not had an overtime budget in the past and had to pull from the Crime Scene Investigations and Laboratory Units. This funding will allow each of CCBI's units to use overtime to respond to their caseloads (\$30,213).

The budget includes funding for CCBI's investigative staff to receive specialized training and certification. CCBI's crime laboratory staff requires specialized training, memberships, and certifications in toxicology, drug chemistry, evidence, and forensic photography. CCBI's investigative division staff, including crime scene agents and property crime

technicians, receive 40 hours of annual trainings to remain eligible for certification (\$50,000).

FY 2018 is the final year CCBI will receive federal grant dollars from the North Carolina Governor's Highway Safety Program, which provided start up funding for blood alcohol testing. The grant requires the County to share in 50 percent of the annual program costs in FY18 (\$114,068).

CCBI's participation in the facial recognition pilot program has been effective in generating investigative leads to law enforcement agencies. CCBI's continued participation is directly dependent on the identification of a new long-term funding source.

Funding is also included for annual maintenance for CCBI's livescan fingerprinting machine (\$4,080) and a 3-D crime scene scanner (\$4,000).

HORIZON ISSUES

CCBI continues to seek funding sources for the continuation of its facial recognition program.

CCBI is currently evaluating the feasibility and cost of expanding its forensic services to include ballistic examinations.

Raleigh/Wake City-County Bureau of Identification

Summary of Services and Performance Measures

Service Area: Criminal Identification Unit

Description: Collecting arrest data and DNA, pursuant to General Statute authority, on individuals charged with a criminal offense in Wake County in a timely manner.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
% of time fingerprinting, photographing, and DNA collection completed within 25 minutes	96	90	90	90

Raleigh/Wake City-County Bureau of Identification

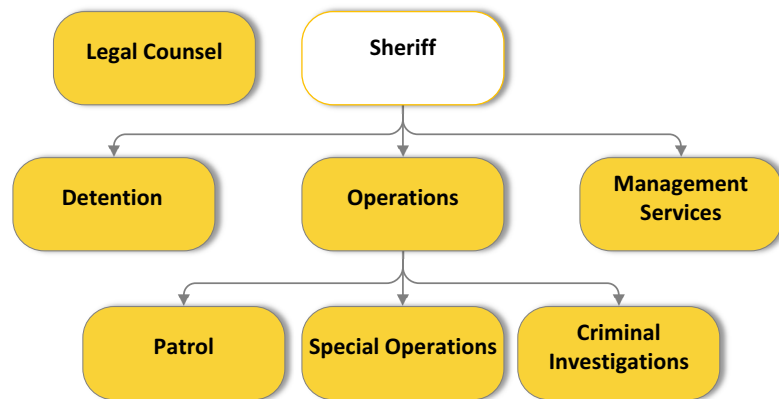
Summary of Services and Performance Measures

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	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
% of time officers request responded to within 60 minutes	90	90	90	90

Sheriff



Department Summary

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:					
Salary / Benefits	\$	66,747,675	68,615,507	70,755,507	73,450,251
Contractual Services		4,895,531	4,821,096	6,104,346	6,366,816
Supplies, Materials and Other Charges		8,665,424	8,487,715	8,500,416	9,176,362
Capital Outlay		49,203	—	—	160,116
Transfers Out		100,211	169,110	169,110	—
Expenditure Totals	\$	80,458,043	82,093,428	85,529,379	89,153,545
Revenues:					
Federal	\$	137,143	87,838	87,838	87,838
State		1,762	—	—	—
Charges For Services		5,152,808	4,140,600	4,140,600	4,140,600
Licenses & Permits		482,147	408,000	408,000	408,000
Interest Income		75	—	—	—
Miscellaneous		15,868	5,000	5,000	5,000
Other Financing Sources		—	—	—	134,000
Revenue Totals	\$	5,789,803	4,641,438	4,641,438	4,775,438
Number of FTE's		965.00	1,005.00	1,005.00	1,021.00

DEPARTMENT PURPOSE AND GOALS

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law enforcement officer for the County, elected by the citizens of Wake County. The Sheriff has jurisdiction throughout the County, including both the incorporated and the unincorporated areas. The office provides primary law enforcement for the

unincorporated areas of the County and serves civil process in all jurisdictions within Wake County. As the population of the County grows, demand for Sheriff's Office services increases. The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

Sheriff

The Sheriff's Office is organized into seven divisions: Administration, Judicial Services, Patrol, Investigations, Special Operations, Management Services, and Detention. For budgetary purposes, Detention is separate, while the other six groups are consolidated into one "law enforcement" budgetary division. Assignment of deputies to various groups in law enforcement is dynamic as rotations occur frequently.

FY18 DISCUSSION

The budget reflects an increase from the prior year Adopted Budget for the costs to annualize performance pay and position classification pay band changes implemented in FY 2018.

Additional funding is included to support the medical and hospitalization needs of inmates (\$1.5 million). The budget implements pay classification adjustments associated with newly created Sheriff law enforcement and detention series (\$1.6 million), which are intended to improve recruitment and retention of public safety employees. A total of 9.0 FTE in Sheriff law enforcement and 2.0 FTE in Detention are included in this budget.

Sheriff

Division Summary - Law Enforcement

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	31,296,264	33,072,668	33,072,668	37,051,921
Contractual Services	632,767	906,223	909,473	936,223
Supplies, Materials and Other Charges	6,249,477	6,059,292	6,068,960	6,737,819
Capital Outlay	49,203	—	—	160,116
Transfers Out	100,211	169,110	169,110	—
Expenditure Totals	\$ 38,327,922	40,207,293	40,220,211	44,886,079
Revenues:				
Federal	75,676	37,838	37,838	37,838
State	1,762	—	—	—
Charges For Services	2,252,232	2,022,600	2,022,600	2,022,600
Licenses & Permits	482,147	408,000	408,000	408,000
Interest Income	75	—	—	—
Miscellaneous	12,760	5,000	5,000	5,000
Revenue Totals	\$ 2,824,652	2,473,438	2,473,438	2,473,438
Number of FTE's	430.00	436.00	436.00	450.00

DIVISION PURPOSE AND GOALS

Law enforcement duties include patrolling, responding to civil disaster events, preventing crime, serving domestic violence protection orders, investigating violations of the law, and apprehending law violators. The Sheriff's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, and transportation of involuntarily committed persons to mental health institutions located outside Wake County.

The Sheriff's Office has the responsibility of providing school resource officers for high schools and middle schools in the unincorporated areas of the county. Additional school resource officers are also provided for middle schools in the city limits of Raleigh, Wake Forest, Fuquay-Varina, and Zebulon, and two 9th grade centers in Wake Forest. These officers are considered a vital resource in the safety and security of students, faculty, and staff of the Wake County Public School System (WCPSS). Through

funding from the state, WCPSS shares in the cost of this service for the high schools.

The Sheriff's Office is responsible for serving civil and criminal processes issued by the courts. The service of these processes includes arresting persons and bringing them before the courts, seizing and selling personal and real property to satisfy court judgments, and evicting tenants to return possession of premises to landlords.

The Sheriff's Office is also responsible for courtroom security in the 31 District and Superior courtrooms in Wake County. Courtroom security includes the physical security of the courtroom, the personal safety of all who attend court proceedings, and the control and supervision of persons in custody when brought for court appearances.

Other duties of the Sheriff's Office include issuing pistol purchase permits and concealed handgun carry permits, registering sexual offenders and predators residing in Wake County (including investigating their current address) and issuing of parade and

Sheriff

picketing permits in the unincorporated areas of the County.

MAJOR ACCOMPLISHMENTS

As a result of the continued partnership in the Drug Overdose Prevention Coalition, the Wake County Sheriff's Office became the first law enforcement agency to issue Naloxone (Narcan) kits to its deputies. This resulted in 140 Naloxone (Narcan) kits issued.

Implemented a less than lethal program and a de-escalation training for all deputies in partnership with Wake Tech and the law enforcement technology offered at their public safety campus.

Continued the Project Lifesaver Program with a total of 31 members; and continued the Citizens' Well-Check Program with a total of 100 members.

Provided law enforcement experience to 125 middle school students in the 11th Annual Law Enforcement Adventure Camp.

FY18 DISCUSSION

The base budget increases above the prior year adopted budget for the annualization of personnel adjustments and the continuation of the County's participation in the Governor's Highway Safety Program DWI Task Force.

A Computer Systems Administrator (1.00 FTE) to support implement and manage an Electronic Health Records System to track inmate medical records and medicine administration was included in the budget (\$73,800).

An additional Telecommunicator (1.00 FTE) will help input Domestic Violence Protective Orders into several law enforcement databases. Wake County has seen an increase in the number of protective orders (\$37,500).

River Bend Middle School is scheduled to open in August 2017. A School Resource Officer would provide security for the school when it opens (1.00 FTE, \$107,000)

The budget includes the addition of one Courthouse Sergeant to the existing two Sergeants and one Lieutenant to provide a better span of control over Sheriff Deputies in Wake County Courthouses (1.00 FTE, \$137,000).

The budget includes a second Technical Surveillance Unit of Special Operations Investigators (3.00 FTE, \$413,000). The TSU would provide investigative resources through surveillance, including tracking down a missing suspect or victim. The additional TSU will also research active suspects through surveillance to further investigate active cases. Surveillance will be through various means including community cameras, phone records, and social media. With this addition, the TSU will work beyond current suspects and investigations to research potential criminal activity within the community, which could prevent further criminal activity.

Expand information technology support within the Wake County Sheriff's Office through the addition of a Business Analyst. The analyst will support existing technology systems and to respond to information technology trouble tickets for the 1,010 department FTEs (1.00 FTE, \$84,000).

An additional Sheriff Deputy will attend community events as a recruiter to promote detention and law enforcement careers. The position will also perform background investigations, which requires extensive research and one-on-one interviews (1.00 FTE, \$120,000).

HORIZON ISSUES

Continue to recruit highly qualified deputies.

Replace canines as they age out.

Upgrade Computer Aided Dispatch system to work more closely with law enforcement reporting programs.

Sheriff

Summary of Services and Performance Measures

Service Area: Judicial Services

Description: Judicial service officers serve judicial notices, warrants, and domestic protection orders. This unit also provides courthouse security.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of civil papers for service received and processed	80,343	75,282	75,000	

Service Area: Patrol

Description: Patrol units respond to calls for service, provide routine security checks of businesses, churches, or residences, investigate break-ins, serve warrants, and enforce traffic regulations.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Numbers of calls for service	95,212	73,278	95,000	
Number of community and security checks	72,614	79,501	80,000	
Effectiveness				
Response time (received to dispatch) in minutes	3	3	2	2
Response time (dispatch to arrival) in minutes	9	8	8	8

Service Area: Criminal Investigations Division (CID)

Description: Criminal investigation detectives investigate crimes against persons, identity theft, narcotics, and property crimes. Special operations officers include the Special Response Team, K-9 team, and highway drug interdiction team.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Number of concealed handgun permits processed	6,400	7,891	8,000	8,000
Number of pistol permits processed	19,806	20,031	22,000	22,000

Sheriff

Division Summary - Detention

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	35,451,411	35,542,838	37,682,839	36,398,282
Contractual Services	4,262,765	3,914,873	5,194,873	5,430,593
Supplies, Materials and Other Charges	2,415,946	2,428,423	2,431,456	2,438,543
Expenditure Totals	\$ 42,130,122	41,886,134	45,309,168	44,267,418
Revenues:				
Federal	61,467	50,000	50,000	50,000
Charges For Services	2,900,576	2,118,000	2,118,000	2,118,000
Miscellaneous	3,108	—	—	—
Other Financing Sources	—	—	—	134,000
Revenue Totals	\$ 2,965,151	2,168,000	2,168,000	2,302,000
Number of FTE's	535.00	569.00	569.00	571.00

DIVISION PURPOSE AND GOALS

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center, the Wake County Detention Center on Hammond Road, and the Wake County Detention Annex on Hammond Road. The Sheriff's Office also transports prisoners to and from court appearances to the various units of the North Carolina Department of Corrections across the state, and to and from other sheriffs' offices. Medical care for the inmates is provided by a full-time physician employed by the Sheriff's Office, two physician assistants, a full-time nursing staff on duty 24 hours each day, and through contracts with external medical providers.

MAJOR ACCOMPLISHMENTS

Partnered with North Carolina State University and SAS Analytics for data driven analytics to understand the prevalence of mental illness in the jail.

Implemented an amended Crisis Intervention Team training program to all Detention Officer

Certification Courses as well as the Armed Transport Team.

Implemented a health services administrator to aid in the business functions of health care services.

FY18 DISCUSSION

The budget reflects an increase above the prior year adopted budget for the adjustment of personnel pay bands from the creation of a new Sheriff Office pay band series and contractual services associated with hospital medical costs within Detention, as well as the annualization of prior year personnel and operating expenditures.

The budget includes \$1.5 million increase in costs associated with the contracted medical services and hospitalization of inmates.

A pilot inmate education and workforce development program is being established for two years -- FY2018 and FY2019 -- to reduce recidivism and improve inmate outcomes. Two staff will be added in Detention, a detention officer and one case manager. The program will be funded through appropriation of ABC revenue within the General Fund (2.0 FTE, \$134,000).

Sheriff

HORIZON ISSUES

Evaluation of jail processes related to staffing and the projected jail population.

Work with Wake County Human Resources to implement strategies to improve recruitment and retention.

Sheriff

Summary of Services and Performance Measures

Service Area: Detention

Description: North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention facility (Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex).

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Average daily inmate population	1,176	1,182	1,200	

Non-departmental

Public Agencies

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
North Carolina Symphony	80,000	100,000	100,000	100,000
United Arts Council of Wake County	345,000	411,364	411,364	488,864
East Wake Education Foundation	45,000	50,000	50,000	50,000
Communities In Schools	65,000	65,000	65,000	100,000
Healing Transitions	600,000	600,000	600,000	–
Contribution to Marbles	650,000	650,000	650,000	650,000
Wake County Smart Start	325,728	488,592	488,592	588,592
Universal School Breakfast Program	155,000	193,000	193,000	199,000
Interfaith Food Shuttle	–	20,000	20,000	20,000
InterAct	–	–	–	75,000
Food Bank of Central & Eastern NC	–	–	–	6,000
Expenditure Totals	\$ 2,265,728	2,577,956	2,577,956	2,277,456

DIVISION PURPOSE AND GOALS

Wake County contributes to not-for-profit organizations that provide services to the public. Each agency is required to submit an application and meet basic requirements and contractual obligations. A summary of each agency and its purpose is below:

Communities In Schools of Wake County - To connect students with community resources and educational opportunities to help them succeed in school and in life.

East Wake Education Foundation - To assure that children reach school age healthy and ready to learn.

Marbles Kids Museum - To provide innovative, kid-powered play experiences that motivate learning, strengthen families and bring the entire community together to create bright futures for children.

North Carolina Symphony - A full-time, professional orchestra with 65 members. The symphony performs about 60 concerts a year in the Raleigh, Durham, Chapel Hill and Cary metropolitan area. Wake County funding supports 15 school concerts.

United Arts Council of Wake County - To build better communities through support and advocacy of the arts.

Wake County SmartStart - Administers the statewide NC Pre-K program (formerly More at Four) within Wake County. Wake County funding allows the agency to leverage State funds to serve an additional 100-200 four year olds.

Universal School Breakfast - The program ensures that students in need at Wake County Schools receive nutritious breakfast.

Interfaith Food Shuttle - County funding is for a pilot food pantry program in several Wake County schools where over fifty percent of the school population qualify for free and reduced lunch. The organization's mission is to pioneer innovative, transformative solutions designed to end hunger in Wake County.

Food Bank of Central & Eastern North Carolina - County funding is for a pilot food pantry program in several Wake County schools where over fifty percent of the school population qualify for free and reduced lunch. The organization's mission is to ensure no one goes hungry in central and eastern North Carolina.

Non-departmental

InterAct - Dedicated to ending the cycle of domestic and sexual violence in Wake County. County funding supports an eFiling initiative.

FY18 DISCUSSION

New funding provided for InterAct's eFiling initiative, which allows victims to electronically file domestic violence protective orders and videoconference with a judge while receiving services at InterAct (\$75,000).

Additional funding for Communities in Schools to offer 50 scholarships for weekend school camp and 50 scholarships for summer camp (\$35,000).

Increased funding for North Carolina's Pre-K SmartStart program that prepares at-risk children for kindergarten. This funding allows SmartStart to leverage additional fundraising dollars and continue to provide seats for more than 1,100 children in 77 classrooms throughout Wake County. County funding is expected to provide 80 additional slots (\$100,000).

Funding for United Art Council to enhance the quality of life in Wake County. Programs with county funding include the Visiting Artist program and the Wake Murals project (\$77,500).

Additional funding for operation of Universal Breakfast Program at Wake County Public Schools (\$6,000).

Interfaith Food Shuttle and Food Bank of Eastern & Central North Carolina to add five school-based pantries, doubling the school pantries to 10 (\$6,000).

Non-departmental

Memberships

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Raleigh-Durham Airport Authority	12,500	12,500	12,500	12,500
Triangle J Council of Governments	207,237	203,909	203,909	203,909
CAMPO (Capital Area Metro Planning Organization)	71,636	106,850	106,850	106,338
School of Government	113,342	118,237	118,237	123,435
National Association Of Counties	12,941	12,941	12,941	12,941
NC Association Of County Commissioners	65,235	66,560	66,560	69,222
Expenditure Totals	\$ 482,891	520,997	520,997	528,345

DIVISION PURPOSE AND GOALS

The County takes part in various organizations wherein 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 (TJCOG) dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion are based on percentages identified in Community Development Block Grants for aging and ombudsman programs administered by TJCOG. The Raleigh Durham International Airport is a flat annual fee.

Non-departmental

Non-departmental

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Historic Preservation	126,114	127,566	127,566	134,066
Women's Commission	6,242	6,240	6,240	6,240
Non-departmental	72,926	1,214,000	3,889,000	–
Co. Mgr. Contingency	49,250	55,000	62,000	435,000
Salary & Benefit Reserve	51,963	545,835	520,835	7,069,285
Chamber of Commerce	372,135	390,000	407,865	490,000
Jail Alternative Programs	916,471	1,486,559	1,486,559	1,006,723
Medical Examiner	–	–	–	770,000
Indirect Reimbursements	(108,246)	(140,680)	(140,680)	(152,007)
October 2016 Hurricane Matthew	–	–	1,000,000	–
Transit 2014	95,236	–	8,000	–
Expenditure Totals	\$ 1,582,090	3,684,520	7,367,385	9,759,307

DIVISION PURPOSE AND GOALS

Funding for organization-wide activities such as consulting services and other professional services are budgeted within this category. A summary of each significant program area is below:

Historic Preservation - To safeguard the heritage of the county, including its municipalities, by preserving districts and landmarks that embody important elements of its culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure and enrichment of the residents of the county and state.

Women's Commission - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

Non-Departmental - This unit is used for various consulting and legal fees and for county-wide contracts.

Salary & Benefit Reserve - Represents funds that may be distributed throughout the County to address

pending salary adjustments, performance pay increases, or benefit changes.

Chamber of Commerce - The County contracts with the Greater Raleigh Chamber of Commerce for a county-wide economic development program that promotes the creation of new jobs in businesses that contribute to an appropriately vital local economy. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

Jail Alternative Programs - Includes funding for Criminal Justice Partnerships that aim to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Partnerships include pretrial release, electronic monitoring, and the "Free the People" program offered through the District Attorney's office.

Medical Examiner - Wake County contracts for Medical Examiner costs, which is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. If the death resulted from a criminal act or default on the part of another person, the Medical Examiner

Non-departmental

continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. Funding is also included for the contracted transport of deceased persons to either the Medical Examiner's office or a contracted funeral home.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

FY18 DISCUSSION

The FY 2018 budget includes funding for the County's pay for performance plan to provide for compensation adjustments in line with employee performance. Performance pay is budgeted at 3% of salaries and wages, allowing funding for an average performance pay adjustment across the County of 3%. Performance pay increases for County employees start October 1, and the base budget for the following year includes the total annual cost of the prior year's pay for performance plan. The amount of the pay increase is included in the Salary and Benefits Reserve (\$5.6 million). Additional funding of \$1.06 million is included for the County portion of the Health and Dental budget within the Salary and Benefit Reserve.

The budget adjusts County pay bands for those positions the Human Resources department identifies are not in line with market compensation rates. The amount to adjust the bands is included in the Salary and Benefits Reserve (\$198,000). Additional funding specifically related to creating the separate detention classification series and the law enforcement officer series are budgeted within the Sheriff department.

The budget for the contract with the Medical Examiner was moved to Non-Departmental FY 2017. In FY 2018, the Medical Examiner budget increased by \$206,800 to align with the cost of services. In FY 2016 a statutory increased rate per SB 395 increased the fee for medical examiners from \$100 to \$250 and the cost of autopsies from \$1,250 to \$2,800. This fee increase, joined with population growth, is driving the cost increases in this unit.

Additional funding for the Chamber of Commerce to add a position focused on economic development strategies targeting vulnerable communities has been included in the budget (\$100,000).

The County contracts with Capital Area Preservation to support the services of the Wake County Historic Preservation Program. The FY 2018 budget includes a \$6,500 increase to support the work associated with 26 additional historic landmarks designated in Wake County since 2009. Furthermore, Capital Area Preservation serves on the Technical Review Committee to review subdivision, special use permits and variances in relation to any historic properties. These planning activities have increased for the County overall.

Non-departmental

Soil & Water Conservation District

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	413,506	454,893	454,893	—
Contractual Services	8,027	9,000	9,000	—
Supplies, Materials and Other Charges	28,998	59,478	38,046	—
Capital Outlay	—	—	21,432	—
Expenditure Totals	\$ 450,531	523,371	523,371	—
Revenues:				
State	25,500	25,500	25,500	—
Revenue Totals	\$ 25,500	25,500	25,500	—

DIVISION PURPOSE AND GOALS

The Soil and Water Conservation District has been moved to the Quasi-Governmental Department. This move is the transferring of funds from within the Non-Departmental budget and reflecting the County's two quasi-governmental functions, Soil and Water and Cooperative Extension.

Non-departmental

Cooperative Extension

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Contractual Services	193,703	275,943	275,946	–
Supplies, Materials and Other Charges	15,389	20,586	20,583	–
Expenditure Totals	\$ 209,092	296,529	296,529	–
Revenues:				
Charges For Services	1,000	1,000	1,000	–
Miscellaneous	8	–	–	–
Revenue Totals	\$ 1,008	1,000	1,000	–

DIVISION PURPOSE AND GOALS

Cooperative Extension has been moved to the Quasi-Governmental Department with the FY 2018 budget.

Non-departmental

Health Benefits

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Healthcare - County Share	(23,193,014)	(25,772,000)	(25,772,000)	(25,300,000)
Dental - County Share	(1,216,060)	(1,250,000)	(1,250,000)	(1,250,000)
Health - Employee Share	(5,648,634)	(5,752,000)	(5,752,000)	(6,492,000)
DNTL/Fringe Adj/Employee Share	(1,061,064)	(833,000)	(833,000)	(833,000)
Contracted Services	959,723	1,168,000	1,168,000	1,218,000
Health Self Insurance Admin Costs	1,955,575	1,972,000	1,972,000	1,994,000
Health Self Insurance Claims	24,025,620	22,687,000	22,687,000	24,210,000
Dental Self Insurance Claims	2,221,917	1,882,000	1,882,000	1,882,000
Dental Self Insurance Admin Costs	121,727	95,000	95,000	95,000
Health - Retiree Claims	5,138,690	4,236,000	4,236,000	4,729,000
IBNR_Insurance Claims	(117,969)	–	–	–
RX/Administration	238,526	118,000	118,000	118,000
RX/Claims	5,996,272	5,318,000	5,318,000	6,690,000
Stop Loss Premium	911,441	1,124,000	1,124,000	1,124,000
Rx Reimbursements	(1,557,462)	(1,704,000)	(1,704,000)	(1,704,000)
Medicare D Subsidy	–	(174,000)	(174,000)	(174,000)
FSA Administration	(139,286)	70,000	70,000	70,000
COBRA Administration	10,176	75,000	75,000	11,000
RX Claims - Retirees	2,794,207	2,788,000	2,788,000	3,160,000
PPACA Fees	267,491	100,000	100,000	20,000
EAP Admin Fee	52,220	–	–	6,000
Food - Program Purchases	15	–	–	–
Benefits/Wellness Program Purchases	2,480	–	–	–
Office Telephone Service	2,213	2,000	2,000	2,000
Parking Vouchers from GSA	40	–	–	–
Expenditure Totals	\$ 11,764,843	6,150,000	6,150,000	9,576,000

DIVISION PURPOSE AND GOALS

The County is self-insured for health and dental benefits. The source of funding for these expenditures are employer contributions and employee withholdings that are recorded as part of the payroll expenditures. These amounts are reflected as a "contra" expenditure within Non-Departmental unit of Health Benefits so that the types of actual payments may be reflected in the budget without "double-counting" the expenditures.

Non-departmental

Risk Management - Cost of Claims

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
IT Consulting	–	–	–	100,000
Legal Fees/Litigation Services	184,226	90,000	90,000	90,000
Actuarial Fees	16,500	16,000	16,000	17,000
Brokerage Fees	43,500	42,500	42,500	43,500
Claims Administration Expense	91,001	90,000	90,000	90,000
Contracted Services	15,058	–	–	–
Vehicle Maint & Repair Services	248	–	–	–
Risk Management - Property/Theft Claims	(69,259)	–	–	–
Risk Management - Vehicle Claims	(438,402)	(400,000)	(400,000)	(418,470)
Risk Management - Liability Claims	(473,767)	–	–	–
Risk Management - Workers Comp Claims	(2,467,479)	(1,914,000)	(1,914,000)	(2,061,907)
Subscriptions	385	–	–	–
Purchased Insurance & Bonding	839,590	799,703	799,703	850,504
Self Insurance Claims	4,026,687	2,650,000	2,650,000	–
Self Insurance Claims Year-end Adjustment	(500,000)	–	–	–
Self Ins Claims - Property/Theft	–	–	–	133,728
Self Ins Claims - Vehicles	–	–	–	418,470
Self Ins Claims - Liability	–	–	–	149,471
Self Ins Claims - W/C	–	–	–	2,061,907
Vehicle Replacements	5,355	–	–	–
Expenditure Totals	\$ 1,273,644	1,374,203	1,374,203	1,474,203

DIVISION PURPOSE AND GOALS

The County's Risk Management program is managed within three departments; the County Attorney's Office, Finance and General Services Administration. The County Attorney and his staff manage the claims, settlement and litigation of those claims. Finance manages the insurance program, administers the County driving policy and risk management reporting. GSA manages the safety program and completes the OSHA reporting.

Wake County is self-insured for workers compensation, liability and vehicle claims. Wake purchases commercial excess insurance coverage for worker's compensation and liability claims that exceed the retention levels. Bonds are purchased to cover specific risks and officials. The County will continue posting the claims portion of the cost of

risk to departments as payment for claims made in the fiscal year.

FY18 DISCUSSION

The Risk Management budget increased by \$100,000 from the prior year Adopted Budget for an information technology cyber security data assessment and response plan. Consultant services will assist Wake County in creating a Cyber Incident Response Plan, as well as conduct assessments of various data sets throughout the County.

Non-departmental

Transfers

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Transfer To County Capital Fund	28,158,000	29,109,000	29,109,000	29,919,000
Transfer To WCPSS Capital Fund	43,708,000	22,946,000	22,946,000	35,568,000
Transfer To Debt Service (property tax)	182,892,000	212,573,000	212,573,000	196,473,000
Intrafund Transfers	850,000	850,000	850,000	1,000,000
Transfer To Wake Tech Capital Fund	3,522,000	–	–	10,033,000
Transfer To Debt Service (sales tax)	38,150,000	40,066,000	40,066,000	43,315,000
Expenditure Totals	\$ 297,280,000	305,544,000	305,544,000	316,308,000

DIVISION PURPOSE AND GOALS

The budget includes dedication of 19.01 cents of the 61.5 cents of property tax rate for pay-as-you-go capital funding and debt service.

Non-departmental

Non Departmental Revenue Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Revenues:				
Property Taxes	\$ 813,067,807	840,531,000	840,531,000	884,794,500
Sales Tax	167,601,590	172,620,000	176,040,000	190,366,000
Lease/Rental Vehicle Tax	3,091,534	2,550,000	2,550,000	2,550,000
Lease/Rental Heavy Equipment Tax	(15,716)	—	—	—
Payment in Lieu of Taxes	1,438,701	1,233,329	1,233,329	1,222,003
Beer & Wine	894,226	877,200	877,200	877,200
Other - State	1,630,012	2,100,500	2,100,500	1,500,000
ABC Board	5,500,000	2,000,000	2,000,000	2,000,000
Parks & Recreation Fees	1,317	—	—	—
Planning Fees	4,138	—	—	—
Rental/Lease Income	925	—	—	—
Reimbursements	171,831	—	—	—
Other - Charges for Services	1,029,675	961,000	961,000	1,080,000
Licenses	80,676	72,000	72,000	72,000
Interest	27,918	10,412	10,412	200
Miscellaneous Revenue	81,427	—	—	—
Appropriated Fund Balance	—	1,134,000	7,003,879	—
Transfers From	293,680	293,680	293,680	293,680
Revenue Totals	\$ 994,899,741	1,024,383,121	1,033,673,000	1,084,755,583



Wake County Public School System

Department Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Wake County Schools Allocations	386,000,000	409,911,000	409,911,000	425,911,000
Direct Appropriation	386,000,000	409,911,000	409,911,000	425,911,000
Debt Service	201,235,246	214,515,645	214,515,645	207,918,083
Expenditure Totals	\$ 587,235,246	624,426,645	624,426,645	633,829,083

DEPARTMENT PURPOSE AND GOALS

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina and the 15th largest nationwide, provides regular and special instructional programs for children in kindergarten through high school, as well as pre-kindergarten services for special needs students. WCPSS also provides school bus transportation, child nutrition, counseling, athletic programs, and other operations to support instructional programs. WCPSS operates 112 elementary schools, 37 middle schools, 29 high schools, one K-8 Academy and two leadership academies.

The Wake County Board of Commissioners, through the appropriation process, provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State. The Wake County Board of Commissioners provides funding for the construction and maintenance of school facilities through the operating budget appropriation and in the capital improvement plan appropriations. Other voluntary funding by the Wake County Board of Commissioners includes appropriations for increased instructional and non-instructional personnel, salary supplements, and other operating support.

FY18 DISCUSSION

The FY 2018 appropriation for the school system is \$425.91 million; an increase of \$16.0 million and 3.9 percent more than the prior year adopted budget. With projected enrollment of 161,757 in 2017-18, this appropriation will bring WCPSS to per pupil funding

of \$2,633, an increase of \$59 per pupil over the FY 17 Adopted Budget. In addition to the direct appropriation, \$899,014 will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease.

The FY 2017 budget also includes \$207.91 million for debt service in support of WCPSS' capital programs.

WCPSS will be opening four new schools in 2017-18: Horton's Creek Elementary, Rogers Lane Elementary, River Bend Middle, and the Northern Wake College and Career Academy Early College. This budget includes the operating costs of maintaining these buildings.

HORIZON ISSUES

Over the next four years, WCPSS operating costs will increase as a result of new and renovated school construction work in CIP 2013.

Wake Technical Community College

Department Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Wake Technical College Allocation	19,121,000	19,505,000	19,505,000	18,830,738
Communities In Schools	295,000	295,000	295,000	295,000
Educational Programs	–	–	–	2,160,262
Direct Appropriation	19,416,000	19,800,000	19,800,000	21,286,000
Debt Service	28,225,870	28,740,735	28,740,735	27,971,891
Expenditure Totals	\$ 47,641,870	48,540,735	48,540,735	49,257,891

DEPARTMENT PURPOSE AND GOALS

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. The college serves all of Wake County through nine primary sites and an extensive array of courses and programs offered online. Wake Tech's 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. Curriculum (for-credit) programs in a variety of career preparation and college transfer specialties offer more than 220 options that lead to two-year associate's degrees, one-year diplomas, or two-semester certificates. Workforce continuing education programs include training for public safety officers, literacy and high school equivalency classes, entrepreneurship and small business training and support, customized workforce training for new and expanding industries, and a wide variety of courses for professional development and personal enrichment.

Wake Tech has six campuses two centers across Wake County and has programming at Vernon Malone Career and Technical High School. The campuses and centers include Southern Wake (Main) Campus Northern Wake Campus, Public Safety Education Campus, Perry Health Sciences Campus, the new RTP Campus, Beltline Education Center Eastern Wake Education Center in Zebulon;. Contingent on county funding, Wake Tech will partner with Wake County Public Schools to open the North Wake

College and Career Academy in Wake Forest in August 2017.

Wake Tech's new RTP campus is a next-generation learning environment that will be dedicated to the needs of individuals and corporations in western Wake County and the Research Triangle Park. The first phase of construction includes one classroom and administration building, a regional energy plant, and 653 surface parking spaces.

Wake Tech Online offers an extensive array of degree, diploma, and certificate programs in online and hybrid formats, serving students throughout the region. Wake Tech has more online students than any other North Carolina community college and has instituted a comprehensive program to prepare both students and faculty for online learning, with training and instructor certification.

Priorities for Wake Technical Community College are to promote job creation and economic growth in Wake County through educational partnerships with business and industry; re-train unemployed and displaced workers; maximize the use of existing facilities and develop additional facilities to serve the county's growing population; locate new facilities more convenient to the population base; and ensure that Wake County citizens have the knowledge and skills to compete successfully in the global economy.

Wake Technical Community College

MAJOR ACCOMPLISHMENTS

Facilities: Main Campus completed a Parking Lot Repaving project, which added 996 new parking spaces. Northern Wake Campus completed construction of the Building J (Applied Technology), Regional Energy Plant 3, and Building K projects and began construction of the re-designed Pedestrian Bridges. RTP Campus continued construction of the new RTP Campus Classroom Building 1. The college completed the planning and approval of the Wake Tech FY 2017- 2023 Capital Improvement Plan (CIP), which will encompass approximately \$600 million in construction projects over the next seven years. The college began design for the next classroom building at the RTP Campus; a new automotive and collision repair facility at the Northern Wake Campus; and at the Main Campus, a new Facilities/Warehouse Facility and the renovation of the Power Mechanics Building. Gartner study of IT infrastructure was completed.

Instruction: Wake Tech serves more than 71,000 students in Wake County. Curriculum Education Services (for-credit courses) added Associate in Applied Science (AAS) degree programs in Mission Critical Operations, Building Automation Technology, and Facility Maintenance Technology. Wake Tech became the largest provider of online education instruction to community college students.

College Wide: Wake Tech is a member of Cooperating Raleigh Colleges, where it collaborates with Meredith College, NC State University, Saint Augustine's University, Shaw University, and William Peace University on education, transportation, emergency management, and community projects that benefit county residents. Wake Tech's EPIC (e-Learning Preparedness Initiative Across the College), is making gains in preparing both online students and online faculty for success in an online educational environment.

FY18 DISCUSSION

The FY 2018 Budget for Wake Technical Community College is \$21,286,000 of which \$295,000 is appropriated for lifelong learning and community use of school in conjunction with WCPSS. The budget is

a \$1.49 million increase from the FY 2017 budget and includes increases in operating and maintenance costs and additional positions related to growth and the first building at the RTP Campus. The increase also includes funding the first year of personnel costs at the Northern Wake College and Career Academy which totals \$350,915. After FY 2018, state funding should cover these costs.

The FY 2018 budget also includes funding for positions associated with increased workload from the multi-year Capital Improvement Program that began funding in FY 2017. The Facilities Department will add 2.00 FTE Project Managers and 2.00 FTE Construction Observers to manage and provide quality control for projects included in the CIP. Also, 1.00 FTE Budget Analyst position is included to work with Wake Tech Facilities, Finance, Administration and Wake County Staff to ensure proper use of CIP funds, to review the plan each year and to assist with the annual County operating request.

Facilities: Due to the population growth and skills gap in Wake County, the number of students turning to Wake Tech for training has continued to increase. Further, the rate of full-time equivalent student growth has increased faster than headcount growth, indicating that students are taking more hours per semester than in the past. Much of the enrollment growth is taking place in online classes, placing greater demands on IT infrastructure. Wake Tech has updated its master plan, which now includes future IT enhancements as well as building and parking facilities.

Instruction: Wake Tech continues to balance the use of seated, hybrid, and online course offerings to expand student access to courses and programs that lead to jobs and further education; it is also engaged in numerous local, state, and national reforms to improve student success.

The college received approval to offer Associate in Applied Science degree programs in Global Logistics & Distribution Management Technology, Global Logistics & Distribution Management Technology/ Distribution Management, Business Administration/

Wake Technical Community College

Human Resources Management, Business Administration/Global Business Management, and Business Administration/Marketing.

Additionally, the college approved the following stackable and latticed certificates that enable students to complete a 12-18 credit hour credential that leads to an AAS degree: Homeland Security; Intelligence Analysis; Accounting Software Application; CPA Exam Prep-Financial; CPA Exam Prep-Regulation; CPA Exam Prep-Audit; Forklift: Fuel Injection & Electrical Systems; Forklift: Hydraulics, Engines & Transmissions; Fabrication Design (Welding); Architectural and Landscape Illustration; Landscape Design; Logistics Core; Global Supply Chain; Distribution Management Core; Transportation Management; Global Business Core; Business Administration/Marketing & Sales; and Business Administration/Public Administration.

Wake Tech will continue its partnership with WCPSS on the Vernon Malone College and Career Academy, a cooperative/innovative CTE (Career Technical Education) high school on South Wilmington Street.

As a key contributor in statewide and nationwide community college reform, Wake Tech continues to focus on college readiness, orientation, goal setting, proactive advising, developmental education acceleration, math mastery, structured pathways, and stackable credentials to assure the effective use of student time and resources and college resources. The college's continuous improvement initiative, called Applied Benchmarking, has engaged full-time employees in seeking and applying best practices nationwide, fueling Wake Tech's growing reputation as a leader in innovation. To recognize and reward high-performing, high-quality instructors, Wake Tech has implemented a Faculty Rank program. The college also continues to explore additional funding streams from the federal government and private foundations to help offset reductions in the state funding contribution, and to seek resources to expand opportunities for high-tech training and cutting-edge careers that can be incorporated into curriculum and continuing education programs. Wake Tech faculty and staff are pursuing over \$7

million in grant and foundation funds from government, private and non-profit entities.

HORIZON ISSUES

Facilities: Accelerate completion of projects funded by the 2012 Wake Tech bond referendum, including completion of construction for the new RTP Campus Classroom Building 1 and construction of various building, roof, and elevator upgrade projects at the various campuses. Continually update the College Master Plan, and plan for and seek passage of funding for subsequent years. Continue design for the next classroom building at the RTP Campus; a new Automotive & Collision Repair Facility at the Northern Wake Campus; and at the Main Campus, a new Facilities/Warehouse Facility and the renovation of the Power Mechanics Building. Implement recommendations of the Gartner IT study to meet the growing demand for online education.

Instruction: Curriculum Education will continue to build upon existing partnerships and establish new relationships to expand learning opportunities for students through the Career and College Promise Program, cooperative/innovative high schools, apprenticeships, accelerated credentials, non-credit-to-credit transitions, prior learning assessments, and competency-based education. It will continue to pursue multiple reform efforts and grants that focus on increasing the number of student completers, especially through initiatives such as the Reverse Transfer and Finish First Program. Reverse Transfer will allow students who have transferred to four-year colleges without having earned an associate's degree to do so while in a bachelor's degree program. Finish First will identify students who have met the requirements for a credential that has not yet been awarded.

Debt Service

Department Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Debt Service Principal	\$ 170,027,053	189,513,156	189,619,314	178,445,103
Debt Service Interest	96,556,800	87,728,764	87,743,560	92,762,707
Debt Service Fees	1,679,250	3,183,573	3,183,573	1,659,643
Salary / Benefits	234,177	237,354	277,354	343,267
Contractual Services	200,463	118,000	118,000	139,700
Supplies, Materials and Other Charges	116,514	9,153	9,153	9,580
Expenditure Totals	\$ 268,814,256	280,790,000	280,950,954	273,360,000
Revenues:				
Federal	\$ 2,798,026	2,783,015	2,783,015	2,783,013
State	11,897,360	10,000,000	10,000,000	10,000,000
Charges For Services	11,500	—	—	—
Interest Income	4,720,574	3,854,000	3,854,000	6,308,000
Miscellaneous	2	—	—	—
Other Financing Sources	—	10,554,985	10,594,985	13,339,987
Transfers	222,083,000	253,598,000	253,718,954	240,929,000
Revenue Totals	\$ 242,389,391	280,790,000	280,950,954	273,360,000
Number of FTE's	2.00	2.00	3.00	3.00

Debt Service Expenditures by Entity

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
WCPS Debt Service	201,235,246	214,515,645	214,515,645	207,918,083
WTCC Debt Service	28,225,870	28,740,735	28,740,735	27,971,891
Criminal Justice Debt Service	29,302,526	24,249,863	24,249,863	23,576,953
Open Space Debt Service	6,324,106	—	—	—
Libraries Debt Service	3,841	—	—	—
Other Debt Service	3,643,536	13,283,757	13,444,711	13,893,073
Debt Service/5 County Stadium	79,132	—	—	—
Expenditure Totals	\$ 268,814,256	280,790,000	280,950,954	273,360,000

Debt Service

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assesses the future impact of plan variables, is a strong management tool that is key to Wake County's continued success as a triple-A rated government, as determined by the three rating agencies.

Debt service payments are made routinely for interest on long-term debt outstanding and to retire debt principal as it matures. Interest expenditures are annual costs that are directly proportional to the principal amount of debt outstanding. As of June 30, 2017, the outstanding general obligation principal indebtedness of the County will total \$1.73 billion and the County's total outstanding debt, totaling general obligation bonds, limited obligation bonds, and installment purchases totaled \$2.03 billion.

In October 2013, voters approved the issuance of \$810 million of general obligation school bonds in support of Wake County Public School System (WCPSS) CIP 2013 Building Program. \$459.825 million has been funded with bonds and the County has authorized the remaining \$350.175 as bond anticipation notes. CIP 2013 includes these bonds, plus \$129.9 million cash funding, and also includes previously available funds of \$61.5 million, for a total building program of \$1.001 billion.

The County continues to support the building program for Wake Technical Community College. The Wake Tech 2012 building program totals \$210.2 million, including \$200 million of general obligation bond funding. Thus far, \$162.25 million has been issued as general obligation bonds and the remaining \$37.75 million has been authorized as bond anticipation notes.

In October 2007, County voters passed a library building program bond referendum in the amount of \$45 million. Of this, \$11.3 million had been issued as bonds in prior fiscal years, and the remaining \$33.7 million was issued as general obligation bonds during fiscal year 2017.

The County continued the issuance of bond anticipation notes and a related bank draw program as a way to cover contractual commitments and provide short-term financing during the construction period for projects to be funded with general obligation bonds approved by voters in prior bond referenda. The County currently has four general obligation bond anticipation note agreements totaling \$387.925 million for the initial design and construction payments for WCPSS and Wake Tech projects. The County will draw on the notes as needed and then will repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt. The amount of the bond anticipation notes equals the amount of contractual commitments of the projects, and the amount drawn is for the actual project expenditures. The FY 2018 debt service budget includes the short-term financing costs associated with the four bond anticipation notes.

To begin funding appropriations towards the FY 2017 – 2023 CIP building programs for WCPSS and Wake Tech, the County entered into a drawdown installment financing agreement in anticipation of future limited obligation bonds. This agreement totals \$334.3 million; \$309.9 million is for WCPSS projects, and \$24.4 million is for Wake Tech building projects.

Also in FY 2017, the County refunded its outstanding Variable Rate Bonds issued in 2003 and 2007 to support school construction. The savings will be amortized through the life of the debt, but total in excess \$5 million through 2026.

The budget for debt service payments and related expenditures for FY 2018 totals approximately \$273.36 million. It reflects debt service expenditures in support of WCPSS and Wake Tech, which comprise 86 percent of the 2018 debt service budget; the remaining 14 percent is attributable to county debt service costs for criminal justice, open space, and libraries and debt service administration.

During FY 2017, the Board of Commissioners received several updates regarding the County's debt policies and guidelines, and timing considerations

Debt Service

regarding the County's debt capacity. For FY 2018, the County plans to issue bonds to take-out the second year of short term debt drawn from the 2016 bond anticipation note, and draws from the 2017 bond anticipation note. The County will also enter into an additional Installment Drawdown Financing Agreement for WCPSS and Wake Tech FY 2018 projects totaling an anticipated \$104 million. The County also plans to issue an installment financing agreement for firefighting apparatus for \$1.3 million.

There exists some debt and cash funding capacity for future capital projects without a tax increase in the future. Building programs requested by WCPSS and

Wake Tech currently modeled will require a tax increase as they are at amounts higher than the County's debt and capital capacity available without a tax increase. During Fall 2018, the County will finalize the amounts and purposes for WCPSS, Wake Tech, and potentially County projects for a May 2018 referenda. More information related to projected future years debt service expenditures may be found under the Financial Model section of the budget book.

Debt Service

Legal Debt Margin Information

Historical Information and Projected for FY 2017
Projected as of May 1, 2017

	Fiscal Years					
	2012	2013	2014	2015	2016	2017*
Assessed Value of Property	\$120,555,400,651	\$122,450,151,129	\$127,426,491,226	\$127,947,523,008	\$131,950,999,915	\$141,469,218,234
Debt Limit, 8.0% of Assessed Value(Statutory Limitation)	\$9,644,432,052	\$9,796,012,090	\$10,194,119,298	\$10,235,801,841	10,556,079,993	11,317,537,459
Amount of Debt Applicable to Limit General Obligation Bonds	\$1,754,870,000	\$1,801,325,000	\$1,664,875,000	\$1,967,590,000	\$1,812,535,000	\$1,727,865,000
General Obligation Anticipation Notes	-	-	-	-	1,301,000	75,398,156
Other Long Term Debt	303,938,059	291,217,436	278,885,802	266,887,940	238,761,938	227,226,000
Bonds Authorized not Issued	65,700,000	145,450,000	950,450,000	511,210,000	509,909,000	319,696,844
Total net debt applicable to limit	2,124,508,059	2,237,992,436	2,894,210,802	2,745,687,940	2,562,506,938	2,350,186,000

Debt Service

Legal Debt Margin Information

Historical Information and Projected for FY 2017
Projected as of May 1, 2017

	Fiscal Years					
	2012	2013	2014	2015	2016	2017*
Legal Debt Margin	\$7,519,923,993	\$7,558,019,654	\$7,229,908,496	\$7,409,113,901	\$7,993,573,055	\$8,967,351,459
Total net debt applicable to limit as a percentage of debt limit	22.03%	22.85%	28.39%	26.82%	24.28%	20.77%

Note:

A revaluation of real property is required by NC General Statutes at least every eight years. The last revaluation was completed in tax year 2016 and will take effect in FY 2017.

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 eight percent of the appraised value of property subject to taxation. The legal debt margin is the difference between the debt limit and the county's net debt outstanding applicable to the limit, and represents the county's legal borrowing authority.

*Projected based on actuals as of May 1, 2017. Final actuals for the fiscal year ended June 30, 2017 will be provided in the Adopted Budget Book.

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of May 1, 2017

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2016	Net Additions (Retirements)	Debt Outstanding June 30, 2017
GENERAL OBLIGATION BONDS:						
2003B Public Improvement	04/08/03	variable	55,000,000	45,000,000	(45,000,000)	-
2003C Public Improvement	04/08/03	variable	45,000,000	45,000,000	(45,000,000)	-
Refunding Series 2005	04/01/05	3.00-5.00%	33,020,000	9,810,000	(9,810,000)	-
2007 Public Improvement Bonds	03/08/07	4.25-5.00%	455,000,000	23,000,000	(23,000,000)	-
School 2007A	03/08/07	variable	50,000,000	50,000,000	(50,000,000)	-
School 2007B	03/08/07	variable	50,000,000	50,000,000	(50,000,000)	-
2009A Public Improvement Bonds	04/01/09	4.00-5.00%	135,000,000	18,000,000	(6,000,000)	12,000,000
2009B Public Improvement Bonds	04/01/09	4.00-5.00%	300,000,000	202,000,000	(26,000,000)	176,000,000
2009D Refunding	06/16/09	3.00-4.00%	168,980,000	44,715,000	(34,465,000)	10,250,000
2010A Public Improvement Bonds	03/30/10	3.00 -5.00%	86,295,000	46,445,000	(6,635,000)	39,810,000

Debt Service

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of May 1, 2017

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2016	Net Additions (Retirements)	Debt Outstanding June 30, 2017
2010B Public improvement RZEDB Bonds	03/30/10	4.80-5.30%	39,505,000	39,505,000	-	39,505,000
2010C Refunding	05/13/10	2.00 -5.00%	383,420,000	351,690,000	(9,630,000)	342,060,000
2010D Public Improvement QSCBs	06/09/10	5.10%	34,910,000	34,910,000	-	34,910,000
2010E Public Improvement	08/05/10	2.5 - 4.00%	18,945,000	9,475,000	(1,895,000)	7,580,000
2010F Public Improvement	08/05/10	4.15-5.40%	17,055,000	17,055,000	-	17,055,000
2011 Public Improvement	03/30/11	3.00-5.00%	116,800,000	86,100,000	(6,150,000)	79,950,000
2012A School Bonds	02/08/12	3.00-5.00%	96,790,000	76,500,000	(5,100,000)	71,400,000
2012B Refunding	02/08/12	5.00%	75,290,000	75,290,000	-	75,290,000
2013A School Bonds	05/06/13	2.50-5.00%	51,165,000	43,200,000	(2,700,000)	40,500,000
2013B Public Improvement	05/07/13	3.00-5.00%	125,250,000	105,600,000	(6,600,000)	99,000,000
2014 Public Improvement	09/02/14	3.25-5.00%	345,240,000	345,240,000	(18,180,000)	327,060,000
2015 Public Improvement	04/15/15	3.00-5.00%	94,000,000	94,000,000	(4,900,000)	89,100,000
2016A Refunding	11/01/16	5.00%	162,895,000	-	150,280,000	150,280,000
2017A Public Improvement	03/01/17	3.00-5.00%	33,700,000	-	33,700,000	33,700,000
2017B Public Improvement	03/01/17	3.00-5.00%	82,415,000	-	82,415,000	82,415,000
Total General Obligation Bonds				1,812,535,000	(84,670,000)	1,727,865,000
OTHER LONG-TERM DEBT:						
Installment Contracts				4,007,860	1,107,140	5,115,000
Bond Anticipation Notes				1,301,000	74,097,156	75,398,156
2009 Limited Obligation Bond				18,555,000	(6,185,000)	12,370,000
2010 Limited Obligation Bond				23,810,000	(5,955,000)	17,855,000
2016 Limited Obligation Bond				191,835,000	-	191,835,000
Qualified Zone Academy Bonds				163,461	(163,461)	-
Capitalized Equipment Leases				390,611	(385,258)	5,353
Lease Purchase Agreement				361,409	(361,409)	-
Installment Draw Down Contract				-	51,000	51,000
Total Other Long-term Debt				240,424,341	62,205,168	302,629,509
TOTAL GOVERNMENTAL LONG-TERM DEBT				\$2,052,959,341	(22,464,832)	\$2,030,494,509

Debt Service

SCHEDULE OF LONG-TERM DEBT MATURITIES AND ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES

As of May 1, 2017

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		WAKE TECH		OTHER	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2018	138,939,464	204,621,945	16,351,144	25,706,369	8,049,392	11,754,937
2019	141,655,397	200,519,700	16,076,169	24,635,464	7,568,434	10,876,237
2020	130,597,569	182,379,102	16,881,901	24,656,338	6,925,530	9,854,912
2021	112,116,666	157,368,321	18,106,125	25,055,417	8,312,209	10,895,314
2022	121,807,690	161,546,538	17,814,933	23,916,121	7,982,377	10,149,871
2023	119,774,791	153,516,281	17,574,815	22,841,038	7,710,394	9,478,769
2024	118,842,873	146,787,060	15,346,807	19,845,005	7,600,319	9,003,455
2025	118,274,447	140,345,995	15,288,903	19,090,802	7,611,650	8,651,101
2026	75,155,484	91,656,264	11,811,726	14,922,811	3,762,790	4,446,264
2027	80,260,273	93,440,346	10,442,668	13,028,524	2,212,059	2,734,580
2028-2032	190,194,447	221,901,749	48,423,342	55,340,667	10,007,210	11,360,611
2033-2037	87,485,442	93,418,773	9,162,766	9,804,160	1,736,792	1,827,973
Total	\$1,435,104,544	\$1,847,502,075	\$213,281,300	\$278,842,716	\$79,479,156	\$101,034,023

TOTAL LONG-TERM DEBT FROM THREE CATEGORIES ABOVE

BONDED DEBT Fiscal Year Ended June 30	Principal	Principal and Interest
2018	163,340,000	242,083,251
2019	165,300,000	236,031,401
2020	154,405,000	216,890,351
2021	138,535,000	193,319,051
2022	147,605,000	195,612,530
2023	145,060,000	185,836,088
2024	141,790,000	175,635,520
2025	141,175,000	168,087,898
2026	90,730,000	111,025,340
2027	92,915,000	109,203,450
2028-2032	248,625,000	288,603,028
2033-2037	98,385,000	105,050,906
Total	\$1,727,865,000	\$2,227,378,814

Debt Service

OTHER LONG-TERM DEBT:

Qualified zone academy bonds, Five County Stadium debt, installment purchase agreements, & limited obligation bonds

2018	-	-	-	-	13,103,000	23,620,516
2019	-	-	-	-	12,819,000	22,777,254
2020	-	-	-	-	12,408,000	21,696,863
2021	-	-	-	-	12,172,000	20,745,205
2022	-	-	-	-	12,149,000	20,132,729
2023	-	-	-	-	12,089,000	19,484,255
2024	-	-	-	-	12,028,000	18,836,551
2025	-	-	-	-	11,863,000	18,086,519
2026	-	-	-	-	11,696,000	17,338,731
2027	-	-	-	-	11,558,000	16,623,761
2028-2032	-	-	-	-	56,710,000	73,619,225
2033-2037	-	-	-	-	48,580,000	53,372,950
Total	-	-	-	-	227,175,000	326,334,555

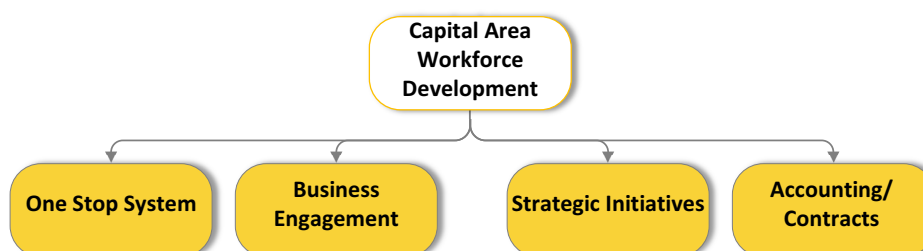
TOTAL LONG-TERM DEBT	<u>\$1,435,104,544</u>	<u>\$1,847,502,075</u>	<u>\$213,281,300</u>	<u>\$278,842,716</u>	<u>\$306,654,156</u>	<u>\$427,368,579</u>

TOTAL OTHER LONG-TERM DEBT FROM THREE CATEGORIES ABOVE

2018	13,103,000	23,620,516
2019	12,819,000	22,777,254
2020	12,408,000	21,696,863
2021	12,172,000	20,745,205
2022	12,149,000	20,132,729
2023	12,089,000	19,484,255
2024	12,028,000	18,836,551
2025	11,863,000	18,086,519
2026	11,696,000	17,338,731
2027	11,558,000	16,623,761
2028-2032	56,710,000	73,619,225
2033-2037	48,580,000	53,372,950
Total	227,175,000	326,334,555

TOTAL LONG-TERM DEBT	<u>\$1,955,040,000</u>	<u>\$2,553,713,369</u>

Capital Area Workforce Development



Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	1,330,873	1,133,386	1,330,007	1,081,003
Contractual Services	5,122,266	3,051,503	5,795,209	3,111,728
Supplies, Materials and Other Charges	1,140,870	829,111	1,069,797	646,269
Budget Reserves	–	183,000	1,653,950	250,000
Expenditure Totals	\$ 7,594,009	5,197,000	9,848,963	5,089,000
Revenues:				
Federal	7,492,671	5,197,000	7,818,858	5,089,000
Local	–	–	1,991,261	–
Charges For Services	46,416	–	38,842	–
Revenue Totals	\$ 7,539,087	5,197,000	9,848,961	5,089,000
Number of FTE's	18.00	18.00	18.00	18.00

DEPARTMENT PURPOSE AND GOALS

The Capital Area Workforce Development fund was established to account for U.S. Department of Labor and North Carolina Department of Commerce employment and training grant activities as they relate to the federal Workforce Innovation and Opportunity Act of 2014, and various other federal and state initiatives. The Boards of Commissioners of the Counties of Wake and Johnston re-established the Capital Area Workforce Development Consortium in 2015. The Consortium plans and administers federal and state workforce programs, competitively procures services, conducts quality

assurance, and reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board.

The Capital Area Workforce Development Board is charged with implementing workforce investment activities throughout Wake and Johnston Counties. Generally these include (1) Promoting business partnering to enhance regional competitiveness, (2) Facilitating employment success for adults and youth, (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives, (4) Expanding resources

Capital Area Workforce Development

through strategic leadership and collaborative engagement.

Additionally, responsibilities include certifying and providing oversight for the area's One Stop Centers, administration of Incumbent Worker Training grant funds, and partnering with economic development in providing assistance with new and expanding business and industry. Twenty three boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Organizationally, Workforce Development is part of the County Manager's Office. Funding for these grants follows federal and state appropriations and is received throughout the year. Amendments to the project ordinance to include new funds are periodically presented to the Board of Commissioners.

The Workforce Board's vision is to be the leader in providing innovative solutions to match workforce skills with employer needs. The mission of Workforce Development is to create a highly skilled workforce system. The system provides employers with productive, skilled workers, and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishments of this mission will enable all citizens to contribute to the prosperity of the community.

MAJOR ACCOMPLISHMENTS

Provided career readiness and workforce services to over 40,000 individuals across Wake and Johnston Counties.

Opened new NCWorks Career Center in Johnston County.

Received \$1.9 million Tech Hire grant in partnership with Wake Tech to provide information technology training.

National Guard Center certified as a Capital Area NCWorks Career Centers by the NCWorks Commission.

FY18 DISCUSSION

The Capital Area Workforce Development budget decreased by \$108,000 from the FY 2017 Adopted budget of \$5.20 million from decreased allocations from one-time initiatives and a decrease in Federal funding.

Fire Tax District

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Contractual Services	18,206,084	20,497,558	20,506,334	22,449,912
Supplies, Materials and Other Charges	852,853	959,442	959,442	1,029,088
Budget Reserves	–	171,547	50,593	–
Transfers Out	5,513,000	3,809,453	3,930,407	3,017,000
Expenditure Totals	\$ 24,571,937	25,438,000	25,446,776	26,496,000
Revenues:				
Taxes	21,750,975	25,423,000	25,423,000	25,860,000
Interest Income	57,447	15,000	15,000	15,000
Other Financing Sources	–	–	8,776	621,000
Revenue Totals	\$ 21,808,422	25,438,000	25,446,776	26,496,000
Number of FTE's	0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

The County contracts with 19 departments to provide fire suppression and emergency services in the Fire Tax District. Thirteen departments are nonprofit corporations and six are municipal fire departments. Eight departments are considered "cost-share" departments that receive a portion of their funding from the Fire Tax Fund. The remainder of their funding is provided by the municipalities they serve. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell. Departments use a combination of full-time staff, part-time staff, and partially compensated volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, provide fire prevention services, and assist other emergency and law enforcement agencies in their districts. Each department also strives to maintain high insurance ratings to save property owners on fire insurance premiums.

MAJOR ACCOMPLISHMENTS

A Staffing and Deployment study was completed during FY 2017. The study included an in-depth

analysis of emergency response data and examined current staffing levels, station locations and apparatus deployment throughout the fire district, providing an overall picture of the level of Wake County's fire service delivery. The study provided eight recommendations to guide the Fire Tax District into the future. These recommendations were:

Utilize NFPA 1720 as a guide to staffing and deployment strategies

Work to ensure 3 man staffing 24/7 immediately and work to collect accurate assembly time data to guide long term staffing decisions.

Work with Raleigh/Wake Emergency Communications Center to adopt fire dispatch standards.

Implement a county-wide NFIRS reporting system integrated with the County's computer aided dispatch system.

Develop an organizational structure template to guide future growth administrative growth within county fire departments.

Fire Tax District

Take advantage of identified fleet consolidation opportunities

Continue to work with County and Municipal leaders to address "doughnut hole" coverage areas

Consider long range station locations needs

Fire Services staff has been working directly with the contract fire departments to develop a more accurate large vehicle maintenance program. Through the collection of actual vehicle maintenance cost data, predicted maintenance cost schedules for vehicle types and ages were developed. This schedule was then utilized as a formula for a pilot program, which determined apparatus maintenance budgets for several non-profit fire departments. This program will be continued on a county-wide basis for all contracted fire departments to determine vehicle maintenance budgets, beginning in FY18.

The Fire Services Operations Division completed an inventory of all protective firefighting turnout clothing. Using NFPA 1851, Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, as a guide, Fire Services created a new replacement program which increases protective clothing replacement from five years to ten years, while providing for annual testing of protective clothing to ensure compliance with recognized protective standards. This new program will replace ten percent of all turnout clothing in contracted county fire departments annually, so that no department will have protective clothing older than ten years of age. Additionally, the County began replacing all protective boots and helmets over ten years of age and is placing boots and helmets on the same ten year replacement schedule.

The FY17 budget contained funding to provide all contracted fire department firefighters with an annual fitness for duty medical exam. These comprehensive exams are provided to all firefighters regardless of pay status (Career, part-time, volunteer) by a contracted medical provider versed in firefighter occupational injuries and disease. These exams are provided at no cost to the firefighter and will greatly

enhance the safety and well-being of County firefighters

Fire Services staff assisted the Garner and Fuquay-Varina Fire Departments with their North Carolina Response Rating/ISO Inspections that were conducted to evaluate various aspects of the departments' response, record keeping, training, and community risk reduction efforts. All departments that have received grades improved their rating, ultimately saving money for property owners through lower fire insurance premiums.

FY18 DISCUSSION

The Fire Tax District tax revenue increased by 1.7 percent, or \$437,000 over the FY 17 Adopted Budget. This increase is attributable to growth in the tax base. The total tax rate for FY 18 is unchanged at \$.0960, with \$.0848 for operating and \$.0112 for debt service and capital needs.

Budgeted expenditures for FY 2018 total \$26.50 million, a net increase of \$1.06 million over the FY 2017 Adopted Budget. Total operating expenditures for direct appropriations for contracted fire departments (\$22.11 million) and systemwide expenses (\$1.36 million) increased by \$1.84 million. Transfers decreased by \$792,000 due to a shift to increase the distribution of tax revenues designated for ongoing operating expenses. This shift helped fund significant increases to the operating budget highlighted below:

Increased personnel funding totaling \$761,000 is included to ensure a minimum staffing level of three per station at all times throughout the district, satisfying a key recommendation from the Staffing and Deployment Study.

The budget funds the second year of the cost-share phase-in. In FY 2017, the County implemented a formula to determine its share of funding for the cost-share departments that includes weighted factors driving the cost of fire protection such as population and service demand. Application of the formula resulted in significant cost impacts to be phased-in over a three year period. Total FY 2018 funding for the cost-share departments increased by

Fire Tax District

\$742,000 in FY 2018. This includes the planned phase-in plus the County's share of a three percent merit pay increase.

An additional \$282,000 funds other personnel cost increases including a three percent merit based pay increase for the non-cost-share departments and salary increases for support staff based on a market analysis completed by Human Resources.

Additional funding for vehicle maintenance and dispatch services are also included in the budget.

HORIZON ISSUES

The completed Staffing and Deployment exposed the lack of good quality fire incident reporting data. A new integrated fire reporting system, tied into Raleigh-Wake's Emergency Communication Center,

is being implemented in FY 2018 in an effort to improve data collection. This project will involve training, which will improve the consistency and accuracy of data reporting by contracted fire department company officers.

Volunteer shortages continue throughout the contracted fire departments. A new Volunteer Recruitment and Retention sub-committee was established by the Fire Commission to identify the strategies needed to provide improved manpower through volunteers. This issue had been previously identified as a Public Safety initiative in the County Commissioners' FY 2017 Board Goals. Through the use of best practices and incentives, it is hoped that Wake County will realize an increase in volunteer recruitment and retention.

FY 2017 Fire Tax Summary

	FY 2016 Actual	FY 2017 Adopted	FY 2017 Amended	FY 2018 Budget
Fire Tax Revenue				
Operating	19,699,975	21,512,000	21,512,000	22,843,000
Capital	2,051,000	3,911,000	3,911,000	3,017,000
Subtotal, Taxes	21,750,795	25,423,000	25,423,000	25,860,000
Appropriated Fund Balance			8,776	621,000
Interest	57,447	15,000	15,000	15,000
Other Revenue				
Total Revenues	21,808,422	25,438,000	25,446,776	26,496,000
Expenditures				
Department Appropriations				
Personnel and Operating	18,199,860	20,226,282	20,226,282	22,114,791
Subtotal, Department Appropriations	18,199,860	20,226,282	20,226,282	22,114,791
Systemwide Costs				
800 MHz Fire Costs	130,941	149,001	130,941	177,659
CAD Fire Costs	9,596	10,121	9,596	10,170

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

FY 2017 Fire Tax Summary

	FY 2016 Actual	FY 2017 Adopted	FY 2017 Amended	FY 2018 Budget
County-owned Station Utilities	26,173	24,242	24,224	-
Fire Service Training	292,553	343,279	343,126	343,279
HAZMAT Program	77,927	79,397	77,927	79,788
NC Forestry - Wildfire Prevention Programs	64,412	66,548	67,929	66,046
Pager & Radio Maintenance	12,338	15,500	15,000	15,966
Dispatch Services	195,773	221,353	221,353	275,585
Contracted Services	6,224	21,276	30,052	94,216
Office Supply Costs	2,712	-	-	-
Employee Medical Exams		250,000	250,000	250,000
DMV Motor Vehicle Tax Collection Fees	40,428	50,000	50,000	51,500
Anticipated Contribution to Fund Balance		171,547	50,593	
Subtotal, Systemwide Costs	859,077	1,402,264	1,290,086	1,364,209
Capital				
Appropriation to Capital	4,551,000	2,850,453	2,850,453	1,876,000
Transfer to Debt Service Fund	962,000	959,000	1,079,954	1,141,000
Subtotal, Capital	5,513,000	3,809,453	3,930,407	3,017,000
Total Expenditures	24,571,937	25,438,000	24,446,776	26,496,000
Change in Fund Balance (a)	(2,763,515)	-	-	-

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

Fund Summary

Department	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Bay Leaf FD	1,609,979	1,754,967	1,754,967	–
Durham Highway FD	773,844	905,623	905,623	919,397
Eastern Wake FD	1,618,084	1,775,071	1,775,071	1,814,930
Fairview FD	1,196,539	1,305,512	1,305,512	1,588,575
Garner FD	1,736,668	1,872,709	1,872,709	2,027,915
Hopkins FD	785,959	909,251	909,251	944,926
Rolesville FD	761,301	808,556	808,556	808,556
Stony Hill FD	1,019,273	1,111,620	1,111,620	–
Swift Creek FD	489,587	605,143	605,143	910,748
Wake Forest FD	713,540	871,615	871,615	1,048,206
Wake-New Hope FD	1,147,297	1,414,413	1,414,413	1,606,961
Wendell FD	1,477,033	1,612,859	1,612,859	1,743,142
Western Wake FD	525,885	688,512	688,512	693,416
Total - Rural	13,854,989	15,635,851	15,635,851	14,106,772
Apex FD	741,083	912,792	912,792	1,099,783
Cary FD	71,377	58,000	58,000	58,000
Fuquay Varina FD	1,499,639	1,586,867	1,586,867	1,771,738
Holly Springs FD	603,207	603,207	603,207	641,997
Morrisville FD	846,120	846,120	846,120	846,120
Zebulon FD	583,446	583,445	583,445	583,445
Total - Municipal	4,344,872	4,590,431	4,590,431	5,001,083
TOTALS:	18,199,860	20,226,282	20,226,282	19,107,855

Grants and Donations

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	1,422,651	1,546,509	1,676,136	1,409,140
Contractual Services	1,182,763	788,575	1,259,564	1,086,878
Supplies, Materials and Other Charges	660,327	204,840	1,346,477	303,693
Capital Outlay	599,207	—	—	—
Debt	2,971	—	—	2,743
Budget Reserves	—	—	(367,966)	—
Expenditure Totals	\$ 3,867,919	2,539,924	3,914,211	2,802,454
Revenues:				
Federal	2,165,347	916,184	1,992,942	1,165,935
State	801,328	606,467	1,075,166	912,878
Local	813,858	475,010	621,575	609,573
Charges For Services	138,333	—	—	—
Fines & Forfeitures	42,805	—	44,940	—
Interest Income	10,013	—	—	—
Miscellaneous	5,279	—	(362,674)	—
Transfers	134,617	542,263	542,263	114,068
Revenue Totals	\$ 4,111,580	2,539,924	3,914,212	2,802,454
Number of FTE's	22.80	29.80	24.00	24.00

Summary by Source and Department

Department	Grants	Forfeitures	Totals
Communications	\$83,916		\$83,916
Community Services	\$40,000		\$40,000
CCBI	\$228,136		\$228,136
Emergency Management	\$207,573		\$207,573
Human Services	\$2,242,829		\$2,242,829
Totals	\$2,802,454		\$2,802,454

Grants and Donations

Planned Use of Funds in FY 2018

Revenue Source	Description	FY 2018 Budget
Grants		
Communications		
Public, Educational and Governmental Access Channels (PEG)	NC State law (Session Law 2008-148, "Supplemental PEG Support") provides that cities and counties can receive supplemental PEG channel support for up to three (3) channels: a public channel (P), and education channel (E) and a Government channel (G). Since FY 2010, Wake County has certified three channels each year for reimbursement: Raleigh Television Network Channel 18, operated by Cooperating Raleigh Colleges (CRC) Channel (Education); Raleigh Television Network Channel 11 (Government); and Raleigh Television Network Channel 10 (Public).	83,916
Community Services		
Library Unallocated Grants	The Libraries Division applies for grants that support community-wide reading programs or book discussion groups that encourage reading and participation by diverse audiences. These grants are usually, smaller and come in throughout the year. Some of these grants might include National Education Association (NEA) "Big Read" program or local events such as the Cary Lazy Daze grant.	40,000
Fire Services		
Duke Energy	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.	207,573
Human Services		
Casey Family Services a Direct Service Agency of the Anne E. Casey Foundation	The grant enables Child Welfare staff to expand their efforts to support reunification and reintegration services to families prior to return of child to birth parents; and promote promising practices preventing child placements.	150,000
ABC Funds	Drug Treatment Court. One-time allocation of designated funds. The purpose of the drug treatment court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	100,000
ShiftNC	This 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.	20,000
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.	431,358

Grants and Donations

Planned Use of Funds in FY 2018

Revenue Source	Description	FY 2018 Budget
United States Department of Health and Human Services - Health Resources and Services Administration	Ryan White Title III Early Intervention Services grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing, primary care, mental health and substance abuse assessment and treatment, medication adherence education and counseling, nutrition education and counseling, emotional support and linkage for clients of HIV test sites and private providers to the HIV Clinic.	503,025
North Carolina Department of Public Safety - Division of Juvenile Justice	The grant supports the Community Alternative Program (CAP) for Wake County Juveniles at risk for placement in detention. CAP provides opportunities for youth to practice effective problem-solving skills, improve interpersonal and communication skills and work towards goals of enhanced self-esteem while improving behaviors through participation in pro-social activities.	181,604
NC Department of Health and Human Services, Division of Social Services	Family Support Services utilizes this grant to enhance its kinship care services and family case management services by providing respite opportunities for relative caregivers and at-risk families. The respite opportunities will promote protective factors that strengthen and support families resulting in a reduction of child victimization risk factors.	40,000
University of North Carolina	Expanded HIV testing program for collaboration and linkage to care for men and women in the Wake County jail system.	123,842
Private Donations	Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association does all the marketing, and collects funds at banks in Wake County. Wake County Human Services provides the system to identify low-income elderly and households with young children to provide emergency heating assistance. The program also accepts donated wood, and uses volunteers to get the wood chopped and to households in need.	70,000
Private Donations	The 4-H Overnight Camp is an escrow account supported by parent donations and external contributions. Every year, Wake County 4-H reserves the 3rd or 4th week in June to take up to 168 children and youth to camp at the Betsy-Jeff Penn 4-H Center in Reidsville, NC.	75,000
Private Donations	The Foster Care Book Bag Drive Fund is supported by donations and external contributions to support activities related to youth in foster care	5,000
Private Donations	The HIV Clinic Donations Fund is supported by donations and external contributions to support clinic activities.	2,000

Grants and Donations

Planned Use of Funds in FY 2018

Revenue Source	Description	FY 2018 Budget
Recovery Court	The Substance Abuse and Mental Health Services Administration (SAMHSA) awarded a three year grant to assist chemically dependent adults become and remain drug free, reduce recidivism, provide effective treatment outcomes using evidence based treatment and reduce drug and alcohol usage and dependence.	325,000
NC Department of Health and Human Services, North Carolina Adoption Promotion Fund	North Carolina provides Adoption Promotion funds based on the number of children in foster care that are adopted. Funds provide temporary social workers to assist Child Welfare.	216,000
CCBI		
Governor's Highway Safety Program	The Wake County Sheriff's Office and other local municipalities were awarded grants to establish DWI task forces. Grant funds were awarded to CCBI in order to process the laboratory cases that serve to provide evidence in courts.	228,136
FUND TOTAL		\$2,802,454

Housing and Community Revitalization

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	530,354	614,821	530,771	725,598
Contractual Services	4,508,674	6,024,269	4,367,116	7,027,703
Supplies, Materials and Other Charges	(148,187)	83,910	62,064	74,699
Capital Outlay	16,307	–	1,200	–
Budget Reserves	–	–	52,760	–
Transfers Out	–	–	1,863,090	–
Expenditure Totals	\$ 4,907,148	6,723,000	6,877,001	7,828,000
Revenues:				
Federal	3,387,853	5,388,020	5,388,020	5,801,739
Charges For Services	665,562	334,980	488,980	511,861
Interest Income	1,248	–	–	14,400
Transfers	830,000	1,000,000	1,000,000	1,500,000
Revenue Totals	\$ 4,884,663	6,723,000	6,877,000	7,828,000
Number of FTE's	8.00	8.00	8.00	8.00

DEPARTMENT PURPOSE AND GOALS

The Housing and Community Revitalization (HCR) program administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and county funds. The HCR Fund has three primary revenue sources from the Federal Department of Housing and Urban Development (HUD): Community Development Block Grant (CDBG) funds, Home Investment Partnership Program (HOME) funds, and Wake County capital funds. In addition, HCR receives Housing Opportunities for Persons with Aids funds and Emergency Solutions Grant funds. Finally, HCR earns program income on CDBG, HOME, and County monies through repayment of portfolio loans.

Since the demand for affordable housing in Wake County exceeds the production capability of the program budget, HCR is required by HUD to establish a five-year, consolidated plan prioritizing spending. This plan is reviewed and approved by the Board of Commissioners. The most recent consolidated plan was completed and submitted in

May 2016. The five-year, consolidated plan establishes the County's priority populations for spending, which are homeowners and renters earning less than 40 percent Annual Median Income per year, homeless individuals and families, and non-homeless individuals and families with special needs.

Data shows these populations have the greatest demand for affordable housing for which the market is not producing housing on its own. HCR also coordinates with other efforts such as the Ten Year Plan to End Homelessness. In addition, HCR annually creates a one-year action plan to pursue the goals outlined in the five-year plan.

CDBG funds are used for the Elderly & Disabled Grant Program to assist low income individuals with repairs to substandard conditions, as well as Public Facility projects that improve infrastructure conditions in low income neighborhoods. These programs are available throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs, and Cary. HOME funds and County Capital funds are used to mitigate

Housing and Community Revitalization

the affordable housing needs through development of additional affordable units across the County. Funds are also used to provide employment training, rental subsidy, and supportive services to vulnerable populations targeted in the five-year consolidated plan.

MAJOR ACCOMPLISHMENTS

During FY 2017, HCR exceeded the goals for producing affordable housing units and are on track to meet the five-year goals for Housing Rehabilitation and rental assistance. All goals benefit low income individuals and families or vulnerable populations of Wake County.

CDBG: Repaired the homes of 33, and made three emergency grants to very-low income families to help with emergency repairs to their homes. Sidewalks and road improvements were completed in the town of Wake Forest. Funding was provided for sidewalks and road improvements in the towns of Morrisville, Wendell, Zebulon and Rolesville. Funding was also provided for a Sprayground in Wake Forest, Waterlines in Fuquay Varina and a Recreation Center in Garner. Through the Homeless Employment Initiative Program, approximately 46 individuals will be trained for employment.

HOME: Completed Wood Spring Apartments (48 units for seniors in Fuquay Varina). Completed the acquisition and rehabilitation of Sherman Ave. Apartments (11 units for homeless/disabled individuals in Raleigh). Funded the Pennington Grove Apartments (83 units for seniors in Garner) and Amber Spring Apartments (42 units for seniors in Raleigh). Funded four rental subsidies for youth aging out of foster care.

CIP: Funded 33 rental subsidies for persons with a mental illness. Completed acquisition and rehabilitation of Sunnybrook Village Apartments (42 units for families in Raleigh).

Other Projects: Shelter Plus Care funds provide approximately 213 rental subsidies for homeless persons with a mental illness. Housing Opportunities for Persons with Aids funds provide approximately 54 rental subsidies and have assisted

124 families with short-term rental/mortgage/utility assistance to 14 for persons with HIV/AIDS.

FY18 DISCUSSION

The Housing and Community Revitalization budget increased by \$1.11 million from the FY 2017 Adopted budget due to an increase in County, CDBG, Shelter Plus Care, and Emergency Solutions Grant funding.

HORIZON ISSUES

The demand for affordable housing in Wake County and its respective municipalities exceeds the production capability of the HCR program budget and community resources. As the County continues to grow, land becomes scarcer and resources limited, the production and preservation of affordable housing will be integral to the health and wellbeing of the County.

On September 19, 2016, the Wake County Board of Commissioners approved the establishment of a Wake County Steering Committee on Affordable Housing. The mission of the Steering Committee is to provide guidance, contribute input, and engage the public during the completion of a 20-year, comprehensive Affordable Housing Planning effort. The Comprehensive Affordable Housing Plan is scheduled to be completed in Fall 2017 and will guide affordable housing efforts throughout the County over the next 20 years.

Major Facilities

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Cary Hold Harmless - Occupancy	1,130,099	1,181,000	1,191,000	1,289,000
Cary Sports Venues	1,300,000	1,700,000	1,700,000	2,600,000
Centennial - Debt Service	5,204,682	5,210,000	5,210,000	5,211,000
Centennial Authority Facility Improvements	1,500,000	1,000,000	1,500,000	2,500,000
Centennial Authority Operation 7%	2,859,059	3,007,000	3,033,000	3,251,000
Convention Center	25,517,817	27,249,000	26,264,000	28,304,000
Greater Raleigh Convention And Visitors Bureau	5,897,744	6,151,000	6,201,000	6,692,000
Green Square	400,000	400,000	–	–
NC Museum of Art	1,000,000	1,000,000	1,000,000	–
Raleigh Annual Distribution - \$1M	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Hold Harmless - Occupancy	680,000	680,000	680,000	680,000
St. Augustine's	100,000	100,000	–	–
Transfer To Debt Service	79,000	–	–	–
Transfer to GF-Food Admin	781,533	750,000	750,000	750,000
Transfer to GF-Occ Admin	699,030	650,000	650,000	650,000
Unallocated and Other	–	764,000	435,000	395,000
Wake Annual Transfer To CIP	1,000,000	1,000,000	3,000,000	1,000,000
Wake Competitive Projects Transfer to CIP	–	–	–	2,000,000
Expenditure Totals	\$ 49,148,964	51,842,000	52,614,000	56,322,000
Revenues:				
Convention Center	26,017,817	–	–	500,000
Occupancy Rev and 3% Adm	23,301,005	24,345,000	24,466,000	26,431,000
Prepared Food & Beverage Tax Div	26,051,103	27,497,000	27,648,000	29,391,000
Raleigh Annual Distribution - \$1M	1,000,000	–	500,000	–
Revenue Totals	\$ 76,369,924	51,842,000	52,614,000	56,322,000
Number of FTE's	0.00	0.00	0.00	0.00

DEPARTMENT 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 the purpose of promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

Revenues are distributed based on criteria established in the enabling legislation. Agencies receiving direct contributions include the City of Raleigh, Centennial Authority, Greater Raleigh Convention and Visitors Bureau, Town of Cary, and Wake County. Remaining proceeds are distributed through Interlocal Agreements and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, 20 amendments have been approved to determine the use of uncommitted funds.

Major Facilities

Projects that have received or scheduled to receive funds include the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art, North Carolina Museum of Natural Science, the Performing Arts Center, the new Raleigh Convention Center, PNC Arena (formally known as the RBC Center), the Saint Augustine College Track, WakeMed Soccer Park, Cary Sports Facility, and Yates Mill Pond Park.

MAJOR ACCOMPLISHMENTS

Interlocal Agreement amendments approved by the Raleigh City Council and County Board of Commissioners direct the distribution of revenues for projects; some of which affect the current fiscal year. For example, the second amendment authorizes debt service for the PNC Arena (formerly RBC Center) through Fiscal Year 2020 and the third amendment authorized debt service for Five County Stadium through Fiscal Year 2016.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a new Raleigh Convention Center. The tenth amendment distributes the remaining 15 percent to other projects. The table titled "Major Facilities Fund Projects to be Funded from 15 percent Uncommitted Funds (May 2017)" summarizes approved projects and payment schedule.

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. The public review was held between February 2011 and March 2012 and included representatives from the following agencies: Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina State University, Raleigh Chamber of Commerce, Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

Information gathered during the process and reviewed by representatives includes a capital maintenance plan for the Raleigh Convention Center, an update to the PNC Arena capital maintenance plan, and benchmarking data comparing the Raleigh

Convention Center's funding sources and operational expenses to other similar convention center facilities. The review included several recommendations that required approval of the Raleigh City Council and the Wake County Board of Commissioners. The approved recommendations, among others, will include: 1) setting aside funds from Raleigh's 85 percent to fund the capital maintenance program, 2) reaffirming the funding schedule for the 15 percent Uncommitted Funds, and 3) updated revenue projections for Occupancy and Prepared Food and Beverage tax revenues. The budget includes all of these aforementioned recommendations.

FY18 DISCUSSION

Occupancy tax revenues are projected to increase in FY 2017 by 8.03 percent compared to prior year actuals and are expected to continue to show increases into FY 2018. Occupancy revenues are budgeted with an increase by 5.0 percent in FY 2018 over the FY 2017 projections. Prepared food and beverages revenues are expected to increase 6.30 percent in FY 2017 and increase by an additional 6.0 percent in FY 2018. All revenue estimates were generated with significant input from stakeholders during the last interlocal review during 2016.

In FY 2018, the fund equals \$56.32 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. Required distributions total about \$15 million with the following agencies receiving a significant portion: \$6.7 million to the Greater Raleigh Convention and Visitors Bureau, \$3.25 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and \$1.29 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 2018, significant amounts will be directed to the following agencies: \$28.3 million to the Raleigh Convention Center, debt service for the PNC Arena (formerly known as the RBC Center) at \$5.2 million, \$2.5 million to the PNC Arena for capital maintenance, \$2.6 million to the Town of Cary for its sports facilities. In FY 2018, \$2.0 million will be transferred to Major Facilities Capital Fund and

Major Facilities

available to be awarded through a competitive process.

Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (May 2017)

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Ballet	NC Museum of Natural Sciences	PNC Center	St. Augustine's College Track	Competitive Projects
2008	-	6,000,000	150,000	-	1,000,000	-	-
2009	-	1,000,000	100,000	1,900,000	1,500,000	300,000	-
2010	-	1,000,000	-	700,000	1,000,000	100,000	-
2011	-	1,000,000	-	900,000	1,000,000	100,000	-
2012	-	1,000,000	-	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	-	800,000	1,679,355	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,500,000	100,000	-
2015	1,000,000	1,000,000	-	200,000	2,820,645	100,000	-
2016	1,300,000	1,000,000	-	400,000	1,000,000	100,000	-
2017	1,700,000	1,000,000	-	-	-	-	-
2018	2,600,000	-	-	-	-	-	2,000,000
2019	2,000,000	-	-	-	-	-	2,000,000
2020	-	-	-	-	-	-	2,000,000
2021	-	-	-	-	-	-	2,000,000
2022	-	-	-	-	-	-	2,000,000
2023	-	-	-	-	-	-	2,000,000
Total	10,000,000	15,000,000	250,000	6,000,000	12,500,000	1,000,000	12,000,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

** PNC funding moved to initial section of the Major Facilities model and is funded prior to the 85/15% split.

Transportation

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	234,506	238,479	238,479	223,073
Contractual Services	4,326,043	6,021,658	5,998,962	7,188,590
Supplies, Materials and Other Charges	744,970	686,863	725,246	586,337
Capital Outlay	329,522	354,000	990,945	614,000
Budget Reserves	–	118,000	118,000	118,000
Expenditure Totals	\$ 5,635,041	7,419,000	8,071,632	8,730,000
Revenues:				
Federal	100,202	403,795	403,795	1,000,000
State	1,063,674	1,092,780	1,134,290	1,368,290
Local	35,000	258,305	258,305	258,305
Charges For Services	4,710,566	5,404,141	5,362,631	5,840,405
Interest Income	448	–	–	–
Miscellaneous	–	134,979	134,979	138,000
Other Financing Sources	–	125,000	777,632	125,000
Transfers	125,000	–	–	–
Revenue Totals	\$ 6,034,889	7,419,000	8,071,632	8,730,000
Number of FTE's	3.00	3.00	3.00	3.00

DEPARTMENT PURPOSE AND GOALS

The Transportation Division provides access options and supports transportation infrastructure for Wake County Human Services divisions and other human service organizations which enter into sponsoring agreements for services. The transportation provided primarily includes services for mandated Medicaid transportation, as well as for Work First, Health Department, Wake County Resources for Seniors, and for 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 Transportation Division is designed to be self sufficient, and covers all costs either through grants received or through fees for services provided. Transportation is provided by service contracts with multiple private vendors, with staff ensuring compliance, efficiency, quality, and safety of service. The Transportation Advisory Board (TAB) is appointed by the County Manager

and provides staff with feedback on services. Transportation services that are planned as part of the Recommended Wake County Transit Plan, a significant portion of which are tied to the 1/2 cent sales tax for transit as provided for in N.C.G.S. 105-509, are not contemplated to be budgeted as part of this special revenue fund.

FY18 DISCUSSION

The Human Services Transportation budget increased by \$1.31 million from the FY 2017 Adopted budget due to increases in capital and contractual services. The Transportation Fund's total budget is \$8.73 million in FY 2018.



Corporate Fleet Fund

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	1,068,644	1,183,790	1,183,790	1,309,910
Contractual Services	259,157	154,538	196,538	78,727
Supplies, Materials and Other Charges	3,184,421	3,596,254	3,772,266	3,733,878
Capital Outlay	4,108,916	3,405,079	3,889,822	4,525,485
Budget Reserves	–	99,339	99,339	–
Expenditure Totals	\$ 8,621,138	8,439,000	9,141,755	9,648,000
Revenues:				
State	26,682	–	–	–
Charges For Services	7,701,914	7,852,752	7,852,752	8,407,767
Interest Income	28,813	20,000	20,000	20,000
Miscellaneous	561,969	351,135	351,135	514,899
Other Financing Sources	–	215,113	917,868	705,334
Revenue Totals	\$ 8,319,378	8,439,000	9,141,755	9,648,000
Number of FTE's	17.00	17.00	17.00	18.00

DIVISION PURPOSE AND GOALS

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible fleet to Wake County. Fleet Operations is a division of the General Services Administration department.

Fleet operations consists of three strategic business areas: asset management, service management, and fuel management. Fleet Operations also manages parking in the Downtown Central Business District.

To ensure service levels can meet the demands of the County Fleet, a Vehicle Equivalency Unit (VEU) ratio is utilized. VEU methodology allows for a weighted score by vehicle type to accurately represent their impact on cost and service demands.

MAJOR ACCOMPLISHMENTS

Achieved Automotive Service Excellence (ASE) Blue Seal Certification. ASE offers recognition for highly qualified repair facilities to showcase technicians and

the commitment to excellence. The program identifies establishments with a large percentage of ASE-certified professionals.

Achieved Emergency Vehicle Technician Certification Commission training and certification for technicians primarily dedicated to working on ambulances. Training enhances skills required to service and repair ambulance chassis and modules. Efficiencies reduced down time for ambulance repairs.

Awarded one of the Top 100 Best Fleets in North America, ranking #3. 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. This was the sixth consecutive year receiving this recognition.

Initiated the first Fleet Advisory Committee comprised of department representatives tasked with reviewing operations trends and prioritizing fleet changes and process improvements.

Corporate Fleet Fund

Kicked off implementation of a new fleet management system. This is one of the items from a recent fleet market analysis consultant report to increase transparency and to increase reporting and benchmarking capability.

Advanced the telematics program, including developing a County policy. Approved to install entire non-law enforcement fleet with telematics units.

FY18 DISCUSSION

The Fleet budget increases by \$1.2 million from the prior year adopted budget. This increase is largely because of periodic fluctuation in the replacement of vehicles and an increase in parts and repairs budget (\$156,000 increase) based on actual experience.

GSA and Fleet Management staff have examined historic fuel rates and projected steady rates both unleaded and diesel fuel. The rates projected are \$1.80 for unleaded and \$2.25 for diesel.

Replacement vehicles are budgeted in line with long-term projections. The number of vehicles due to be replaced in FY 2018 and the types of those vehicles is different than FY17 (FY 2017=103 replacements, FY 2018=projected 116). The composition of vehicles requiring replacement has also changed from the prior fiscal year (FY 2017 replacing five ambulances; FY 2018 projecting 12) (\$920,000).

Telematics usage has expanded across the County Fleet, increasing from 153 units to 440 units (\$41,000).

Excess fund balance within the Fleet Capital Asset subfund has been identified by GSA and will be appropriated to purchase new vehicles and provide for the upfit associated with FY 2018 program and service expansion requests (\$200,000).

Contract services for report development out of the fleet management software will be converted to a full-time equivalent Facility System Engineer (1.0 FTE) with a net budget impact of \$0.

HORIZON ISSUES

Achieve fuel reduction through conservation, idle reduction and right-sizing vehicles. Continue evaluating market analysis recommendations for future enhancements.

Finance, GSA and Fleet Management staff will review potential option to bid out an extensive bulk fuel management service to include bulk fuel purchasing, equipment maintenance and repair, purchasing analysis. This is one of the recommendations from the fleet market study. The goal is to streamline the purchase process, add strategic purchasing to maximize savings, to gain emergency fuel prioritization.

Implement new fleet management system and roll out to departmental users in an effort to increase efficiency, and create and monitor key performance indicators.

Provide data on idle vehicles to departments to allow opportunity to develop individual Fleet idle targets. The overall goal is a 15% reduction in idle time.

Corporate Fleet Fund

Summary of Services and Performance Measures

Service Area: Fleet: Asset Management/ Service/ Fuel

Description: To provide a well managed, low cost, environmentally friendly Fleet to Wake County and its customers.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Input				
Number of gallons of fuel consumed	1,033,977	1,058,468	1,016,868	
Number of vehicles owned by County	947	952	952	
Number of Vehicle Equivalent Units (VEU) per Mechanic	172	173	173	165



Solid Waste Management

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	1,248,064	1,375,724	1,375,724	1,397,598
Contractual Services	9,009,454	11,186,450	11,186,450	11,144,551
Supplies, Materials and Other Charges	3,591,688	962,007	962,007	1,104,736
Capital Outlay	26	—	—	—
Debt	—	2,819	2,819	2,819
Budget Reserves	—	—	—	400,296
Transfers Out	450,000	1,250,000	1,445,035	450,000
Expenditure Totals	\$ 14,299,232	14,777,000	14,972,035	14,500,000
Revenues:				
State	1,899,589	1,853,313	1,853,313	2,214,132
Charges For Services	8,963,342	9,069,827	9,069,827	9,318,487
Licenses & Permits	2,907	6,900	6,900	4,445
Interest Income	214,637	90,059	90,059	108,681
Miscellaneous	1,383,856	2,216,470	2,216,470	1,861,682
FA Gain/Loss	(37,827)	—	—	—
Other Financing Sources	—	508,041	703,076	—
Transfers	1,022,799	1,032,390	1,032,390	992,573
Revenue Totals	\$ 13,449,304	14,777,000	14,972,035	14,500,000
Number of FTE's	15.00	15.00	15.00	15.00

DEPARTMENT 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 Solid Waste Management Division accomplishes the above by: (1) Providing the maximum opportunity practicable for waste reduction, reuse, and recycling; (2) Offering convenient 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 15 sites located throughout the county offering access for solid waste disposal and the recycling of numerous materials:

Eleven convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction debris from homeowners' remodeling projects;

Two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses; and

Solid Waste Management

Two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

MAJOR ACCOMPLISHMENTS

Design completed and construction started on the South Wake Northeast District Improvements project (new convenience center, expanded multi-material recycling facility and new household hazardous waste facility).

Design completed and construction started on convenience center #11 expansion near Wendell.

Completed study regarding convenience center program concepts for reducing out-of-county waste and abuse by commercial entities.

Completed study by NC State regarding future waste disposal opportunities and concepts.

Pilot organics collection program expanded to four locations.

FY18 DISCUSSION

The FY 2018 budget for the Solid Waste Fund totals \$14.50 million. Of the total budget, \$5.40 million is designated to Convenience Center operations; \$4.55 million funds Household Hazardous Waste and Multi-material and White Goods Recycling programs; and \$4.55 million funds education, closure programs, administration, transfers to the general fund for support services and a transfer to Solid Waste CIP.

During FY 2018 the Solid Waste Management Division anticipates completing construction of the SWLF partial closure, Solid Waste Improvements project and Convenience Center #11. The division will continue to monitor the electronics recycling environment, including legislative changes and market changes. Several additional RFP's are expected to be issued with new contracts established for tire disposal and recycling, engineering services and others. Subject to review by the Board of Commissioners, the Division also anticipates some changes to the convenience center program to

minimize abuse of the construction and demolition waste drop off facilities by contractors.

HORIZON ISSUES

During the next few fiscal years, the Solid Waste Management Division will be dealing with significant expansion and renovation of numerous convenience center sites as well as the multi-material and household hazardous waste facilities. These efforts will bring about the potential for new and different contracts with potentially varying cost structures. Some facility operations will be changed based on the expansions and renovations. There will be some opportunities for cost savings through consolidation of operations, but there will also be the potential for additional costs where some additional services are added.

Because of the significant downturn in the recycling revenue market over the past two to three years and increases in electronics recycling costs, continued monitoring of the SWMD funding is important.

The SWMD continues to evaluate potential options once the South Wake Landfill is full (currently projected around 2045) thru a life cycle model.

Solid Waste Management

Summary of Services and Performance Measures

Service Area: Solid Waste - County Operations

Description: The Solid Waste Management Division operates 15 sites conveniently located throughout the county offering easy access for solid waste disposal and the recycling of numerous materials. The County manages and operates 11 convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction

debris from homeowners' house remodeling projects; two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses; and two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Tons Received at All Drop Off Sites Including MSW	94,161	98,700	103,500	103,500
Efficiency				
Dollars Collected through the Sale of Recyclable Materials	758,729	527,500	580,000	580,000
All Sites Operations Cost per Ton	91	99	101	101
Effectiveness				
Average Number of Days/Year Open-All Drop Sites	355	355	355	355
Tons of Recyclables Diverted from Landfill	48,776	51,900	55,000	55,000

South Wake Landfill

Fund Summary

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Expenditures:				
Salary / Benefits	242,250	261,638	261,638	271,023
Contractual Services	9,250,808	9,763,003	9,763,003	10,501,048
Supplies, Materials and Other Charges	5,787,625	5,142,969	5,142,969	5,735,356
Transfers Out	7,837,233	1,032,390	1,409,782	992,573
Expenditure Totals	\$ 23,117,915	16,200,000	16,577,392	17,500,000
Revenues:				
Charges For Services	16,201,710	16,124,549	16,124,549	17,447,169
Interest Income	104,800	75,451	452,843	52,831
Transfers	6,814,434	—	—	—
Revenue Totals	\$ 23,120,945	16,200,000	16,577,392	17,500,000
Number of FTE's	5.00	5.00	5.00	5.00

DEPARTMENT 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.

The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Quality.

The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste landfill in the county. The East Wake Transfer Station 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, along with 11 other Wake County local governments. The facilities accept materials from the public that are lawful to bury.

MAJOR ACCOMPLISHMENTS

During FY 2016 the following projects or activities were undertaken or completed:

Phase 2A of the landfill opened for use. Based upon the current waste volumes and projected capacity, the SWLF is anticipated to last until approximately 2045.

Continued evaluation of potential solutions to odor related issues because of the proximity of recent development in Holly Springs. Use of odor neutralizers along with operational modifications are all being used to minimize odors.

Continued design of the Phase 1 partial closure.

The borrow site dedicated to providing soil for cover of the landfill for the Phase 1 closure was completed and is accepting soil for use during construction.

Installation of a generator, along with some paving improvements, occurred at the EWTS.

FY18 DISCUSSION

The FY 2018 budget for the South Wake Landfill Fund totals \$17.50 million. Of the total budget, \$9.29

South Wake Landfill

million is designated to the operation of the South Wake Landfill, \$4.69 million is for the East Wake Transfer Station in Raleigh, and \$3.52 million is anticipated to be distributed as rebates to the municipal partners.

FY 2018 tonnages are projected to increase slightly based on current trends from 455,000 to 472,000 tons. The amount of tonnage has a major impact on the revenues generated within this fund.

Construction of the Phase 1 closure was started in FY 2017 and will be completed during FY 2018. Additional repairs of the East Wake Transfer Station floor will be undertaken as well as continued monitoring of the floor wear in anticipation of future improvements.

HORIZON ISSUES

Soil for future phases of the landfill will continue to be of primary importance. As long as development continues in the Apex/Holly Springs area, this should be a minimal issue, but it continues to be important. The division is better able to deal with this issue now that there is a soil borrow site for County use.

South Wake Landfill

Summary of Services and Performance Measures

Service Area: Solid Waste - Partnership Operations

Description: The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Services. They accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The

landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (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, along with 11 other Wake County local governments.

Key Measures	FY16 Actual	FY17 Estimated	FY18 Target	Desired Level
Output				
Tons Received at South Wake Landfill	436,632	455,000	472,000	472,000
Tons Received at East Wake Transfer Station	262,153	272,000	281,600	281,600
Efficiency				
Disposal Cost/Ton at the South Wake Landfill(SWLF)	20	20	20	20
Disposal Cost/Ton at the East Wake Transfer Station(EWTS)	15	16	17	17
Effectiveness				
Average Number of Days/Year Open for SWLF and EWTS	343	343	343	343

Introduction and Highlights

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 2018 - 2024 Capital Improvement Program (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost \$100,000 or more and require longer than one year to complete. The acquisition of land is also considered a capital expenditure, even if the land is acquired to preserve Open Space, and not designated as part of a capital improvement project.

The CIP shown in these pages is a seven-year program of capital expenditures totaling \$3.17 billion. The FY 2018 - 2024 CIP represents a continuum of projects. The FY 2018 capital budget, represents funded commitments. The remaining projects shown in FY 2019 - 2024 represent planned projects. For planned projects, revenues are assigned, but projects are continually vetted, may change, or ultimately may not be funded. Horizon projects are not included in the CIP; these projects are those in which project timing, priority, or funding are still being determined.

Wake County's capital program is funded through a variety of sources including transfers from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding for the Fire Tax, Major Facilities Fund, and the Solid Waste Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are the result of state statutes. Other sources are in accordance with the Board of Commissioners' financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Wake County does not appropriate funds for debt funded projects until financing has been secured. Appropriations for bond funded projects, while reflected in the CIP, will be appropriated by the Board

of Commissioners once financing has been approved for the project. This approach ensures that the County has sufficient financing commitments prior to award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Debt funded projects for County, WCPSS and Wake Technical Community College are anticipated to be financed through bond anticipation notes. The County will then repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt.

The FY 2018 - 2024 CIP maintains the County's strategic, long-term approach to capital facilities and policy regarding the ratio of debt-to-cash financing of capital projects and maintains sustainable debt repayment schedules. The FY 2018 - 2024 CIP is a funded CIP; accordingly, only projects that can be supported within the existing tax rate dedicated to debt and capital are shown in the CIP. Future debt or cash capacity that is shown in the financial model for FY 2018 and beyond is not included in the CIP as those funds have not been authorized nor have specific programs been approved.

Highlights of the FY 2018 - 2024 CIP

The \$3.18 billion FY 2018 - 2024 CIP is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of a Regional Library. Most non-routine capital projects in the CIP are driven by the County's rapid growth.

Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

Introduction and Highlights

Wake County Public School System

The FY 2018 - 2024 CIP totals \$2.19 billion. The first year of the plan (FY 2018) will be funded through a combination of cash and funds provided by draw down installment financing agreements in anticipation of future Limited Obligation Bonds. A combination of cash and debt funding is planned for the projects included in FY 2019-2024.

The plan includes full funding for eight new elementary schools, three new middle schools, and three new high schools. It also provides partial funding for new schools and renovations receiving the remainder of their funding outside of the seven-year planning window. Additionally the plan includes funding for fourteen major renovations, life cycle replacement, education equipment replacement, technology and security, land acquisition, start-up design for new schools, facilities assessments and program management and contingency.

The FY 2018 - 2024 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office. The financial model incorporates the FY 2018 – 2024 WCPSS Capital Improvement Program, and accordingly will be updated as the WCPSS CIP is annually updated during each year's capital budget development.

The last funding included in the WCPSS CIP 2013 building program is also scheduled for FY 2018. This includes a cash funded appropriation of \$6.62 million for partial funding of renovations at two existing schools.

Wake Technical Community College

The FY 2018 - 2024 CIP totals \$680.17 million. The Wake Tech Updated Master Plan was presented at the November Board of Commissioners Work Session. The FY 2017 appropriation for this plan was adopted in March which included \$25.24 million to fund the design of new buildings on RTP, Northern Wake and Main Campus. The first two years of the presented multi-year CIP (FY 2017 and FY 2018) will be funded through a combination of cash and funds provided by draw down installment financing agreements in

anticipation of future Limited Obligation Bonds. Projects in the FY 2018 - 2024 plan includes the continued building out of RTP Campus, 2 new buildings on the Northern Wake Campus, 2 new buildings on Main Campus, expansions at the Public Safety Education campus, Repairs, Renovations and Infrastructure upgrades on all campuses and new and improved technology infrastructure on all campuses. Funding for projects through 2024 will be a combination of cash and debt funding.

Automation

The FY 2018 - 2024 CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure; of desktop and laptop computers and associated peripherals; and technical solutions for the County's business units. The CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects.

Community Capital

The FY 2018 - 2024 CIP totals \$3.5 million over the seven year period. These funds are meant to go towards partnering with community organizations who have identified capital projects that address county-wide problems. During the summer of FY 14, a process was undertaken to evaluate and recommend projects to be funded from 2014 - 2018. Transitions LifeCare will receive funding in FY 2018 for a 10 bed expansion to their current hospice facility. During FY 2018, the County will conduct another Request for Proposals process for Community Capital Funding to fund a plan, starting in FY 2019.

County Buildings

The FY 2018 - 2024 CIP maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The CIP includes funds for life-cycle upgrades at County facilities which includes re-roofing and building systems projects, repaving projects at county facilities, minor renovations, for repairs to dams in the Crabtree Creek Watershed and for improvements identified in facility condition assessments.

Introduction and Highlights

Criminal Justice

The FY 2018 - 2024 CIP includes \$6.6 million to fund capital projects related to Criminal Justice facilities and needs in the County. The County's rapidly growing population will likely place increasing demands on the County detention and court facilities. There is funding in FY 2018 to add four additional safety cells to the Detention Center for inmates experiencing mental health difficulties while in detention custody.

Libraries

The FY 2018 - 2024 CIP includes \$12.1 million in bond funds in support of new library projects and upgrades to existing libraries. The \$7.1 million appropriated in FY 2018 for design and construction of a new community library in Morrisville, design of a new community library in the North Hills area of Raleigh and upgrades for the Olivia Raney Library.

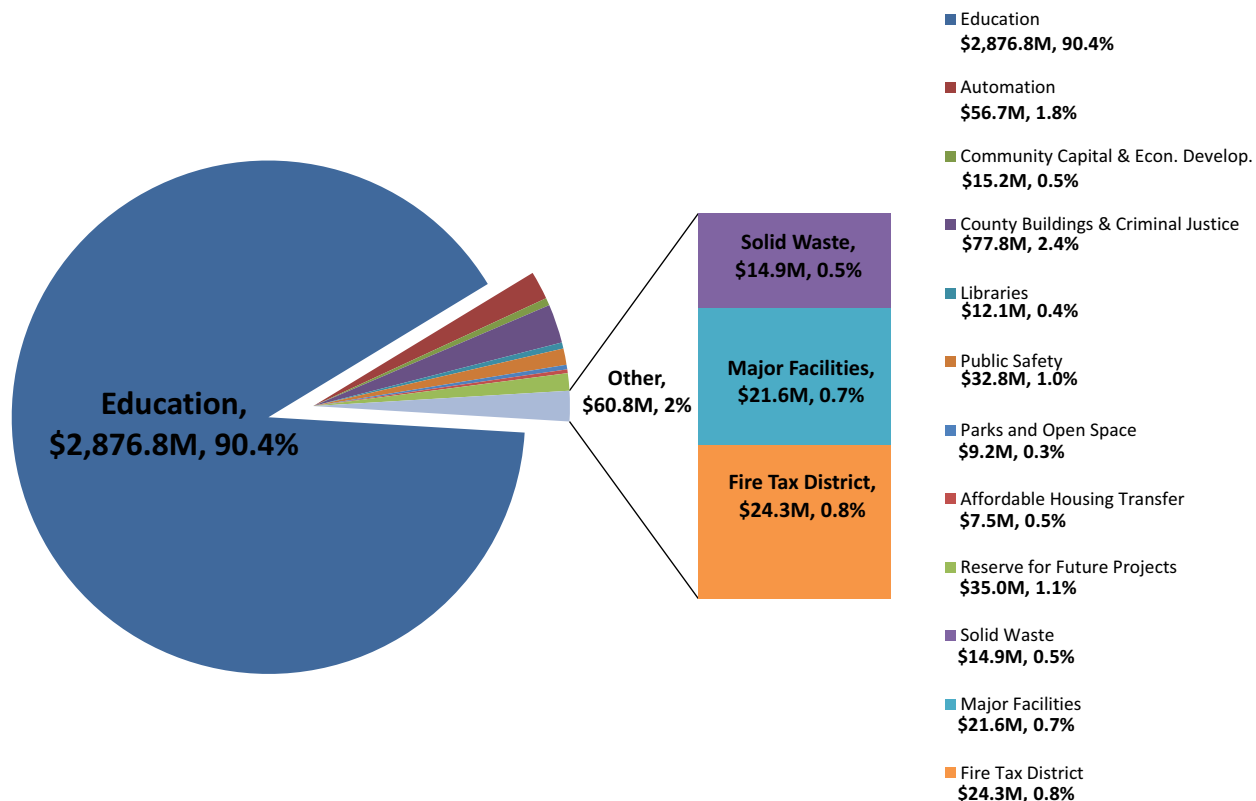
Open Space

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water for years to come.

During November 2007 the voters of Wake County approved a \$50 million bond referendum to continue the program's efforts and maintain exemplary status as one of the nation's best Open Space preservation initiatives. In FY 2018, Wake County will continue to work towards using the remaining bond funds to acquire additional open space and proceed with partnerships to construct green ways with municipalities. The FY 2018 - 2024 CIP includes annual reimbursements from the City of Raleigh (\$500,000) and Town of Wendell (\$20,000).

Introduction and Highlights

FY 2018 - 2024 Capital Improvement Program: \$3.183 billion



Parks

The FY 2018 - 2024 CIP includes \$5.6 million for the Parks system. This includes \$2.1 million representing the County's contribution towards the Community Use of School Parks Program and \$3.45 million for existing facility improvements at various County parks and school/park facilities.

Public Safety & Public Safety Communications

The FY 2018 - 2024 CIP includes \$32.8 million in planned EMS facilities, equipment and emergency communication systems. Planned facilities include upfitting a lease space for a Public Safety Warehouse and Training Center, Wendell Falls Fire/EMS co-location, New Hope, Fuquay-North, Knightdale South and Garner Fire/EMS co-location. Funding for the second of two replacement cycles for defibrillators is included in the CIP. Also, a project to

replace 800 MHz radios and infrastructure is included in this program

Economic Development

The FY 2018 - 2024 CIP includes \$11.7 million towards economic development strategies within Wake County. These include water and sewer system upgrades and economic development business development grants. Wake County provides business development grant payments to companies that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The FY 2018 - 2024 CIP includes funding to provide business development grants to the following companies: Seqirus (formerly Novartis), Red Hat, NetApp, MetLife and Xellia Pharmaceuticals.

Introduction and Highlights

In addition to providing grants to new businesses creating jobs and increasing the tax base in Wake County, the County provides incentives in the form of water and sewer infrastructure improvements in the southern portion of Research Triangle Park (RTP) to attract new businesses to RTP. Phase 1 of the Jordan Lake Water Reclamation project was completed in FY 2013, phase 2 of this project was completed in partnership with the Town of Cary in FY 2015 and Phase 3 of this project is budgeted in the CIP in FY 2020. Also, On-Site Water and Sewer funding for companies moving to the Wake County portion of RTP are budgeted for FY 2019 - 2021.

Capital Budget Process

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 2018 - 2024 CIP are driven by master plans. The “History/Background” section within each capital element of this document discusses relevant master plans that have driven that element’s capital expenditures. One example of a project driven by a master planning process is the County’s planned investment in detention facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the

exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement program.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, General Services Administration, Community Services, Human Services, Emergency Management and Finance meet annually with other County departments who are requesting new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

Project Prioritization

Within limited funding available for capital projects, the County annually must prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans’ assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County’s Senior Management Team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

Ensure life, safety, and basic environmental concerns. Investments in public safety communications, building security improvements, renovations to meet

Capital Budget Process

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 leasing space provide long-term operating costs savings.

Maintain the integrity of current capital assets. Projects such as roof replacements, building system replacements, enterprise infrastructure replacement and space renovations that improve service delivery illustrate these types of projects.

Improve existing facilities, technology systems and infrastructure to meet emerging needs and higher service levels.

Without expanding the County's existing role, add new facilities and systems based on approved plans. These types of investments include new, libraries, detention facilities, technology systems, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation and school and community college construction.

Expand the County's service delivery role with investments in facilities, infrastructure, and new technology based on Board Goals and/or State and/or Federal Mandates..

Match contributions by partners to support community and systems infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

In-Depth Cost Estimation

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction, General Services Administration and Finance conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. The CIP also includes an annual

update of inflation estimates based on market conditions.

Funding Capacity Analysis

Budget and Management Services and Finance uses the County's long-term financial planning 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 two 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 programs from WCPSS and Wake Tech for an overall funding strategy within debt and capital policies.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from the General Fund to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments. Specifically, funds are set aside each year in a debt service fund to make current year debt service payments and new debt service payments as 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 majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt

Capital Budget Process

are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

Financial Planning Model

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact of decisions on three primary goals:

Maintain the debt service fund balance at a minimum level of 19 percent of the next year's debt service expenditures;

Maintain a combined general fund and debt service fund total fund balance of at least 30 percent of general fund and debt service fund combined revenues;

Maintain a debt-to-cash funding ratio that does not exceed 80 percent in a given year; and

Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A further discussion of the financial planning model is behind the "Financial Planning Model" tab within this book.

How to Read the Capital Improvement Program

This CIP document groups capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two

elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with <i>Ad Valorem</i> tax revenues, general obligation bonds, or limited obligation bonds. Other revenue sources may include grants, water/sewer loan repayments, and payments from municipal partners.	Affordable Housing Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
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

Throughout the document, the following information is presented for each element:

Financial Summary: Presents the FY 2018 appropriation (a financial commitment by the Board of Commissioners), FY 2019-2024 planned projects, and the operating impact of the planned projects. Cost estimates for FY 2019-2024 will be refined as design, engineering, and cost studies are completed during FY 2018 and beyond. Only projects and approved programs supported within the existing tax rate dedicated to debt and capital are shown.

Seven-Year CIP Summary: A synopsis of each element’s physical and financial scope, and the timeframe 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 2017

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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
County Capital Elements								
Automation	\$1,393,919	\$72,100	\$4,000	\$31,900	\$5,000	\$5,200	\$5,200	\$1,598,819
Libraries	\$335,946	\$1,250,946	\$1,700,000	--	--	--	--	\$3,286,892
Public Safety	\$198,132	--	--	--	--	--	--	\$198,132
Total Operating Budget Impact	\$1,927,997	\$1,323,046	\$1,704,000	\$31,900	\$5,000	\$5,200	\$5,200	\$6,682,662

When developing the seven-year Capital Improvement Program, the County must carefully evaluate the financial impacts of each project; this includes not only the initial capital cost but also the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The table above shows the new operating impact on the General Fund for the projects planned in the FY 2018 - 2024 CIP; These costs are assumed to be recurring within the relevant department's operating budget. The above chart shows the first year impact to operating costs and subsequent increases in operating costs because of the capital project. When possible, these estimates have been based on current operating costs for comparable facilities. Operating costs associated with certain elements, such as Fire Tax District and Solid Waste are not borne by the General Fund and are, therefore, not shown in the above chart.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvement project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of libraries requires new operating budget dollars for both staff and facility maintenance which have been included in the FY 2018 Budget. In some cases, operating impacts are provided for equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

Horizon Issues

The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as Horizon Issues for future Capital Improvement Programs. Typically, these are projects for which business cases, timing and project cost estimates need to be better defined. More discussion of horizon issues may be found on some of the respective element pages.

Element	Project
Automation	Future Business Needs
County Building Improvements	Human Services Facilities Master Plan Future Space Women's Shelter
Affordable Housing	Future Affordable Housing Plan
Public Safety	Future EMS Stations
Criminal Justice	Hammond Road Detention Center Phase 3 Wake County Justice Center 6th Floor Build-out
Libraries	Future Library Project
Open Space	Open Space Land Acquisitions
Parks	Future Parks/Greenway projects

Capital Improvement Program Projects

The FY 2018 - 2024 Capital Improvement Program is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2018 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2018 - FY 2024 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 2, 2017 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	Commitments	Actual Expenses to Date with Commitments and		Actual Balance
							Pending		
210A	Major Systems - Property Tax	\$1,010,000	\$0	\$1,010,000	\$841,729	\$1,453	\$843,182		\$166,818
237A	DSS Document Management	\$1,605,000	\$0	\$1,605,000	\$1,271,553	\$743	\$1,272,296		\$332,704
238A	Public Health System Replacement	\$3,480,500	\$0	\$3,473,714	\$2,296,964	\$273,750	\$2,588,310		\$892,190
238A	Public Health System Replacement	\$0	\$0	\$6,786	\$6,786	\$0	\$6,786		(\$6,786)
240A	eWake Upgrade	\$8,014,066	\$462,870	\$8,014,066	\$7,762,337	\$0	\$7,762,337		(\$211,141)
241A	CCBI Lab Information Management System	\$300,000	\$0	\$300,000	\$270,502	\$0	\$270,502		\$29,498
244A	Jail & Records Management System Upgrade	\$335,790	(\$425)	\$352,282	\$294,767	\$38,570	\$333,336		\$2,879
244A	Jail & Records Management System Upgrade	\$16,492	\$16,492	\$0	\$0	\$0	\$0		\$0
246A	ROD Books	\$1,799,000	\$0	\$1,799,000	\$1,659,020	\$60,222	\$1,719,242		\$79,758
247A	Reval Projects	\$1,122,000	\$0	\$826,438	\$274,191	(\$0)	\$274,191		\$847,809
247A	Reval Projects	\$0	\$0	\$295,562	\$295,562	\$0	\$295,562		(\$295,562)
278A	Planning & Permitting System	\$2,878,992	\$0	\$2,878,992	\$692,270	\$468,562	\$1,160,832		\$1,718,160
279A	DSS Document Management - Child Welfare	\$1,475,000	\$0	\$1,475,000	\$1,074,724	\$127,978	\$1,202,701		\$272,299
279A	DSS Document Management - Child Welfare	\$0	\$0	\$0	\$4,197	\$0	\$4,197		(\$4,197)
295A	eWake Pilot Document Management	\$1,420,000	\$0	\$1,420,000	\$225,436	\$2,531	\$227,967		\$1,192,033
296A	Telecommunications Infrastructure	\$3,982,000	\$0	\$3,982,000	\$844,440	\$428,350	\$1,278,878		\$2,703,122
311A	AT&T Dark Fiber Replacement	\$2,200,000	\$0	\$2,200,000	\$987,101	\$848,280	\$1,835,381		\$364,619
312A	VoIP System Acquisition and Implementation	\$2,650,000	\$0	\$2,650,000	\$1,111,258	\$0	\$1,111,258		\$1,538,742
314A	BoC Agenda & Video Project	\$100,000	\$0	\$100,000	\$43,923	\$32,465	\$76,389		\$23,611
315A	Document Management - Adult Services	\$316,000	\$0	\$316,000	\$65,951	\$82,825	\$148,776		\$167,224
316A	Document Management - Program Integrity	\$291,000	\$0	\$291,000	\$34,036	\$126,341	\$160,377		\$130,623
317A	GIS MAR Implementation	\$340,000	\$0	\$340,000	\$185,174	\$44,826	\$230,000		\$110,000
344A	Enterprise Wide Document Management	\$86,000	\$0	\$86,000	\$32,198	\$2,270	\$34,467		\$51,533
345A	Child Support Document Management	\$996,000	\$597,000	\$996,000	\$0	\$0	\$0		\$399,000
346A	Child Support Case Management	\$539,000	\$238,000	\$539,000	\$0	\$0	\$0		\$301,000
347A	Innovation	\$100,000	\$0	\$100,000	\$15,449	\$51,770	\$71,107		\$28,893
348A	E-mail Upgrade	\$250,000	\$0	\$250,000	\$0	\$0	\$0		\$250,000
Total Division 6210 Major Automation Projects		\$35,306,840	\$1,313,937	\$35,306,840	\$20,289,568	\$2,590,936	\$22,908,075		\$11,084,828

Division 6220 Business Applications

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and		Remaining Expenditure Authority (actual balance)
							Pending		
052A	WCSO Automation Upgrades	\$886,437	(\$16,492)	\$886,437	\$886,437	(\$0)	\$886,437		\$16,492
204A	Risk Management System	\$110,400	\$0	\$110,400	\$106,859	\$0	\$106,859		\$3,541
Total Division 6220 Business Applications		\$996,837	(\$16,492)	\$996,837	\$993,296	(\$0)	\$993,296		\$20,034

Division 6230 Computer Equipment

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and		Remaining Expenditure Authority (actual balance)
							Pending		
059A	General Computer Equipments Replacement	\$546	\$0	\$546	\$546	\$0	\$546		\$0
298A	New Equipment 2015	\$1,890,000	\$0	\$1,890,000	\$1,887,157	\$0	\$1,887,157		\$2,843
318A	New Equipment 2016	\$1,890,000	\$0	\$1,890,000	\$1,877,246	\$2,965	\$1,880,211		\$9,789
322A	Telephone Equipment 2016	\$50,000	\$0	\$50,000	\$29,478	(\$0)	\$29,478		\$20,522
332A	New Equipment 2017	\$1,986,000	\$0	\$1,986,000	\$1,693,755	\$3,750	\$1,697,505		\$288,495
333A	Maintenance Libraries 2017	\$25,000	\$0	\$25,000	\$0	\$0	\$0		\$25,000
334A	Maintenance Upgrades 2017	\$10,000	\$0	\$10,000	\$716	\$0	\$716		\$9,284
335A	Maintenance Repairs 2017	\$25,000	\$0	\$25,000	\$4,798	\$0	\$4,798		\$20,202
336A	Telephone Equipment 2017	\$50,000	\$0	\$50,000	\$8,403	\$0	\$8,403		\$41,597
Total Division 6230 Computer Equipment		\$5,926,546	\$0	\$5,926,546	\$5,502,099	\$6,715	\$5,508,814		\$417,732

Capital Improvement Program Projects

Division 6240 Enterprise Network

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
085A	Enterprise Network General	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)
085A	Enterprise Network General	\$21,284	\$0	\$21,284	\$17,806	\$0	\$17,806	\$3,478
188A	Security Strategy Implementation	\$207,401	\$0	\$207,401	\$205,109	(\$0)	\$205,109	\$2,292
288A	Application Hardware/Software 2014	\$325,000	\$0	\$325,000	\$219,688	(\$0)	\$219,688	\$105,313
292A	Network Services 2014	\$297,000	\$0	\$297,000	\$294,375	\$2,625	\$297,000	\$0
303A	Application Hardware/Software 2015	\$325,000	\$0	\$325,000	\$321,039	\$0	\$321,039	\$3,961
304A	CCBI and Sheriff Infrastructure 2015	\$68,000	\$0	\$68,000	\$23,190	\$0	\$23,190	\$44,810
306A	GIS Infrastructure 2015	\$60,650	\$0	\$60,650	\$16,322	\$44,328	\$60,650	\$0
307A	Libraries Infrastructure 2015	\$90,000	\$0	\$90,000	\$52,602	\$39,634	\$92,237	(\$2,237)
310A	Server Services 2015	\$380,000	\$0	\$380,000	\$192,577	\$187,423	\$380,000	\$0
324A	CCBI and Sheriff Infrastructure 2016	\$80,000	\$0	\$80,000	\$48,799	\$5,195	\$53,994	\$26,006
325A	Database Operations 2016	\$37,000	\$0	\$37,000	\$5,473	\$0	\$5,473	\$31,527
326A	GIS Infrastructure 2016	\$33,000	\$0	\$33,000	\$0	\$0	\$0	\$33,000
327A	Libraries Infrastructure 2016	\$15,000	\$0	\$15,000	\$0	\$0	\$0	\$15,000
328A	Network Services 2016	\$239,000	\$0	\$239,000	\$227,781	(\$0)	\$227,781	\$11,219
329A	Security Services 2016	\$163,000	\$0	\$163,000	\$95,654	\$0	\$95,654	\$67,346
330A	Server Services 2016	\$699,000	\$0	\$699,000	\$418,034	\$162,313	\$580,347	\$118,653
337A	Application Hardware/Software 2017	\$167,000	\$0	\$167,000	\$166,862	\$0	\$166,862	\$138
338A	CCBI and Sheriff Infrastructure 2017	\$8,000	\$0	\$8,000	\$0	\$0	\$0	\$8,000
339A	Database Operations 2017	\$133,000	\$0	\$133,000	\$0	\$4,907	\$4,907	\$128,093
340A	Libraries Infrastructure 2017	\$65,000	\$0	\$65,000	\$876	\$0	\$876	\$64,124
341A	Network Services 2017	\$338,000	\$0	\$338,000	\$87,632	\$6,711	\$94,342	\$243,658
342A	Security Services 2017	\$82,000	\$0	\$82,000	\$0	\$0	\$0	\$82,000
343A	Server Services 2017	\$762,000	\$0	\$762,000	\$127,828	\$0	\$127,828	\$634,172
Total Division 6240 Enterprise Network		\$4,595,335	\$0	\$4,595,335	\$2,521,647	\$453,136	\$2,974,783	\$1,620,552
Total Department 62 Automation CIP		\$46,825,559	\$1,297,444	\$46,825,559	\$29,306,610	\$3,050,787	\$32,384,968	\$13,143,146

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	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
001C	General Community Planned Projects	\$40,000	\$0	\$40,000	\$0	\$0	\$0	\$40,000
014C	Wake Health Services - Medical Office Building	\$450,000	\$0	\$450,000	\$400,000	\$0	\$400,000	\$50,000
016C	Hospice of Wake County - 10 bed expansion	\$250,000	\$0	\$250,000	\$100,000	\$0	\$100,000	\$150,000
Total Division 6400 Community Capital Projects		\$740,000	\$0	\$740,000	\$500,000	\$0	\$500,000	\$240,000
Total Department 64 Community Capital Projects		\$740,000	\$0	\$740,000	\$500,000	\$0	\$500,000	\$240,000

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	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
019B	Facilities Condition Assessment	\$894,148	\$0	\$894,148	\$789,371	\$22,362	\$811,733	\$82,416
200B	Mental Health Continuum	\$28,450,000	\$594,834	\$28,450,000	\$27,764,240	\$25,401	\$27,789,641	\$65,524
249B	Community Services Center Renovation	\$368,917	(\$1,083)	\$368,917	\$368,917	\$0	\$368,917	\$1,083
250B	Restack Renovations and Upgrades	\$104,000	\$0	\$104,000	\$95,021	\$0	\$95,021	\$8,979
281B	Board of Elections	\$68,000	\$0	\$68,000	\$32,849	\$7,431	\$40,280	\$27,720
282B	WCOB Life Safety/Egress Renovations	\$561,544	\$0	\$561,544	\$65,596	\$458,410	\$524,006	\$37,538
283B	Animal Control Center	\$279,340	\$0	\$279,340	\$277,553	\$0	\$277,553	\$1,786
284B	Swinburne Intake Area Renovation	\$572,744	\$0	\$572,744	\$570,344	\$2,400	\$572,744	\$0
285B	Public Health Center	\$1,563,903	(\$1)	\$1,563,903	\$1,563,903	\$0	\$1,563,903	\$1
308B	Animal Control Center Renovations 2014	\$560,000	\$0	\$560,000	\$532,625	(\$0)	\$532,625	\$27,375
329B	WCOB Renovations	\$5,000,000	\$0	\$5,000,000	\$3,093,466	\$1,055,617	\$4,149,083	\$850,917
349B	Cameron Village Library - Life Cycle Finishes Upgrades	\$525,000	\$0	\$525,000	\$515,376	\$653	\$516,028	\$8,972
353B	Human Service Master Planning	\$250,000	\$0	\$250,000	\$82,751	\$149,421	\$232,172	\$17,828
358B	Sunnybrook Elevator Modernization	\$9,000	\$0	\$9,000	\$4,351	\$3,100	\$7,451	\$1,549
368B	Swinburne FCA Upgrades	\$330,000	\$0	\$330,000	\$0	\$0	\$0	\$330,000
378B	HS Western Facilities	\$140,000	\$0	\$140,000	\$0	\$0	\$0	\$140,000
385B	Multi-Services Center	\$4,538,000	\$0	\$4,538,000	\$1,220,613	\$86,799	\$1,307,412	\$3,230,588
Total Division 6610 Major County Building Projects		\$44,214,597	\$593,751	\$44,214,597	\$36,976,977	\$1,811,593	\$38,788,570	\$4,832,276

Division 6630 County Building Security Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
255B	Security Improvements-Phase 8	\$318,815	\$0	\$318,815	\$259,520	\$40,949	\$300,469	\$18,345
280B	Security Improvements - Ph 9	\$1,193,153	\$0	\$1,193,153	\$354,487	\$93,452	\$447,939	\$745,214
382B	Hardware Upgrade	\$0	(\$363,009)	\$0	\$0	\$0	\$0	\$363,009
Total Division 6630 County Building Security Projects		\$1,511,967	(\$363,009)	\$1,511,967	\$614,007	\$134,401	\$748,408	\$1,126,569

Capital Improvement Program Projects

Division 6640 Minor CIP Projects

Unit	Unit Name	Revenues		Current	Actual	Commitments	Actual Expenses to	Remaining
		Budgeted	(Over) / Under	Expenditure	Expenses to		Date with	
		Revenues	Budget	Budget	Date		Commitments and	Expenditure
							Pending	Authority (actual
								balance)
037B	General Bld Renov - Minor-General	\$748,817	\$7,790	\$746,517	\$0	\$0	\$0	\$741,027
148B	Willow Springs FD Well, Pump & Tank	\$28,525	\$0	\$28,525	\$27,625	\$0	\$27,625	\$900
240B	PSC Data Center UPS Life Cycle Replacement	\$80,000	\$0	\$80,000	\$45,814	\$21,770	\$67,584	\$12,416
269B	RR - WCOP Exterior Waterproofing	\$23,500	\$0	\$23,500	\$0	\$0	\$0	\$23,500
290B	AR - Animal Control Workflow Modifications (Security)	\$92,276	\$0	\$86,286	\$86,286	\$0	\$86,286	\$5,990
295B	RR - WCOB Life Safety/Fire/ADA/Elevator Improvements	\$6,000	\$0	\$6,000	\$0	\$0	\$0	\$6,000
296B	RR - Sunnybrook Mechanical Test and Balance	\$23,200	\$0	\$23,200	\$13,072	\$9,478	\$22,550	\$650
317B	RR - CSC Exterior Building Envelope Upgrades	\$164,050	\$0	\$164,050	\$162,550	\$0	\$162,550	\$1,500
320B	RR - Fellowship Home Partnership Reimbursement Account	\$55,000	\$28	\$55,000	\$54,069	(\$0)	\$54,069	\$904
334B	RR - WCOB Parking Deck Structural Repairs	\$47,548	\$0	\$47,548	\$46,145	\$1,403	\$47,548	\$0
343B	RR - WCOB Data Center UPS_Sheriff Data Center Relocate	\$259,779	\$0	\$259,779	\$229,645	(\$0)	\$229,645	\$30,134
345B	AR - ERC Renovation & Finish Upgrade	\$421,845	(\$5,790)	\$427,635	\$246,748	\$0	\$246,748	\$180,887
347B	RR - Lake Crabtree Boat Rental/Bathroom Mod (ADA)	\$150,820	\$0	\$150,820	\$113,368	(\$0)	\$113,368	\$37,452
348B	AR - WCOB BOE_JS Re-stack Modifications	\$19,132	(\$2,000)	\$21,132	\$21,132	\$0	\$21,132	\$0
360B	RR - FY16 Mulit Site Paving Repairs	\$137,400	\$0	\$137,400	\$123,199	\$4,228	\$127,427	\$9,973
362B	RR - SE Regional Lighting Replacement	\$89,253	\$0	\$89,253	\$0	\$0	\$0	\$89,253
363B	RR - Wake Detention Reclaim Boiler Replacement	\$185,165	\$0	\$185,165	\$175,356	\$0	\$175,356	\$9,809
364B	AR - PS Warehouse_EMS Training Security Upfit	\$60,000	\$0	\$60,000	\$55,205	(\$0)	\$55,205	\$4,795
365B	PSC Radio Tower Structural Upgrades	\$80,000	\$0	\$80,000	\$56,331	\$17,429	\$73,760	\$6,240
366B	RR - General Partnership Accounts	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0
367B	RR - Parking & Revenue Control System LCR	\$186,072	\$0	\$186,572	\$186,572	(\$0)	\$186,572	(\$500)
383B	RR - HS Sunnybrook Walkway	\$283,245	\$0	\$283,245	\$101,043	\$160,602	\$261,645	\$21,600
384B	RR - WCDC Magistrate and Intake Renovation	\$244,450	\$0	\$244,450	\$95,744	\$108,536	\$204,280	\$40,170
386B	RR - SE Regional Rooftop HVAC Replacement	\$106,691	\$0	\$106,691	\$5,670	\$91,024	\$96,694	\$9,997
Total Division 6640 Minor CIP Projects		\$3,692,769	\$200,028	\$3,692,769	\$1,845,574	\$414,469	\$2,260,043	\$1,232,698

Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Revenues		Current	Actual	Commitments	Actual Expenses to	Remaining
		Budgeted	(Over) / Under	Expenditure	Expenses to		Date with	
		Revenues	Budget	Budget	Date		Commitments and	Expenditure
							Pending	Authority (actual
								balance)
080B	Mechanical, Electrical & Plumbing - Gen	\$195,385	\$0	\$195,385	\$140,520	\$0	\$140,520	\$54,865
277B	Community Services Center - Elec/Fire Alarm	\$231,460	\$0	\$231,460	\$231,461	(\$0)	\$231,461	(\$1)
322B	Sunnybrook HVAC	\$1,075,862	\$0	\$1,075,862	\$35,348	\$28,050	\$63,398	\$1,012,464
351B	MEP - Willow Springs Fire Station Waterline	\$400,000	\$0	\$400,000	\$341,481	\$8,411	\$349,892	\$50,108
354B	MEP - Fire Training Center - HVAC/Fire Loop Pump	\$200,000	\$0	\$200,000	\$136,820	\$0	\$136,820	\$63,180
357B	MEP - Direct Digital System Migration	\$230,000	\$0	\$230,000	\$0	\$0	\$0	\$230,000
369B	Hammond 1B Cooling Tower	\$270,000	\$0	\$270,000	\$165,473	\$63,491	\$228,964	\$41,036
371B	Community Services Center HVAC	\$900,000	\$0	\$900,000	\$30,167	\$81,440	\$111,607	\$788,393
372B	PSC Boiler Replacement	\$722,389	\$1,083	\$722,389	\$51,712	\$14,500	\$66,212	\$655,093
381B	MEP - Eastern Regional Center	\$66,000	\$0	\$66,000	\$2,295	\$2,365	\$4,660	\$61,340
Total Division 6650 Mechanical, Electrical And Plumbing		\$4,291,096	\$1,083	\$4,291,096	\$1,135,276	\$198,258	\$1,333,534	\$2,956,478

Division 6660 Roofing Projects

Unit	Unit Name	Revenues		Current	Actual	Commitments	Actual Expenses to	Remaining
		Budgeted	(Over) / Under	Expenditure	Expenses to		Date with	
		Revenues	Budget	Budget	Date		Commitments and	Expenditure
							Pending	Authority (actual
								balance)
098B	Roof Replacements - General	\$295,705	\$0	\$295,705	\$443	\$0	\$443	\$295,262
306B	Swinburne Roof Replacement	\$794,859	\$0	\$794,859	\$783,204	\$4,500	\$787,704	\$7,155
324B	GSA Parking Deck Recoating	\$199,368	\$0	\$199,368	\$189,260	\$0	\$189,260	\$10,108
325B	Oakview Historic Park Roof	\$220,057	\$0	\$220,057	\$214,188	\$0	\$214,188	\$5,869
326B	Agriculture Services Building	\$8,575	\$0	\$8,575	\$0	\$0	\$0	\$8,575
350B	Roofing - East Regional	\$340,000	\$0	\$340,000	\$329,139	\$0	\$329,139	\$10,861
356B	Roofing - WCOB	\$172,000	\$0	\$172,000	\$165,233	\$300	\$165,533	\$6,468
374B	Animal Control Center Roof Replacement	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$50,000
375B	Eva Perry Library Roof Replacement	\$370,000	\$370,000	\$370,000	\$10,084	\$18,720	\$28,804	(\$28,804)
379B	Roofing - SER Library	\$20,000	\$0	\$20,000	\$0	\$0	\$0	\$20,000
380B	Roofing - Agricultural Servces Building	\$75,000	\$0	\$75,000	\$3,254	\$3,500	\$6,754	\$68,246
Total Division 6660 Roofing Projects		\$2,545,564	\$370,000	\$2,545,564	\$1,694,803	\$27,020	\$1,721,823	\$453,741

Division 6680 Crabtree Creek Flood Control Structures

Unit	Unit Name	Revenues		Current	Actual	Commitments	Actual Expenses to	Remaining
		Budgeted	(Over) / Under	Expenditure	Expenses to		Date with	
		Revenues	Budget	Budget	Date		Commitments and	Expenditure
							Pending	Authority (actual
								balance)
259B	Site 20A - Brier Creek	\$67,000	\$0	\$67,000	\$9,770	\$0	\$9,770	\$57,230
311B	Site 5A - Page Lake	\$263,442	\$0	\$263,442	\$53,419	\$103,759	\$157,178	\$106,264
327B	Site 18 - Cole's Branch Reservoir	\$184,884	\$0	\$184,884	\$166,109	(\$0)	\$166,109	\$18,775
335B	CCWP - General	\$52,725	\$0	\$52,725	\$0	\$0	\$0	\$52,725
376B	Site 11a - Richland Creek Lake	\$170,000	\$0	\$170,000	\$27,026	\$5,600	\$32,626	\$137,374
Total Division 6680 Crabtree Creek Flood Control Structures		\$738,051	\$0	\$738,051	\$256,325	\$109,359	\$365,684	\$372,367

Capital Improvement Program Projects

Division 6685 Infrastructure Paving

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
310B	Blue Jay Point Paving Projects	\$594,877	\$0	\$594,877	\$593,447	\$1,430	\$594,877	\$0
328B	Southeast Regional Library	\$155,253	\$0	\$155,253	\$0	\$0	\$0	\$155,253
336B	Infrastructure Paving - General	\$64,000	\$0	\$64,000	\$0	\$0	\$0	\$64,000
352B	IP - Sunnybrook Surface Parking Areas	\$455,000	\$0	\$455,000	\$413,546	\$0	\$413,546	\$41,454
377B	PSC Reseal Parking Deck	\$300,000	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Total Division 6685 Infrastructure Paving		\$1,569,130	\$0	\$1,569,130	\$1,006,993	\$1,430	\$1,008,423	\$560,707
Total Department 66 County Building Improvements		\$58,563,174	\$801,853	\$58,563,174	\$43,529,956	\$2,696,530	\$46,226,486	\$11,534,836

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	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
007J	Detention Phase 2 Hammond Site	\$144,933,098	\$0	\$144,933,098	\$144,905,698	\$27,400	\$144,933,098	(\$0)
066J	CCBI Alcohol/Drug Analysis Renovation at Hammond Rd	\$190,000	\$0	\$190,000	\$189,998	\$0	\$189,998	\$2
070J	WCSO Detention Center Detox Beds	\$120,000	\$0	\$120,000	\$63,208	\$0	\$63,208	\$56,792
071J	Hammond Population/Inmate Projection Study	\$100,000	\$0	\$100,000	\$55,000	\$35,840	\$90,840	\$9,160
Total Division 6810 Detention Facilities		\$145,343,098	\$0	\$145,343,098	\$145,213,903	\$63,240	\$145,277,143	\$65,954

Division 6820 Criminal Justice Security

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
013J	Programmable Controller	\$936,901	\$0	\$936,901	\$762,640	\$160,486	\$923,125	\$13,776
054J	Detention and Security Assessment Improvements	\$2,644,249	\$0	\$2,644,249	\$1,231,147	\$186,144	\$1,417,290	\$1,226,959
Total Division 6820 Criminal Justice Security		\$3,581,150	\$0	\$3,581,150	\$1,993,786	\$346,629	\$2,340,416	\$1,240,735

Division 6830 Judicial Facilities

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
018J	General Judicial Facilities Planned Proj	\$777,080	\$0	\$777,080	\$714,755	\$0	\$714,755	\$62,325
034J	CTHS Elevator Upgrade/Reburbishment	\$2,623,638	\$0	\$2,623,638	\$1,720,809	\$877,693	\$2,598,501	\$25,136
041J	Justice Facilities Displacements	\$8,410,709	\$0	\$8,410,709	\$8,380,221	\$0	\$8,380,221	\$30,488
042J	Justice Center	\$176,517,270	(\$116,703)	\$176,517,270	\$176,408,034	\$82,006	\$176,490,040	\$143,933
043J	CTHS Partial Renov - Fl. 7,8,9&12	\$4,761,425	\$0	\$4,761,425	\$4,739,784	\$21,641	\$4,761,425	\$0
063J	Stairwell/Elevator Security	\$191,600	\$0	\$191,600	\$67,265	\$62,535	\$129,800	\$61,800
064J	CTHS Renovations - Floors 1 - 5	\$250,000	\$0	\$250,000	\$212,102	\$8,284	\$220,385	\$29,615
065J	CTHS - Skywalk Repair	\$200,000	\$0	\$200,000	\$20,378	\$4,922	\$25,300	\$174,700
067J	NC Business Court Upfit	\$100,000	\$0	\$100,000	\$73,802	\$0	\$73,802	\$26,198
068J	Salisbury Street Lobby Renovation	\$1,888,255	\$0	\$1,888,255	\$1,887,163	\$0	\$1,887,163	\$1,093
069J	EOC and PSC Tunnel Fire Sprinkler	\$450,000	\$0	\$450,000	\$440,636	\$0	\$440,636	\$9,364
Total Division 6830 Judicial Facilities		\$196,169,976	(\$116,703)	\$196,169,976	\$194,664,946	\$1,057,081	\$195,722,027	\$564,652

Division 6840 Public Safety Center

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
060J	Public Safety Center Renovations	\$8,519,428	\$0	\$8,519,428	\$8,511,064	\$8,363	\$8,519,428	\$0
Total Division 6840 Public Safety Center		\$8,519,428	\$0	\$8,519,428	\$8,511,064	\$8,363	\$8,519,428	\$0

Division 6850 DWI Lab Equipment Upgrade

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
072J	DWI Lab Equipment Upgrade	\$830,000	\$0	\$830,000	\$12,190	\$41,464	\$53,653	\$776,347
Total Division 6850 DWI Lab Equipment Upgrade		\$830,000	\$0	\$830,000	\$12,190	\$41,464	\$53,653	\$776,347
Total Department 68 Criminal Justice CIP		\$354,443,652	(\$116,703)	\$354,443,652	\$350,395,890	\$1,516,777	\$351,912,667	\$2,647,688

Capital Improvement Program Projects

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	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
003L	Master Libraries	\$173,744	(\$0)	\$173,744	\$137,353	\$1,359	\$138,711	\$35,033
009L	Northeast Regional Library	\$9,285,835	\$0	\$9,285,835	\$9,277,108	\$65	\$9,277,173	\$8,661
014L	Northeastern Regional Library - Books	\$2,535,001	\$0	\$2,535,001	\$2,501,048	\$10,589	\$2,511,638	\$23,363
023L	Wake Forest Library	\$627,156	\$100,000	\$627,156	\$275,338	\$25,921	\$301,259	\$225,897
025L	Middle Creek Library (Construction)	\$3,720,000	\$0	\$3,720,000	\$3,559,493	\$67,125	\$3,626,618	\$93,382
026L	Fuquay Varina Library (Construction)	\$6,069,617	\$4,784,000	\$6,069,617	\$128,279	\$303,096	\$431,374	\$854,243
029L	Olivia Raney Library FCA	\$510,000	\$0	\$510,000	\$0	\$0	\$0	\$510,000
032L	Middle Creek Library - Books	\$915,000	\$0	\$915,000	\$906,400	\$8,668	\$915,068	(\$68)
051L	Cary Regional Library (Land & Construction)	\$13,165,000	\$12,514,000	\$13,165,000	\$344,852	\$340,294	\$685,146	(\$34,146)
052L	Southeast Regional Library Upgrade	\$856,383	\$0	\$856,383	\$849,649	\$6,734	\$856,383	\$0
053L	East Regional Library Upgrade	\$635,000	\$400,000	\$635,000	\$100,954	\$27,740	\$128,694	\$106,306
054L	Cary Regional Library - Parking Deck	\$843,736	\$0	\$843,736	\$199,489	\$459,619	\$659,108	\$184,628
055L	Morrisville Library	\$108,000	\$108,000	\$108,000	\$0	\$0	\$0	\$0
999L	Library Bond/BAN Revenue	\$0	(\$33,700,000)	\$0	\$0	\$0	\$0	\$33,700,000
Total Division 7000 Library Projects		\$39,444,472	(\$15,794,000)	\$39,444,472	\$18,279,963	\$1,251,210	\$19,531,172	\$35,707,300

Division 7010 Library Materials & Collections

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
050L	Library Materials & Collection Development	\$4,200,000	\$0	\$4,200,000	\$4,199,062	\$496	\$4,199,558	\$442
Total Division 7010 Library Materials & Collections		\$4,200,000	\$0	\$4,200,000	\$4,199,062	\$496	\$4,199,558	\$442

Total Department 70 Public Libraries CIP		\$43,644,472	(\$15,794,000)	\$43,644,472	\$22,479,025	\$1,251,705	\$23,730,731	\$35,707,741

Department 72 Open Space Division 7200 Open Space

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
036G	Unallocated Open Space	(\$0)	(\$3,521,681)	\$0	\$0	\$0	\$0	\$3,521,681
046G	Little River Reimbursement - Raleigh	\$3,089,435	\$0	\$3,089,435	\$0	\$0	\$0	\$3,089,435
047G	TOW - Open Space Loan Agreement	\$100,000	(\$7,783)	\$100,000	\$0	\$0	\$0	\$107,783
054G	Morrisville/Crabtree/Hatcher Creek Greenway	\$570,000	\$0	\$570,000	\$60,874	\$415,496	\$476,370	\$93,630
062G	HL Medlin Farms Property	\$400,000	\$0	\$400,000	\$394,854	\$0	\$394,854	\$5,146
063G	Procter Farm Preserve	\$11,500	\$0	\$11,500	\$7,500	\$0	\$7,500	\$4,000
064G	Robertson's Mill Pond Preserve	\$426,503	\$0	\$426,503	\$419,178	\$4,176	\$423,353	\$3,150
065G	Turnipseed Preserve	\$1,407,845	\$0	\$1,407,845	\$548,985	\$838,199	\$1,387,184	\$20,661
066G	Buffalo Creek Assemblage	\$6,300,000	\$0	\$6,300,000	\$6,257,940	\$0	\$6,257,940	\$42,060
067G	Frances Parham Property	\$50,000	\$0	\$50,000	\$44,986	\$0	\$44,986	\$5,014
068G	Sonya Tongue Property	\$60,000	\$0	\$60,000	\$53,211	\$0	\$53,211	\$6,789
069G	County-wide Greenway Master Planning	\$120,000	\$0	\$120,000	\$118,227	\$0	\$118,227	\$1,773
070G	Liles Property	\$60,000	\$0	\$60,000	\$48,684	\$0	\$48,684	\$11,316
071G	Todd Property	\$400,000	\$0	\$400,000	\$382,224	\$0	\$382,224	\$17,776
072G	Shugart Property	\$1,645,000	\$0	\$1,645,000	\$1,644,067	\$0	\$1,644,067	\$933
073G	Crabtree Creek Greenway - Cary Portion	\$500,000	\$0	\$500,000	\$0	\$500,000	\$500,000	\$0
074G	Yeager Property	\$1,200,000	\$0	\$1,200,000	\$1,193,098	\$0	\$1,193,098	\$6,902
075G	Beaver Creek Greenway	\$160,000	\$0	\$160,000	\$10,974	\$149,026	\$160,000	\$0
076G	Middle Creek Greenway	\$140,000	\$0	\$140,000	\$0	\$140,000	\$140,000	\$0
077G	Smith Creek Greenway	\$941,000	\$0	\$941,000	\$0	\$941,000	\$941,000	\$0
078G	Cary White Oak Greenway	\$565,200	\$0	\$565,200	\$0	\$565,200	\$565,200	\$0
079G	Spruill Property Acquisition	\$225,000	\$0	\$225,000	\$219,354	\$0	\$219,354	\$5,646
080G	Holloman Property Acquisition	\$230,000	\$0	\$230,000	\$220,494	\$0	\$220,494	\$9,506
081G	Gehrke Property Acquisition	\$1,650,000	\$0	\$1,650,000	\$1,567,250	\$0	\$1,567,250	\$82,750
082G	Robertson's Mill Pond Preserve Ph 2/Part F	\$536,032	\$251,097	\$536,032	\$6	\$80,473	\$80,479	\$204,456
083G	Turnipseed Preserve Ph 2/LWCF	\$724,080	\$250,000	\$724,080	\$0	\$0	\$0	\$474,080
100G	Open Space Administration	\$200,000	\$0	\$200,000	\$108,935	\$13,873	\$122,808	\$77,192
999G	Open Space Bond/BAN revenue	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)
Total Division 7200 Open Space		\$21,711,595	(\$3,028,366)	\$21,711,595	\$13,300,840	\$3,647,443	\$16,948,283	\$7,791,678
Total Department 72 Open Space		\$21,711,595	(\$3,028,366)	\$21,711,595	\$13,300,840	\$3,647,443	\$16,948,283	\$7,791,678

Capital Improvement Program Projects

Department 74 Parks And Recreation CIP Division 7410 County Parks

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
035R	Southeast Regional Wake Co Park	\$2,466,090	\$0	\$2,466,090	\$2,024,366	\$0	\$2,024,366	\$441,724
074R	Randleigh Farm	\$25,000	(\$563)	\$25,000	\$0	\$0	\$0	\$25,563
077R	Parks Facility Master Planning	\$100,000	\$0	\$100,000	\$99,005	\$0	\$99,005	\$995
Total Division 7410 County Parks		\$2,591,090	(\$563)	\$2,591,090	\$2,123,371	\$0	\$2,123,371	\$468,281

Division 7420 Community Use Of School/Parks

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
004R	General Community Use Of Schools	\$679,535	(\$0)	\$679,535	\$8,996	\$0	\$8,996	\$670,538
079R	Bryan Road ES Community Use	\$226,000	\$0	\$226,000	\$0	\$226,000	\$226,000	\$0
Total Division 7420 Community Use Of School/Parks		\$905,535	\$0	\$905,535	\$8,996	\$226,000	\$234,996	\$670,538

Division 7430 Other Park Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
033R	Recreation Fees	\$0	(\$1,554,881)	\$0	\$0	\$0	\$0	\$1,554,881
Total Division 7430 Other Park Projects		\$0	(\$1,554,881)	\$0	\$0	\$0	\$0	\$1,554,881

Division 7490 Existing Park Facility Improvements

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
052R	PARK FACILITY IMPROVEMENTS	\$3,447,086	\$0	\$3,447,086	\$2,985,474	\$33,292	\$3,018,767	\$428,319
078R	ADA Compliance - Lake Crabtree	\$480,870	\$0	\$480,870	\$527,120	\$2,871	\$529,991	(\$49,121)
Total Division 7490 Existing Park Facility Improvements		\$3,927,955	\$0	\$3,927,955	\$3,512,595	\$36,163	\$3,548,758	\$379,198
Total Department 74 Parks And Recreation CIP		\$7,424,580	(\$1,555,444)	\$7,424,580	\$5,644,962	\$262,163	\$5,907,125	\$3,072,898

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	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
070P	CAD System Replacement	\$4,275,000	\$0	\$4,275,000	\$155,129	\$261,415	\$416,544	\$3,858,456
Total Division 7620 Computer Aided Dispatch		\$4,275,000	\$0	\$4,275,000	\$155,129	\$261,415	\$416,544	\$3,858,456

Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
044P	Sprint/Nextel - Rebanding Project	\$591,512	\$0	\$591,512	\$208,610	\$215,072	\$423,683	\$167,829
068P	800 MHZ Radio System Infrastructure Replacement	\$26,579,345	\$0	\$26,579,345	\$6,124,323	\$430,626	\$6,554,949	\$20,024,397
Total Division 7630 800 MHZ Radio Communications		\$27,170,857	\$0	\$27,170,857	\$6,332,933	\$645,698	\$6,978,631	\$20,192,226

Division 7640 EMS

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
012P	EMS Defibrillators	\$6,176,535	\$0	\$6,176,535	\$5,336,943	\$366,019	\$5,702,962	\$473,572
055P	Knightdale South Co-location	\$186,500	\$0	\$186,500	\$16,500	\$0	\$16,500	\$170,000
067P	New Hope (EMS)	\$340,000	\$0	\$340,000	\$23,391	\$91,062	\$114,453	\$225,547
069P	Hilltop/Fuquay Fire Station #2 (EMS) Bay Expansion	\$313,826	(\$1)	\$313,826	\$313,826	\$0	\$313,826	\$1
072P	Emergency Operations Center	\$100,000	\$0	\$100,000	\$68,813	\$8,000	\$76,813	\$23,187
073P	Fuquay North EMS Station Co-Location	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$100,000
074P	Wendell Main EMS Station Replacement	\$2,150,000	\$0	\$2,150,000	\$437,824	\$1,574,181	\$2,012,006	\$137,994
075P	Public Safety Warehouse	\$958,425	\$0	\$958,425	\$929,364	\$17,033	\$946,397	\$12,028
077P	Wendell Falls EMS Co-Location	\$180,000	\$0	\$180,000	\$9,717	\$167,280	\$176,997	\$3,003
078P	800 MHZ Subscriber Unit	\$3,856,000	\$0	\$3,856,000	\$2,167,634	\$1,688,366	\$3,856,000	\$0
999P	EMS Holding Account	\$16,035	\$1	\$16,035	\$0	\$0	\$0	\$16,034
Total Division 7640 EMS		\$14,377,321	\$0	\$14,377,321	\$9,304,013	\$3,911,942	\$13,215,955	\$1,161,367

Capital Improvement Program Projects

Division 7650 Public Safety

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
026P	Former 911 Emergency Fund	\$315,966	\$352	\$315,966	\$314,866	\$0	\$314,866	\$748
065P	EOC Commons Study	\$15,000	\$0	\$15,000	\$12,803	\$0	\$12,803	\$2,197
066P	WC & TOC CAD-to-CAD Interface	\$206,292	\$0	\$206,292	\$183,942	\$22,118	\$206,060	\$232
076P	PS Mass Notification	\$360,000	\$0	\$360,000	\$231,889	\$4,095	\$235,984	\$124,016
Total Division 7650 Public Safety		\$897,258	\$352	\$897,258	\$743,500	\$26,213	\$769,713	\$127,193
Total Department 76 Public Safety CIP		\$46,720,436	\$352	\$46,720,436	\$16,535,575	\$4,845,268	\$21,380,843	\$25,339,241

Department 79 Economic Development Division 7910 On-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
001D	On-Site Water and Sewer Unallocated in RTP	\$724,822	\$0	\$724,822	\$704,386	\$0	\$704,386	\$20,436
Total Division 7910 On-Site Water and Sewer		\$724,822	\$0	\$724,822	\$704,386	\$0	\$704,386	\$20,436

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
010D	RTP Off-Site Water and Sewer Unallocated	\$1,311,974	\$328,022	\$1,311,974	\$110,662	(\$0)	\$110,662	\$873,290
011D	Jordan Lake Water Allocation	\$40,767	\$0	\$40,767	\$25,358	\$14,363	\$39,721	\$1,046
Total Division 7920 Off-Site Water and Sewer		\$1,352,741	\$328,022	\$1,352,741	\$136,020	\$14,363	\$150,383	\$874,336

Division 7930 Economic Incentives

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
020D	Economic Incentives Unallocated	\$212,472	\$0	\$212,472	\$1,424	\$0	\$1,424	\$211,048
021D	Credit Suisse	\$3,941,716	\$0	\$3,941,716	\$3,925,091	\$0	\$3,925,091	\$16,625
022D	Novartis/Seqirus	\$6,352,696	\$0	\$6,352,696	\$6,352,546	\$0	\$6,352,546	\$150
023D	NetApp	\$3,027,984	\$0	\$3,027,984	\$2,637,888	\$0	\$2,637,888	\$390,096
024D	MetLife	\$2,728,129	\$0	\$2,728,129	\$2,728,129	\$0	\$2,728,129	\$0
025D	Red Hat	\$154,000	\$0	\$154,000	\$143,577	\$0	\$143,577	\$10,423
027D	NetApp 2	\$633,000	\$0	\$633,000	\$140,490	\$0	\$140,490	\$492,510
028D	Novozymes	\$400,000	\$200,000	\$400,000	\$200,000	\$0	\$200,000	\$0
029D	RDU Delta Revenue Guaranty Agreement	\$137,500	\$0	\$137,500	\$0	\$137,500	\$137,500	\$0
030D	INC Research	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0
Total Division 7930 Economic Incentives		\$17,687,497	\$300,000	\$17,687,497	\$16,129,145	\$137,500	\$16,266,645	\$1,120,852

Division 7940 Watershed Nutrient Management

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
040D	Nutrient Reduction Study	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Total Division 7940 Watershed Nutrient Management		\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$100,000

Division 7950 Water, Sewer & Road Improvements

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
050D	Banks Pointe Road Improvements	\$962,908	\$0	\$962,908	\$66,818	\$57,190	\$124,008	\$838,900
051D	Forrest Ridge Subdivision Road Improvements	\$13,000	\$0	\$13,000	\$5,601	\$0	\$5,601	\$7,399
Total Division 7950 Water, Sewer & Road Improvements		\$975,908	\$0	\$975,908	\$72,419	\$57,190	\$129,609	\$846,299
Total Department 79 Economic Development		\$20,840,969	\$628,022	\$20,840,969	\$17,041,971	\$209,053	\$17,251,024	\$2,961,923

Capital Improvement Program Projects

Department 88 Program Wide Projects
Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Budgeted Revenues	Revenues	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (actual balance)
			(Over) / Under Budget					
001W	Revenue Subfund For CIP	\$0	(\$984,775)	\$0	\$0	\$0	\$0	\$984,775
004W	Transfer to Affordable Housing	\$9,950,000	\$0	\$9,950,000	\$9,950,000	\$0	\$9,950,000	\$0
006W	Transfer to Wake Tech Capital Fund	\$13,500,000	\$0	\$13,500,000	\$13,500,000	\$0	\$13,500,000	\$0
007W	Transfer to General Fund	\$1,257,182	\$0	\$1,257,182	\$1,257,182	\$0	\$1,257,182	\$0
008W	Transfer to Debt Service Fund	\$7,666,902	\$0	\$7,666,902	\$7,666,902	\$0	\$7,666,902	\$0
009W	Transfer to Fire CIP	\$940,000	\$0	\$940,000	\$940,000	\$0	\$940,000	\$0
010W	Transfer to Major Facilities CIP	\$1,295,000	\$0	\$1,295,000	\$1,295,000	\$0	\$1,295,000	\$0
100W	Cisco Lease - Accounting entries only	\$0	(\$1,077,786)	\$0	\$1,077,786	\$0	\$1,077,786	\$0
Total Division 8810 440 Co Construction - General - Revenue		\$34,609,084	(\$2,062,561)	\$34,609,084	\$35,686,870	\$0	\$35,686,870	\$984,775
Total Department 88 Program Wide Projects		\$34,609,084	(\$2,062,561)	\$34,609,084	\$35,686,870	\$0	\$35,686,870	\$984,775
Total Fund: 4100 County Capital Improvement Fund		\$635,523,520	(\$19,829,403)	\$635,523,520	\$534,421,699	\$17,479,726	\$551,928,996	\$103,423,927

Seven-Year Summary of Sources and Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
FY18 - FY24 CIP Uses								
County Capital	38,712,000	36,918,000	33,014,000	33,300,000	34,068,000	34,725,000	35,487,000	246,224,000
Education	332,998,014	404,256,362	416,219,604	429,547,728	413,574,050	452,711,944	427,482,215	2,876,789,917
Fire Rescue	5,240,000	6,058,000	2,491,000	4,190,000	1,608,000	1,978,000	2,750,000	24,315,000
Major Facilities	3,000,000	3,200,000	3,085,000	3,000,000	3,121,000	3,172,000	3,000,000	21,578,000
Solid Waste	1,600,000	3,988,000	640,000	2,890,000	5,149,000	100,000	530,000	14,897,000
Total Uses	381,550,014	454,420,362	455,449,604	472,927,728	457,520,050	492,686,944	469,249,215	3,183,803,917
FY18 - FY24 CIP Sources								
Pooled Investments	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
Debt to be Authorized	105,132,000	342,078,000	346,711,000	362,128,000	346,501,000	380,684,000	356,958,000	2,240,192,000
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Appropriated Fund Balance	3,208,000	4,273,000	1,608,000	2,161,000	2,109,000	740,000	1,400,000	15,499,000
Authorized and Unissued	7,142,000	4,996,000	–	–	–	–	–	12,138,000
Transfers From Major Facilities CIP	233,000	–	–	–	–	–	–	233,000
Transfers From General Fund	75,520,000	96,459,000	101,197,000	101,646,000	99,918,000	106,003,000	105,679,000	686,422,000
Transfers From Special Districts Fund	2,653,000	1,458,000	1,183,000	954,000	695,000	598,000	631,000	8,172,000
Miscellaneous	400,000	–	158,000	1,136,000	3,478,000	–	–	5,172,000
Municipalities	635,000	1,005,000	520,000	820,000	760,000	520,000	520,000	4,780,000
Bond Anticipation Notes	182,691,000	–	–	–	–	–	–	182,691,000
Fire Protection	31,000	120,000	31,000	31,000	31,000	–	–	244,000
Outside Agencies	6,000	122,000	122,000	122,000	140,000	206,000	116,000	834,000
Total Sources	381,550,014	454,420,362	455,449,604	472,927,728	457,520,050	492,686,944	469,249,215	3,183,803,917

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Affordable Housing								
Affordable Housing Transfer	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Subtotal: Affordable Housing	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Automation								
Computer Equipment	2,218,000	2,300,000	2,300,000	2,579,000	2,206,000	2,300,000	2,315,000	16,218,000
Enterprise Infrastructure	1,263,000	1,688,000	2,165,000	1,770,000	1,178,000	2,424,000	1,383,000	11,871,000
Major Projects	5,755,000	5,834,000	5,310,000	3,352,000	3,060,000	2,729,000	2,554,000	28,594,000
Subtotal: Automation	9,236,000	9,822,000	9,775,000	7,701,000	6,444,000	7,453,000	6,252,000	56,683,000
Community Capital Grants								
Transitions LifeCare	200,000	–	–	–	–	–	–	200,000
Reserved for Future Community Capital Projects	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,300,000
Subtotal: Community Capital Grants	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
County Building Improvements								
Crabtree Creek Flood Control Structures	341,000	286,000	317,000	458,000	–	–	–	1,402,000
Infrastructure Paving	662,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	6,062,000
Major Building Renovations	1,900,000	4,520,000	4,010,000	4,320,000	3,240,000	4,760,000	3,500,000	26,250,000
Building Systems Replacements	1,560,000	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	14,560,000
Minor Building Projects	1,200,000	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	11,400,000
Roofing Projects	1,155,000	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,155,000
Corporate Security	258,000	280,000	305,000	340,000	365,000	298,000	482,000	2,328,000
Subtotal: County Building Improvements	7,076,000	10,486,000	10,632,000	11,118,000	9,805,000	11,558,000	10,482,000	71,157,000
Criminal Justice								
Detention Facilities	893,000	200,000	200,000	200,000	200,000	–	–	1,693,000
Criminal Justice Security	107,000	1,121,000	451,000	644,000	595,000	698,000	454,000	4,070,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Existing Courthouse Renovations	–	850,000	–	–	–	–	–	850,000
Subtotal: Criminal Justice	1,000,000	2,171,000	651,000	844,000	795,000	698,000	454,000	6,613,000

Economic Development

Business Development Grants	1,929,000	865,000	883,000	916,000	934,000	932,000	1,000,000	7,459,000
Jordan Lake Reclaimed Water Project	–	–	2,649,000	–	–	–	–	2,649,000
On-site Water and Sewer	–	300,000	300,000	300,000	–	–	–	900,000
Water, Sewer & Roads Policy	–	116,000	116,000	116,000	116,000	116,000	116,000	696,000
Subtotal: Economic Development	1,929,000	1,281,000	3,948,000	1,332,000	1,050,000	1,048,000	1,116,000	11,704,000

Libraries

Upgrades to Existing Library Facilities	105,000	–	–	–	–	–	–	105,000
Morrisville Library	5,520,000	–	–	–	–	–	–	5,520,000
North Hills Library	1,517,000	4,764,000	–	–	–	–	–	6,281,000
Reserved for Future Library Projects	–	232,000	–	–	–	–	–	232,000
Subtotal: Libraries	7,142,000	4,996,000	–	–	–	–	–	12,138,000

Open Space

Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Subtotal: Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000

Parks

Existing Parks Facility Improvements	450,000	500,000	500,000	500,000	500,000	500,000	500,000	3,450,000
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Subtotal: Parks	750,000	800,000	800,000	800,000	800,000	800,000	800,000	5,550,000

Program-wide Projects

Reserve for Future Projects	358,000	2,149,000	–	43,000	10,431,000	7,973,000	14,013,000	34,967,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Subtotal: Program-wide Projects	358,000	2,149,000	–	43,000	10,431,000	7,973,000	14,013,000	34,967,000
Public Safety								
800 Megahertz System	6,066,000	128,000	–	–	–	3,000,000	–	9,194,000
CAD Improvements	350,000	175,000	350,000	575,000	350,000	175,000	350,000	2,325,000
EMS Defibrillators	–	–	1,586,000	1,586,000	–	–	–	3,172,000
EMS Projects	2,285,000	2,890,000	2,607,000	1,881,000	2,373,000	–	–	12,036,000
Emergency Operations Center	–	–	645,000	5,400,000	–	–	–	6,045,000
Subtotal: Public Safety	8,701,000	3,193,000	5,188,000	9,442,000	2,723,000	3,175,000	350,000	32,772,000
Total: County Capital Uses	38,712,000	36,918,000	33,014,000	33,300,000	34,068,000	34,725,000	35,487,000	246,224,000

County Capital: Sources

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Appropriated Fund Balance	–	–	805,000	–	–	–	–	805,000
Authorized and Unissued	7,142,000	4,996,000	–	–	–	–	–	12,138,000
Transfers From Major Facilities CIP	233,000	–	–	–	–	–	–	233,000
Transfers From General Fund	29,919,000	30,795,000	31,567,000	32,358,000	33,168,000	33,999,000	34,851,000	226,657,000
Transfers From Special Districts Fund	777,000	–	–	–	–	–	–	777,000
Municipalities	635,000	1,005,000	520,000	820,000	760,000	520,000	520,000	4,780,000
Outside Agencies	6,000	122,000	122,000	122,000	140,000	206,000	116,000	834,000
Total: County Capital Sources	38,712,000	36,918,000	33,014,000	33,300,000	34,068,000	34,725,000	35,487,000	246,224,000

Detailed Seven-Year Summary of Sources and Uses

Education: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Wake Technical Community College								
WTCC Multi Year CIP	73,952,000	67,733,000	107,784,000	110,006,000	111,893,000	105,257,000	103,548,000	680,173,000
Subtotal: Wake Technical Community College	73,952,000	67,733,000	107,784,000	110,006,000	111,893,000	105,257,000	103,548,000	680,173,000
Wake County Public School System								
WCPSS Administrative Lease Reserve	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
WCPSS CIP	258,147,000	335,614,000	307,516,000	318,612,000	300,793,000	346,519,000	322,989,000	2,190,190,000
Subtotal: Wake County Public School System	259,046,014	336,523,362	308,435,604	319,541,728	301,681,050	347,454,944	323,934,215	2,196,616,917
Total: Education Uses	332,998,014	404,256,362	416,219,604	429,547,728	413,574,050	452,711,944	427,482,215	2,876,789,917

Education: Sources

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Pooled Investments	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
Debt to be Authorized	103,807,000	337,683,000	345,670,000	359,330,000	345,936,000	379,772,000	355,709,000	2,227,907,000
Transfers From General Fund	45,601,000	65,664,000	69,630,000	69,288,000	66,750,000	72,004,000	70,828,000	459,765,000
Bond Anticipation Notes	182,691,000	–	–	–	–	–	–	182,691,000
Total: Education Sources	332,998,014	404,256,362	416,219,604	429,547,728	413,574,050	452,711,944	427,482,215	2,876,789,917

Fire Rescue: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Fire/Rescue								
Fire Apparatus and Vehicles	1,753,000	1,086,000	1,665,000	3,520,000	942,000	1,269,000	1,792,000	12,027,000
Fire Facilities	403,000	4,000,000	100,000	100,000	100,000	100,000	100,000	4,903,000
Fire Equipment	3,084,000	972,000	726,000	570,000	566,000	609,000	858,000	7,385,000

Detailed Seven-Year Summary of Sources and Uses

Fire Rescue: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Subtotal: Fire/ Rescue	5,240,000	6,058,000	2,491,000	4,190,000	1,608,000	1,978,000	2,750,000	24,315,000
Total: Fire Rescue Uses	5,240,000	6,058,000	2,491,000	4,190,000	1,608,000	1,978,000	2,750,000	24,315,000

Fire Rescue: Sources

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Debt to be Authorized	1,325,000	4,395,000	1,041,000	2,798,000	565,000	912,000	1,249,000	12,285,000
Appropriated Fund Balance	2,008,000	85,000	236,000	407,000	317,000	468,000	870,000	4,391,000
Transfers From Special Districts Fund	1,876,000	1,458,000	1,183,000	954,000	695,000	598,000	631,000	7,395,000
Fire Protection	31,000	120,000	31,000	31,000	31,000	–	–	244,000
Total: Fire Rescue Sources	5,240,000	6,058,000	2,491,000	4,190,000	1,608,000	1,978,000	2,750,000	24,315,000

Major Facilities: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Major Facilities Capital Trust Fund								
Five County Stadium	368,000	–	348,000	–	–	–	–	716,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	216,000	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	4,500,000
Reserve for Major Facilities Future Projects	2,316,000	2,000,000	2,000,000	2,657,000	2,000,000	2,000,000	2,689,000	15,662,000
Subtotal: Major Facilities Capital Trust Fund	3,000,000	3,200,000	3,085,000	3,000,000	3,121,000	3,172,000	3,000,000	21,578,000
Total: Major Facilities Uses	3,000,000	3,200,000	3,085,000	3,000,000	3,121,000	3,172,000	3,000,000	21,578,000

Detailed Seven-Year Summary of Sources and Uses

Major Facilities: Sources

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Appropriated Fund Balance	–	200,000	85,000	–	121,000	172,000	–	578,000
Total: Major Facilities Sources	3,000,000	3,200,000	3,085,000	3,000,000	3,121,000	3,172,000	3,000,000	21,578,000

Solid Waste: Uses

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Solid Waste								
Multi-material and Convenience Centers	600,000	3,813,000	100,000	685,000	627,000	100,000	100,000	6,025,000
North Wake	–	175,000	–	–	348,000	–	–	523,000
South Wake Landfill	400,000	–	158,000	2,205,000	3,478,000	–	–	6,241,000
Landfill Gas Development	600,000	–	382,000	–	696,000	–	430,000	2,108,000
Subtotal: Solid Waste	1,600,000	3,988,000	640,000	2,890,000	5,149,000	100,000	530,000	14,897,000
Total: Solid Waste Uses	1,600,000	3,988,000	640,000	2,890,000	5,149,000	100,000	530,000	14,897,000

Solid Waste: Sources

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Appropriated Fund Balance	1,200,000	3,988,000	482,000	1,754,000	1,671,000	100,000	530,000	9,725,000
Miscellaneous	400,000	–	158,000	1,136,000	3,478,000	–	–	5,172,000
Total: Solid Waste Sources	1,600,000	3,988,000	640,000	2,890,000	5,149,000	100,000	530,000	14,897,000



Affordable Housing

Element Summary: Affordable Housing

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Affordable Housing Transfer	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Total Uses	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Transfers From General Fund	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Total Sources	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2018-2024 CIP includes \$7.50 million in transfers to the County's Housing and Community Revitalization Fund, of which \$1,500,000 is appropriated in FY 2018. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2018; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families. For FY 2018, County CIP funds will be used for rental assistance, support circles coordinator and loans and grants for affordable housing development.

The Board of Commissioners adopted an Affordable Housing Action Plan that outlines program revenue and expenditures during the upcoming fiscal year. Included in that action plan is an additional \$3.9 million over and above the County's CIP contribution. The total action plan, totaling \$4.9 million for FY 2018 will be used towards the following Housing activities: Community Development Block Grant (CDBG), Home Investments Partnership Grant (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and other County CIP programs. The ordinance reflects a breakdown by these categories.

History/Background

Through annual contributions to the Housing and Community Revitalization Fund, the County works to increase the supply of affordable housing for Wake County's low-income working families, senior citizens, those with a disability, formerly homeless and other vulnerable populations. Wake County administers its affordable housing initiative through the Housing and Community Revitalization (HCR) section of the Human Services Department's Housing and Transportation Division. In addition to County Capital funds, HCR's annual budget also consists of Federal Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds, Housing Opportunities for Persons with Aids (HOPWA) and Emergency Solutions Grant (ESG) funds.

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Force's 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the

Affordable Housing

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.

On September 19, 2016, the Wake County Board of Commissioners approved the establishment of a Wake County Steering Committee on Affordable Housing. The mission of the Steering Committee is to provide guidance, contribute input and engage the public during the completion of a 20-year comprehensive Affordable Housing Planning effort. The Comprehensive Affordable Housing Plan is scheduled to be completed in Fall 2017 and will guide affordable housing efforts throughout the County over the next 20 years.

HCR administers the following programs throughout Wake County:

Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 50 families in FY 2018 through rental unit production.

Housing Rehabilitation: HCR makes grants to help homeowners and repair their sub-standard houses. Grants are for emergency repairs of up to \$5,000 and up to \$20,000 for elderly and disabled persons for repairs that assist with accessibility and mobility. This program operates on a scattered site basis outside and provides assistance for up to approximately 45 families per year. Note: this program is only eligible for residents in unincorporated Wake County and all municipalities outside of Raleigh, Holly Springs and Cary.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes.

These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve 433 families in FY 2018 through public facility improvements. Note: this program is only eligible for areas in unincorporated Wake County and all municipalities outside of Raleigh, Holly Springs and Cary.

Rental Subsidies: HCR funds more than 300 rental subsidies for vulnerable persons, including 52 County funded subsidies for persons with mental illness, 213 subsidies for homeless individuals through Shelter + Care, and 54 subsidies for person with HIV/AIDS through HOPWA funding. Federal HOME funds also provide rental subsidies for 15 youth aging out of the foster care system. This enables people who are disabled and very low-income to afford safe, decent, stable housing.

Within the Housing Production and Housing Rehabilitation programs, the County focuses on maintaining a healthy receivables portfolio on these loans with a low rate of loan-repayment default. Currently, the receivables portfolio totals \$28 million (\$11 million of County funds and \$17 million of federal loan contributions).

Project Accomplishments

During FY 2017, HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 33 very low-income families and made 3 emergency grants to very-low income families to help with emergency repairs to their homes. The Caddell Street improvements project was completed in Wake Forest. Sidewalk and road improvements in Morrisville, Zebulon, Rolesville and Wendell are in progress. Funding was provided to the Town of Wake Forest for a spray ground adjacent to the Alston Massenburg Community Center. Funding was also provided to the Town of Garner for the recreation center and to the Town of Fuquay Varina for improvements on Bridge Street and Southern Street. Additional funds were provided for job training through the Homeless

Affordable Housing

Employment Initiative Program. Approximately 46 homeless men will be served by this employment program.

HOME: Completed Wood Spring Apartments (48 units for seniors in Fuquay Varina). Completed the acquisition and rehabilitation of Sherman Avenue Apartments (11 units for homeless/disabled individuals in Raleigh). Funded the construction and permanent financing of Pennington Grove Apartments (83 units for seniors in Garner). Approved funding for Amber Spring Apartments (42 units for seniors) in Raleigh. Funded 4 rental subsidies for youth aging out of foster care.

CIP: Funded 33 rental subsidies for persons with a mental illness. Completed the funding and acquisition and rehabilitation of Sunnybrook Village Apartments (42 units for families in Raleigh).

Operating Budget Impact

The operating impact (staff and materials) of the affordable housing program and of all capital investments is covered through the federal grant funding through the CDBG and HOME grants. For more information about the affordable housing program, see the "Housing and Community Revitalization" pages behind the Special Revenue Funds tab in this book.

Affordable Housing

Affordable Housing Transfer

The FY 2018-2024 CIP includes \$7.5 million in transfers to the County's Housing and Community Revitalization Fund, of which \$1,500,000 is appropriated in FY 2018. The County portion of the portfolio is projected to generate \$170,000 in revenues through loan repayments in FY 2018; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the

supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide permanent housing opportunities for vulnerable individuals and families. For FY 2018, County CIP funds will be used for rental assistance, support circles coordinator and loans and grants for affordable housing development.

Program Summary: Affordable Housing Transfer

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Interfund Transfers Out	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Total Uses	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Funding Sources								
Transfers From General Fund	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Total Sources	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Automation

Element Summary: Automation

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Enterprise Infrastructure	1,263,000	1,688,000	2,165,000	1,770,000	1,178,000	2,424,000	1,383,000	11,871,000
Computer Equipment	2,218,000	2,300,000	2,300,000	2,579,000	2,206,000	2,300,000	2,315,000	16,218,000
Major Projects	5,755,000	5,834,000	5,310,000	3,352,000	3,060,000	2,729,000	2,554,000	28,594,000
Total Uses	9,236,000	9,822,000	9,775,000	7,701,000	6,444,000	7,453,000	6,252,000	56,683,000
Transfers From General Fund	9,230,000	9,816,000	9,769,000	7,695,000	6,420,000	7,363,000	6,252,000	56,545,000
Outside Agencies	6,000	6,000	6,000	6,000	24,000	90,000	–	138,000
Total Sources	9,236,000	9,822,000	9,775,000	7,701,000	6,444,000	7,453,000	6,252,000	56,683,000
CIP Operating Impacts	1,442,261	1,455,011	1,525,311	1,485,211	1,458,011	1,458,411	746,592	9,570,808
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP 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 2018-2024 Automation CIP budget includes \$56.68 million to support investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to manage services and information that meet the organization's and public's needs.

The County will continue to focus on using technology to improve the delivery of information and services. These changes will affect internal operations and the County's relationship and service to the community. Information Services will also focus on using technology to ease access to public information while addressing privacy concerns, linking geographically based information with service needs, and effectively managing the increased volume of data that surrounds the County's work.

History/Background

The Board of Commissioners' strategic goals and initiatives, the County Manager's business plan and the plans of County departments provide the business drivers that shape the approach to the Automation CIP. The business drivers are balanced with the strategic direction for the County's technical environment, which is a 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.

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

Automation

enterprise services, security hardware and software, the County's database platform and specialty equipment for other County departments.

Major projects and major systems replacement: Funding to upgrade or replace major computer systems in County departments and across the enterprise. These projects deliver technology improvements intended to improve business operations and business outcomes. The scope of the systems either benefit the entire organization (e.g., the County's ERP system) or support large departmental operations that require significant investments in resources and time, (e.g., the replacement of the public health care management system). As large systems are upgraded by vendors or are no longer supported and require replacement, they will be scheduled with typical lead times of 18 to 24 months.

Project Accomplishments

In FY 2017, Information Services carried out several initiatives to improve business processes and productivity and improve core technologies through the CIP program.

Telecom Infrastructure Improvements: In FY 2014 IS Customer Services staff began the work to update the telecom infrastructure. This project prepared the County's buildings for the eventual migration to a Voice over IP (VoIP) system. Work continued in FY 2017 and included upgrading communications cabling, adding air conditioning to network closets, and constructing new telecom closets where needed. In addition, the Network Services team upgraded the County's network infrastructure with over 300 Power over Ethernet switches in preparation for the implementation of the Voice over IP system. Implementation of a VoIP system is planned for FY 2017/2018.

Network Upgrades: In FY 2017 Network Services made significant progress on the implementation of a 10Gb fiber ring which will connect six critical Wake County campus locations. The fiber ring, built in partnership with MCNC, will provide a new level of redundancy for Wake County's enterprise network, and provide the building blocks for future network

expansion and bandwidth. Network staff also completed a wireless upfit project that added approximately 100 wireless access points to 27 facilities to provide full building coverage in all Wake County facilities. The County continues to leverage mobile devices such as cell phones, smartphones, tablets and laptops to support core business functions and provide enhanced productivity, necessitating the move to full wireless coverage in County facilities.

In FY 2017, Wake County replaced its existing mass notification system with a more robust, web based tool that allows the county to send notifications via numerous channels (emails, texts, voice calls, etc.) to individuals or groups using pre-defined call lists or computer based maps drawn based on a specific incident. The tool provides personalized message delivery to virtually any communications device, has extensive reporting and analytics tools, and features precise GIS mapping which will be integrated directly with Wake County's GIS system for more accurate location services.

Document Management Platform: In FY 2017 the Wake County OnBase Document Management Platform was taken to the Enterprise level. With this shift to Enterprise support, a governance team was added and now have in excess of 6 million documents managed in the platform. The platform now serves the Revenue Appeals Documents and Finance Travel Forms in addition to the Human Services Documents. At this time there are efforts underway to add documents for Human Resources On Boarding, Child Support Case Files, Finance Contracts, and Gun Permits for the Sheriff's Division.

In the County's datacenter environment, Server Services replaced and upgraded the six remaining rack mounted (non-blade) VMware host servers that had reached end-of-life. With these replacements, all 35 VMware hosting servers in the two data centers are operating on Intel blades, all of which have the advantage of converged Ethernet/Fiber Channel communications and are no longer dependent on physical network interfaces for those services. Server Services also updated VMware to a current release which adds several new features including

Automation

enhancements to virtualization-based replication between our two data centers. Also completed in FY 2017 were the replacements of SAN storage arrays in the primary and backup data centers.

Citrix: In FY 2017, IS completed the conversion of the JobLink/ePass centers to virtual PCs. Additional training rooms using virtual PCs were deployed in several Human Services facilities. Virtual desktops were also deployed in the Wake County Sheriff's Office for use in recruitment, pistol permits, and the Law Enforcement Training Center. In addition to virtual PC deployments, there was continued growth in virtual applications. Document scanning through Citrix was enabled on Public Health's practice management suite allowing the last 100 clients to be converted to thin clients. This greatly streamlines the client upgrade process following a Centricty upgrade, saving several hours worth of manual client upgrades. Several other applications were brought online throughout the year for various departments, increasing the number of applications hosted by the Citrix platform to 21.

Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts that begin in FY 2018 and carry through FY 2024 include the County's document management initiatives implemented in the Human Services department, the Revenue department and Finance/Budget department.

Automation

Computer Equipment

The FY 2018-2024 CIP includes approximately \$16.22 million to provide, maintain and upgrade desktop and portable computers and associated peripherals throughout the County's operations. The County will focus on ensuring that the business units have equipment that is appropriate to the technical needs of their business processes.

The FY 2018 Automation CIP includes funds for computer equipment to match the growth and changes in the County's business processes and to modernize existing deployed equipment. The FY 2018 CIP equipment budget will continue to replace County PCs that are at end of life cycle as well as meet the more specialized needs for some County departments.

Program Summary: Computer Equipment

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Purchased	2,218,000	2,300,000	2,300,000	2,579,000	2,206,000	2,300,000	2,315,000	16,218,000
Services								
Construction								
Total Uses	2,218,000	2,300,000	2,300,000	2,579,000	2,206,000	2,300,000	2,315,000	16,218,000
Funding Sources								
Transfers From General Fund	2,218,000	2,300,000	2,300,000	2,579,000	2,206,000	2,300,000	2,315,000	16,218,000
Total Sources	2,218,000	2,300,000	2,300,000	2,579,000	2,206,000	2,300,000	2,315,000	16,218,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Automation

Enterprise Infrastructure

The FY 2018-2024 CIP includes approximately \$11.87 million for Enterprise Infrastructure. The Enterprise Infrastructure funds are used for the core technical components and systems that support the County's operations. The projects include upgrades to and replacement of technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

Upgrades and replacements: FY 2018 includes funds for projects to replace aging servers, security and network infrastructure that is reaching end-of-life or end-of-support. Network infrastructure provides connections within County facilities, connections to

the County network and the Internet and wireless hardware for the County's mobile workers. Projects include replacement of aging network monitoring equipment as well as core data center switches. Server Services will use FY 2018 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 replace the network security appliances that help secure the County's network in FY 2018. Lastly, the fingerprinting devices utilized by the Raleigh/Wake City-County Bureau of Identification will be replaced in FY 2018.

Program Summary: Enterprise Infrastructure

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Improvements	200,000	–	–	35,000	–	–	60,000	295,000
Purchased Services Construction	1,063,000	1,688,000	2,165,000	1,735,000	1,178,000	2,424,000	1,323,000	11,576,000
Total Uses	1,263,000	1,688,000	2,165,000	1,770,000	1,178,000	2,424,000	1,383,000	11,871,000
Funding Sources								
Transfers From General Fund	1,263,000	1,688,000	2,165,000	1,770,000	1,178,000	2,424,000	1,383,000	11,871,000
Total Sources	1,263,000	1,688,000	2,165,000	1,770,000	1,178,000	2,424,000	1,383,000	11,871,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Automation

Major Projects

The FY 2018-2024 CIP includes approximately \$28.59 million for major information system projects. The FY 2018-2024 CIP will provide funding for the maintenance and upgrade of the County's Enterprise Resource Planning (ERP) system, Property Tax system, Revaluation system, and Jail and Records management system. Additionally, Major Projects will continue support for the Public Health system implementation and the document management initiatives for Child Medicaid, Child Welfare, Senior and Adult Services and Program Integrity as well as integration into the County's ERP and Revenue

systems. Funding is programmed into the CIP for the acquisition and implementation of a Voice over IP system beginning FY 2017/2018.

The CIP includes several new projects recently approved to move forward. In FY 2017 funding is included to acquire an Electronic Health Record System for the Detention Center. The plan also includes the replacement of the Human Resources Recruitment System. Major Projects also includes funding to support the replacement of the Revaluation System and Land Development System Mainframe.

Program Summary: Major Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Other Contracts	356,000	531,000	531,000	531,000	–	–	–	1,949,000
Improvements	1,425,000	–	–	112,000	5,000	5,000	5,000	1,552,000
Purchased Services Construction	2,661,000	2,130,000	2,196,000	882,000	1,228,000	897,000	722,000	10,716,000
IT Services Contracts	1,313,000	3,173,000	2,583,000	1,827,000	1,827,000	1,827,000	1,827,000	14,377,000
Total Uses	5,755,000	5,834,000	5,310,000	3,352,000	3,060,000	2,729,000	2,554,000	28,594,000
Funding Sources								
Transfers From General Fund	5,749,000	5,828,000	5,304,000	3,346,000	3,036,000	2,639,000	2,554,000	28,456,000
Outside Agencies	6,000	6,000	6,000	6,000	24,000	90,000	–	138,000
Total Sources	5,755,000	5,834,000	5,310,000	3,352,000	3,060,000	2,729,000	2,554,000	28,594,000
CIP Operating Impacts	1,442,261	1,455,011	1,525,311	1,485,211	1,458,011	1,458,411	746,592	9,570,808
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Community Capital Grants

Element Summary: Community Capital Grants

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Reserved for Future Community Capital Projects	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,300,000
Transitions LifeCare	200,000	–	–	–	–	–	–	200,000
Total Uses	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2018 - 2024 CIP includes \$3.5 million over the seven year period. In the summer of FY 2014, the Board of Commissioners approved a process for the selection of community capital projects. The final year of funding for that process will be FY 2018. Projects were reviewed and selected to receive funding through a competitive, analytical process which included a request for proposals, submissions by applicants, finalist interviews, and analysis by an evaluation team comprised of external and internal stakeholders.

Because FY 2018 is the last year of funding for the prior process, during the summer of 2017, the County will embark on a new process for choosing projects to be funded starting in FY 2019. This process will be very similar to the FY 2014 process and will include a request for proposals, an evaluation against criteria, and organization interviews.

History/Background

In FY 2002, the Board of Commissioners established Community Capital Grants funding to support capital investments in projects that address critical community issues. This grants funding provides a structured framework to develop partnerships and leverage resources to implement projects that address

countywide problems. Community Capital Grants are intended to accomplish the following goals: Develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and encourage sustainable financial plans that address countywide problems.

Operating Budget Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

Community Capital Grants



Transitions LifeCare

Transitions LifeCare, formerly Hospice of Wake County, is the oldest and largest hospice organization serving Wake and parts of surrounding counties. It promotes and improves the community's quality of living and dying through advance care planning, palliative (comfort) care, hospice care and bereavement services.

Transitions LifeCare helps families deal with a life-limiting diagnosis, counsels families throughout

their grief journey, provides community education programs, and provides medical care and supportive services to over 1,500 families each year. To help meet the complex needs of families these services include: counseling support for families, short-term respite care, spiritual care and counseling, volunteer support, bereavement care and end of life education.

The FY 2018-2024 CIP allocates a total of \$200,000 to Transitions LifeCare towards the expansion of ten beds for the existing 30-bed inpatient facility in Cary. The total construction cost is \$2.9 million. There is an unmet county-wide need for hospice beds due to growing population in Wake County. This project proposes a mix of funding sources from municipal, private, and not-for-profit partners. There is evidence of successful prior projects and Transitions LifeCare proposes using several measures to demonstrate project outcomes including increased usage and achieving self sufficiency by 2018 for the entire facility. The expansion is set to open sometime this spring.

Program Summary: Transitions LifeCare

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Aid to Community Agencies	200,000	–	–	–	–	–	–	200,000
Total Uses	200,000	–	–	–	–	–	–	200,000
Funding Sources								
Transfers From General Fund	200,000	–	–	–	–	–	–	200,000
Total Sources	200,000	–	–	–	–	–	–	200,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Community Capital Grants

Reserved for Future Community Capital Projects

The FY 2018-2024 CIP includes \$3.3 million in reserve for future Community Capital projects. Funding is in the CIP each year to address growing community infrastructure needs. Typically appropriated as part of the budget process and

selected on a case by case basis, the projects usually include infrastructure development or renovations over a multi-year timeframe. These projects address critical community problems with capital solutions. A process similar to that which was undertaken to choose FY 2014- FY 2018 projects will take place the summer of 2017 for the reserve for future funding that starts in FY 2019.

Program Summary: Reserved for Future Community Capital Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Aid to Community Agencies	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,300,000
Total Uses	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,300,000
Funding Sources								
Transfers From General Fund	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,300,000
Total Sources	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,300,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Element Summary: County Building Improvements

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Minor Building Projects	1,200,000	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	11,400,000
Corporate Security	258,000	280,000	305,000	340,000	365,000	298,000	482,000	2,328,000
Major Building Renovations	1,900,000	4,520,000	4,010,000	4,320,000	3,240,000	4,760,000	3,500,000	26,250,000
Roofing Projects	1,155,000	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,155,000
Crabtree Creek Flood Control Structures	341,000	286,000	317,000	458,000	–	–	–	1,402,000
Building Systems Replacements	1,560,000	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	14,560,000
Infrastructure Paving	662,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	6,062,000
Total Uses	7,076,000	10,486,000	10,632,000	11,118,000	9,805,000	11,558,000	10,482,000	71,157,000
Appropriated Fund Balance	–	–	805,000	–	–	–	–	805,000
Transfers From Major Facilities CIP	233,000	–	–	–	–	–	–	233,000
Transfers From General Fund	6,728,000	10,001,000	9,827,000	10,818,000	9,565,000	11,558,000	10,482,000	68,979,000
Municipalities	115,000	485,000	–	300,000	240,000	–	–	1,140,000
Total Sources	7,076,000	10,486,000	10,632,000	11,118,000	9,805,000	11,558,000	10,482,000	71,157,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

A total of \$71.16 million is planned for County Building Improvements within the FY 2018 - 2024 CIP. As described in the following pages, this funding is used to maintain and improve County buildings so that they can continue meeting the public service needs of the Wake County citizens. Funds are allocated for roofing and building systems replacements, major renovations, and security improvements for County buildings. In FY 2012, the scope of the County Buildings element was expanded to include multiyear funding for repairs to the Crabtree Creek Watershed flood control structures. For FY 2014, the element was expanded further to cover replacement of paved parking areas and access

roads where the pavement has exceeded its useful life and needs to be replaced.

History/Background

Wake County Government now occupies or has facility responsibility for nearly 170 buildings, totaling over 5 million sq. ft. Because many of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. The County Building Improvements element supports many of the goals of the overall CIP. These projects help to provide a safe and secure environment for Wake County citizens, employees, and customers; improve

County Building Improvements

response times to suspicious activities and alarms through security improvements; locate staff and configure work space to achieve the most effective and efficient service delivery possible; and reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

Facility Master Planning

The County completed a Facility Master Plan in 1999 that has shaped the County's approach to the County Building Improvement Element. This Master Plan proposed various building renovation projects over the ensuing seven-year period. All County departments and a facility-planning consultant were involved in the plan's development, which included a comprehensive condition assessment of 50 County-owned buildings. The Master Plan recommended that older County buildings be brought into compliance with updated building and life-safety codes and that the County modify or replace old lighting, heating, ventilating, and air-conditioning systems to increase energy efficiency and reduce energy consumption. Some preventive maintenance projects, such as roof systems replacement and exterior waterproofing on larger multi-story buildings, were also included. The Master Plan and periodic condition assessments are key tools in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence.

Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. This process is called Facility Condition Assessment. The primary objective is to provide a report of the findings of physical field assessments of exterior and interior building components and systems. All of the reviewed building components are given a condition

rating based upon serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems, repair/maintenance, and renewal/replacement considerations.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments began in FY 2016 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

Operating Budget Impact

Since these expenditures primarily represent routine improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations, or systems are replaced with those that are more energy-efficient, there may be annual energy savings.

County Building Improvements

Crabtree Creek Flood Control Structures

The FY 2018 - 2024 CIP includes \$1.40 million for the repair and renovation to the flood structures in the Crabtree Creek Watershed. The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States. The CCWP was started in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina, and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm flood impoundment structures throughout northwest

Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency (previously the Soil Conservation Service). Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

For FY 2018, funding is included for similar slide replacement for Site 20A, Brier Creek. In addition, new Flood Telemetry monitoring systems are proposed that will monitor the County's three largest and highest impact flood control structures to warn of potential impoundment flooding during heavy rain events. Funding is proposed for FY 2019 - 2020. Funding for repairs at the final remaining watershed protection site is included in FY 2021.

Program Summary: Crabtree Creek Flood Control Structures

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	341,000	186,000	217,000	458,000	–	–	–	1,202,000
Improvements	–	100,000	100,000	–	–	–	–	200,000
Total Uses	341,000	286,000	317,000	458,000	–	–	–	1,402,000
Funding Sources								
Transfers From General Fund	341,000	286,000	317,000	458,000	–	–	–	1,402,000
Total Sources	341,000	286,000	317,000	458,000	–	–	–	1,402,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

County Building Improvements

Infrastructure Paving

The FY 2018 - 2024 CIP includes \$6.0 million for Infrastructure paving projects. Wake County maintains and operates nearly 170 buildings, many of which have paved parking areas and access drives. Some of the paving has reached life cycle and is in need of repair and replacement. Infrastructure Paving was added to the CIP as a new County Building Improvement Program in FY 2014.

Pavement assessments were conducted at most of the County facilities and these assessments identified pavement areas that were in disrepair. Further

evaluation was done to identify the highest priorities for facilities that were nearing life cycle and were in the greatest need for pavement repair and replacement.

For FY 2018, a planned second allocation of funding is designated for resealing the Public Safety Center parking deck, which will be completed in phases in an effort to keep portions of the deck in operation for the Sheriff's Department. Funds are also included for repaving the Community Services Center parking area.

Program Summary: Infrastructure Paving

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Miscellaneous Costs	662,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	6,062,000
Total Uses	662,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	6,062,000
Funding Sources								
Transfers From General Fund	662,000	800,000	800,000	800,000	870,000	1,000,000	1,000,000	5,932,000
Municipalities	-	-	-	-	130,000	-	-	130,000
Total Sources	662,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	6,062,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Major Building Renovations

The FY 2018 - 2024 CIP includes \$26.25 million to undertake major repairs and renovations at various County facilities and to conduct the next cycle of Facility Condition Assessments.

Major Renovations in the County Buildings element may include any of the following types of projects - projects that are part of a long term Master Plan, a department request for renovated or new space, or a new previously unidentified code issue that needs attention.

For FY 2018, funding is allocated for Phase 3 of the new cycle of Facility Condition Assessments for all County Buildings; Phase 3 of the Multi-year improvements plan for the Wake County Office Building, to include planning and design for future phase renovations to the 2nd and 12th floors and Phase 3 and 4 of electrical life cycle replacements; the next phase of facility condition upgrades by floor at the Swinburne Human Services Center; and finally for the next phase of life cycle upgrades for the Community Services Center.

Program Summary: Major Building Renovations

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	1,100,000	1,370,000	1,010,000	1,520,000	240,000	1,260,000	–	6,500,000
Professional Services	–	450,000	–	–	500,000	–	1,000,000	1,950,000
Construction in Progress	800,000	2,700,000	3,000,000	2,800,000	2,500,000	3,500,000	2,500,000	17,800,000
Total Uses	1,900,000	4,520,000	4,010,000	4,320,000	3,240,000	4,760,000	3,500,000	26,250,000
Funding Sources								
Appropriated Fund Balance	–	–	805,000	–	–	–	–	805,000
Transfers From Major Facilities CIP	233,000	–	–	–	–	–	–	233,000
Transfers From General Fund	1,667,000	4,520,000	3,205,000	4,320,000	3,240,000	4,760,000	3,500,000	25,212,000
Total Sources	1,900,000	4,520,000	4,010,000	4,320,000	3,240,000	4,760,000	3,500,000	26,250,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

County Building Improvements

Building Systems Replacements

The FY 2018-2024 CIP includes \$14.56 million to replace mechanical, electrical, and plumbing systems at County facilities. In addition, this component of County Building Improvements also now includes modernization of existing elevators, which in some cases, exceed 50 years and have outdated operating systems. The County contracts with a consultant to assess its HVAC equipment in each building and maintain a comprehensive replacement schedule for this equipment through the year 2035 to assist with long term planning. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs and other relevant factors. The replacement schedule helps the County estimate when various pieces of equipment will need to be replaced. This allows the County to spread the impact of these projects over several years and helps prevent "surprise" expenditures. Although the County typically replaces HVAC units to avoid

equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage, since newer units tend to be more energy efficient. In addition, plumbing, electrical, and life safety systems projects, identified through the County's Facilities Assessment process, are also included in this category, as well as the previously mentioned elevator modernizations.

FY 2018 projects include HVAC replacements for Eva Perry Library, the Rural Center, Southern Regional Center, Agricultural Services Center, and Law Enforcement Training Center; elevator modernization at the Community Services Center; and fire alarm replacement at Human Services Swinburne Center. Funding is also included for the next phase of migration to a new Direct Digital Control Platform for the County's Master Building Management System, which controls HVAC and electrical operations.

Program Summary: Building Systems Replacements

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	1,560,000	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	14,560,000
Total Uses	1,560,000	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	14,560,000
Funding Sources								
Transfers From General Fund	1,445,000	1,515,000	2,200,000	1,900,000	2,200,000	2,200,000	2,200,000	13,660,000
Municipalities	115,000	485,000	–	300,000	–	–	–	900,000
Total Sources	1,560,000	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	14,560,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

County Building Improvements

Minor Building Projects

The FY 2018 - 2024 CIP includes \$11.40 million over the seven year plan. This category includes repairs, replacements, alterations, and renovations that typically cost under \$100,000. Seventy percent of these funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value. These projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

After repairs/replacements, 30 percent of the funds are allocated for alteration/renovation projects. Representatives from the County's various departments rank the alterations/renovations projects submitted by County departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County: 1) Federal or state mandates/ADA compliance; 2) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/cost savings; and 9) Alignment with stated Board of Commissioner priorities. The committee provides project priority, based on value based criteria, to apply a limited funding resource to the highest organizational need.

Program Summary: Minor Building Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Building Maintenance/ Repair	1,200,000	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	11,400,000
Total Uses	1,200,000	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	11,400,000
Funding Sources								
Transfers From General Fund	1,200,000	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	11,400,000
Total Sources	1,200,000	1,600,000	1,600,000	1,600,000	1,600,000	1,900,000	1,900,000	11,400,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Roofing Projects

The FY 2018 - 2024 CIP includes \$9.16 million for roof repairs or replacements at County facilities. To help facilitate long-term capital planning, the County hires a roof engineering consultant to assess the roof conditions at County buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are done in accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their useful life.

The roofing element has been expanded to include building envelope projects. Building envelope issues include window replacement, building sealants, brick mortar repair, exterior waterproofing and exterior door replacement.

FY 2018 CIP includes replacement of one of two major roof sections at the Hammond Road Detention Annex, which was installed in 2001 and has reached its life cycle. This is the only new project designated for FY 2018 due to the large size of this project. Other replacement projects are planned for subsequent years.

Program Summary: Roofing Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Professional Services	1,155,000	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,155,000
Total Uses	1,155,000	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,155,000
Funding Sources								
Transfers From General Fund	1,155,000	1,000,000	1,400,000	1,400,000	1,290,000	1,400,000	1,400,000	9,045,000
Municipalities	-	-	-	-	110,000	-	-	110,000
Total Sources	1,155,000	1,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	9,155,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

County Building Improvements

Corporate Security

The FY 2018-FY 2024 CIP includes \$2.33 million for security improvements at County buildings. Projects

scheduled for FY 2018 include design and construction of life cycle core system replacements for Access Control and Video Management systems.

Program Summary: Corporate Security

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	258,000	280,000	305,000	340,000	365,000	298,000	482,000	2,328,000
Total Uses	258,000	280,000	305,000	340,000	365,000	298,000	482,000	2,328,000
Funding Sources								
Transfers From General Fund	258,000	280,000	305,000	340,000	365,000	298,000	482,000	2,328,000
Total Sources	258,000	280,000	305,000	340,000	365,000	298,000	482,000	2,328,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Criminal Justice

Element Summary: Criminal Justice

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Detention Facilities	893,000	200,000	200,000	200,000	200,000	–	–	1,693,000
Criminal Justice Security	107,000	1,121,000	451,000	644,000	595,000	698,000	454,000	4,070,000
Existing Courthouse Renovations	–	850,000	–	–	–	–	–	850,000
Total Uses	1,000,000	2,171,000	651,000	844,000	795,000	698,000	454,000	6,613,000
Transfers From General Fund	1,000,000	2,171,000	651,000	844,000	795,000	698,000	454,000	6,613,000
Total Sources	1,000,000	2,171,000	651,000	844,000	795,000	698,000	454,000	6,613,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$6.61 million over the next seven years. Funding is included in the FY 2018-2024 CIP for safety cell renovations in the Detention Center, overall jail expansion planning, modernization of the final two elevator cars in the Courthouse, and building out the 6th floor of the Justice Center, which was left as an unfinished shell for future expansion.

History/Background

The primary goals of the Criminal Justice element are to provide sufficient functional space to efficiently process arrestees through booking and intake so that arresting law enforcement officers are released as soon as possible; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards for safety and confinement of individuals who are awaiting court appearance, trial, or sentencing, or who are serving sentences of less than 180 days; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner. In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities. To address these statutory requirements, a Court Facility Space Planning Committee was originally established in the 1980's to work with County representatives to plan and implement justice related capital projects. This long-standing committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999 and updated in FY 2005.

This Master Plan formed the basis for implementation of each Criminal Justice capital project, and was culminated with the completion of the Justice Center in 2013. Support by the Board of Commissioners for these Criminal Justice Projects affirmed its commitment to ensuring a safe community for Wake County citizens.

Criminal Justice

Project Accomplishments

Existing Courthouse: Over the past nine years, approximately 90 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed in accordance with a multi-year Courthouse Renovation Plan. This work began in FY 2004 and has been accomplished in phases, while keeping the over-crowded court system fully operational. The final floor renovation to the Salisbury Street Lobby was completed in FY 2016. Modernization of the four main elevator cars in the Courthouse was completed in FY 2017.

Criminal Justice



Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to 2030. This plan, along with a funding strategy for the proposed capital improvements, was endorsed by the Board of Commissioners in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long term detention capital improvements needed to meet state mandated jail standards. Wake County owns 25.58 acres of land, comprised of two tracts, on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum security inmate housing facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30-40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 consisting of a two-story building, with capacity for 416 medium security inmates, was completed (known as Phase 1B).

Phase 2, completed in 2012, consisted of a 415,000 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 (in downtown Raleigh) to the suburban Hammond Road site. Kitchen, laundry, and infirmary facilities to support the entire inmate population projected to be housed in the County's detention system (beyond 2030) and a 300-car parking deck were built at the Hammond Road site as part of the Phase 2 expansion.

The FY 2018 - 2024 CIP includes \$1.69 million for the Wake County Detention Center. There is \$793,000 of funding in FY 2018 for Detention Center Safety Cell renovations to treat inmates diagnosed with mental illness. Given stable inmate population trends over the past few years, funding allocations have been reduced for the FY 2018-2024 period to a total of \$2,300,000, in order to focus more on preliminary design studies that may be necessary for potential renovations needed at the Detention Center due to evolving inmate mental health population trends and management of those inmates.

Funds have been retained within the overall FY 2018 - 2024 allocation above for future detention planning for a Phase 3 expansion of the Hammond Road Detention Center. Detailed design and construction of an originally planned future 456-bed expansion will ultimately depend on the jail population and composition, but it is not expected to begin until beyond FY 2024.

Criminal Justice

Program Summary: Detention Facilities

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Professional Services	–	200,000	200,000	200,000	200,000	–	–	800,000
Preliminary Development	100,000	–	–	–	–	–	–	100,000
Improvements	793,000	–	–	–	–	–	–	793,000
Total Uses	893,000	200,000	200,000	200,000	200,000	–	–	1,693,000
Funding Sources								
Transfers From General Fund	893,000	200,000	200,000	200,000	200,000	–	–	1,693,000
Total Sources	893,000	200,000	200,000	200,000	200,000	–	–	1,693,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Criminal Justice

Criminal Justice Security

The FY 2018 - 2024 CIP includes \$4.07 million for Criminal Justice Security. Projects for FY 2018 - 2024: Life cycle replacement projects include Digital

Video Systems; Security Management Systems; Backup Power Systems; Video Visitation Equipment Replacements; Glazing Modifications; and Design for Replacement of Public Safety Center hardline locks.

Program Summary: Criminal Justice Security

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	107,000	1,121,000	451,000	644,000	595,000	698,000	454,000	4,070,000
Total Uses	107,000	1,121,000	451,000	644,000	595,000	698,000	454,000	4,070,000
Funding Sources								
Transfers From General Fund	107,000	1,121,000	451,000	644,000	595,000	698,000	454,000	4,070,000
Total Sources	107,000	1,121,000	451,000	644,000	595,000	698,000	454,000	4,070,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Criminal Justice



Existing Courthouse Renovations

The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960's to serve Wake County as a Courthouse, Office Building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed. Prior to the completion of the Wake County Justice Center in 2013, there were 31 heavily used courtrooms, along with various

support functions of the Tenth Judicial District, located in the Courthouse. Although that number has been reduced with new courtrooms in the Justice Center, occupancy loads in the building nonetheless substantially increased over the past 20 years.

County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed multi-year Improvement Plan for the Courthouse. Implementation of the Courthouse multi-year Capital Improvement Plan was an essential part of the County's 30-year Justice Facility Master Plan. Based on this plan, comprehensive renovations of the Courthouse were finally completed in FY 2017, with the modernization of Elevators 1-4 and fire sprinkler replacement in EOC, Register of Deeds, and Secure under street inmate transfer tunnel, following renovation of the Salisbury Lobby in 2016.

Funding is included in FY 2019 to complete the modernization of the final two elevator cars (5 and 6) in the Courthouse. These elevators are primarily for service and inmate transfer and do not extend to the full height of the building.

Program Summary: Existing Courthouse Renovations

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	-	850,000	-	-	-	-	-	850,000
Total Uses	-	850,000	-	-	-	-	-	850,000
Funding Sources								
Transfers From General Fund	-	850,000	-	-	-	-	-	850,000
Total Sources	-	850,000	-	-	-	-	-	850,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Economic Development

Element Summary: Economic Development

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Jordan Lake Reclaimed Water Project	–	–	2,649,000	–	–	–	–	2,649,000
Water, Sewer & Roads Policy	–	116,000	116,000	116,000	116,000	116,000	116,000	696,000
Business Development Grants	1,929,000	865,000	883,000	916,000	934,000	932,000	1,000,000	7,459,000
On-site Water and Sewer	–	300,000	300,000	300,000	–	–	–	900,000
Total Uses	1,929,000	1,281,000	3,948,000	1,332,000	1,050,000	1,048,000	1,116,000	11,704,000
Transfers From General Fund	1,929,000	1,165,000	3,832,000	1,216,000	934,000	932,000	1,000,000	11,008,000
Outside Agencies	–	116,000	116,000	116,000	116,000	116,000	116,000	696,000
Total Sources	1,929,000	1,281,000	3,948,000	1,332,000	1,050,000	1,048,000	1,116,000	11,704,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2018 - 2024 CIP includes \$11.7 million for water and sewer system upgrades and economic development business grant payments. Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP), and provide payments as approved by the Board of Commissioners for various business development grants.

History/Background

Research Triangle Park Water and Sewer

In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for among other items and conditions, the following: (1) The County constructs the water,

sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers. (2) RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.). (3) Cary will provide water, reclaimed water, and wastewater treatment to the customers of RTP South based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer, and reclaimed water facilities installed by the County. Over the past twenty years, over 30,000 linear feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. It is important to note that the County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly install a portion of the sewer lines. Essentially all three parties were able to realize significant savings

Economic Development

through joint planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Wake County completed closing out the grant awards from the EPA for the design and installation of a water reclamation system in RTP South and the surrounding area. This included reimbursements in coordination with Durham County and the Town of Cary. The first two phases of this system have been completed. A third phase is planned in FY 2020.

Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2018 - 2024 CIP includes estimated business development grant payments for Seqirus (formerly Novartis), Red Hat, NetApp, MetLife, and Xellia Pharmaceuticals. Only agreements approved by the Board of Commissioners are shown in the County's CIP.

Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on the County's operating budget. As explained on the following project pages, the County does not assume the responsibility for operating or maintaining any of the water/sewer infrastructure funded here. Instead, the maintenance and operation of this infrastructure is the responsibility of our municipal or other partners.

Economic Development

Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2018 - 2024 CIP includes approximately \$7.45 million in anticipated business development grant awards for Seqirus (formerly Novartis), Red Hat, NetApp, MetLife and Xellia Pharmaceuticals.

Novartis, which was recently acquired by Seqirus, met the terms of the approved business development grant agreement. The requirements required an investment of at least \$100 million by December 31, 2010 and the creation of 350 new jobs. Since the grant agreement states that any successor to Novartis will receive remaining payments, Seqirus is estimated to receive the final payment of \$517,000 in FY 2018.

NetApp has two business development grant agreements with the County. The first was approved by the Board of Commissioners on February 20, 2012 related to NetApp's investment of \$50 million in building a lab and data center and the creation of 50 new full-time positions. The second agreement was approved by the County on August 6, 2012 for a subsequent datacenter and research and development lab and an additional 50 new full-time positions. Both investments have been reached, and it is anticipated that NetApp will receive, between the two agreements, an estimated total of \$2.28 million from FY 2018 - 2023.

As of December 2011, Red Hat committed to the creation and retention of more than 500 jobs and expending over \$30 million in Wake County. Red Hat met the requirements of the County's agreement and is anticipated to receive a total of \$132,000 in the FY 2018 - 2024 CIP.

In March of 2013, MetLife committed to a new investment in Wake County of at least \$85 million

and the creation of over 1200 jobs. MetLife has met the terms of the agreement. The FY 2018 - 2024 CIP includes \$1.5 million of business development payments for MetLife per the terms of the County's agreement.

On September 9, 2014, the Board of Commissioners approved a business development grant agreement for Xellia Pharmaceuticals related to investment of lyophilization units and a new warehouse. Per the terms of the agreement, Xellia must meet investment of \$100 million, and the creation of 50 new jobs. The FY 2018 - 2024 CIP includes \$1.2 million beginning in FY 2018 in anticipation of Xellia meeting the terms of the agreement.

Economic Development

Program Summary: Business Development Grants

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Economic Development	1,929,000	865,000	883,000	916,000	934,000	932,000	1,000,000	7,459,000
Total Uses	1,929,000	865,000	883,000	916,000	934,000	932,000	1,000,000	7,459,000
Funding Sources								
Transfers From General Fund	1,929,000	865,000	883,000	916,000	934,000	932,000	1,000,000	7,459,000
Total Sources	1,929,000	865,000	883,000	916,000	934,000	932,000	1,000,000	7,459,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Economic Development

Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency (EPA) totaling just under \$3.0 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP) South.

Phase 1 of this project was completed in FY 2013 and provides reclaimed water to all but one of the developed sites currently located in RTP South. Reclaimed water will be used by the RTP tenants for irrigation and cooling towers, thereby reducing

the need for potable water. The construction of Phase II of the project continues south from RTP along Green Level Church Road to Thomas Brook Park and the USA Baseball facilities and will be managed by the Town of Cary. Phase II was bid by the Town of Cary and was completed in Spring 2015. The final phase of the project will be managed by the County and provide service to the remainder of the sites located in RTP South. This portion of the project is currently budgeted in FY 2020 but is subject to the development of additional sites and further demand for reclaimed water within RTP South.

Program Summary: Jordan Lake Reclaimed Water Project

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	-	-	2,649,000	-	-	-	-	2,649,000
Total Uses	-	-	2,649,000	-	-	-	-	2,649,000
Funding Sources								
Transfers From General Fund	-	-	2,649,000	-	-	-	-	2,649,000
Total Sources	-	-	2,649,000	-	-	-	-	2,649,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Economic Development

On-site Water and Sewer

To encourage job creation and economic development, the County has provided funds for the installation of off-site water, sewer, and reclaimed water infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water, sewer, and reclaimed water service up to the property line of the individual sites within RTP. The Board of Commissioners has in the past approved funding for the construction of on-site water and sewer lines to

within five feet of the building for new and expanding industries in RTP, including Cisco, Biogen, Sony Ericsson, Diosynth, Credit Suisse, and Network Applications. Funding for on-site utilities is considered and approved by the Board of Commissioners on a case by case basis when requested.

The FY 2018 - 2024 CIP includes \$300,000 annually, from FY 2019 through FY 2021, for future on-site water, sewer, and reclaimed water infrastructure.

Program Summary: On-site Water and Sewer

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	–	300,000	300,000	300,000	–	–	–	900,000
Total Uses	–	300,000	300,000	300,000	–	–	–	900,000
Funding Sources								
Transfers From General Fund	–	300,000	300,000	300,000	–	–	–	900,000
Total Sources	–	300,000	300,000	300,000	–	–	–	900,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Economic Development

Water, Sewer & Roads Policy

On April 6, 2015, the Wake County Board of Commissioners adopted a Water, Sewer, and Road Financial Policy. This policy was adopted to help guide the County in determining when to consider public financing of critical community infrastructure projects that fall outside of municipal jurisdictions. (e.g. water, sewer, and roads).

Banks Pointe is a subdivision outside of any municipal jurisdiction and when the roads were designated, platted and recorded, they were designated as public roads and the developer did not turn these roads over to NC Department of

Transportation for maintenance. These are termed "orphan roads". This development preceded the County's current ordinance that now requires guarantees on the front end of a development. The homeowners in Banks Pointe petitioned the county in accordance with NCGS 153A-205(c) in order that the County finance the improvements to the roads by special assessment such that the County manage and fund the project but will receive the special assessment property tax revenue estimated at \$116,000 each year starting in FY 2019. Therefore, a total of \$696,000 is shown in the FY 2018 - 2024 CIP for this project.

Program Summary: Water, Sewer & Roads Policy

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Fees and Charges	-	116,000	116,000	116,000	116,000	116,000	116,000	696,000
Total Uses	-	116,000	116,000	116,000	116,000	116,000	116,000	696,000
Funding Sources								
Outside Agencies	-	116,000	116,000	116,000	116,000	116,000	116,000	696,000
Total Sources	-	116,000	116,000	116,000	116,000	116,000	116,000	696,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Libraries

Element Summary: Libraries

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
North Hills Library	1,517,000	4,764,000	–	–	–	–	–	6,281,000
Upgrades to Existing Library Facilities	105,000	–	–	–	–	–	–	105,000
Reserved for Future Library Projects	–	232,000	–	–	–	–	–	232,000
Morrisville Library	5,520,000	–	–	–	–	–	–	5,520,000
Total Uses	7,142,000	4,996,000	–	–	–	–	–	12,138,000
Authorized and Unissued	7,142,000	4,996,000	–	–	–	–	–	12,138,000
Total Sources	7,142,000	4,996,000	–	–	–	–	–	12,138,000
CIP Operating Impacts	–	200,000	1,224,000	–	–	–	–	1,424,000
CIP Operating Impacts - FTE	–	8.00	8.00	–	–	–	–	16.00

Seven-Year CIP Summary

The FY 2018 - 2024 CIP includes \$12.14 million to construct a variety of new, replacement, and expanded libraries, based on the 2007 Libraries Master Plan for which library bonds were approved by the voters in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011. Bond sales took place in the summer of 2014 and the spring of 2016. Following these sales, funding for the remaining major construction projects will continue in FY 2017 and will stretch through FY 2019.

History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007, reaffirms the Division's focus on books, reading, and children and identifies no major changes to the system's service plan or priorities. In addition, the prototypes and operating models for community branches and regional

libraries identified in the 2002 Libraries Master Plan do not require any significant changes. The 2007 Libraries Master Plan provides a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

Project Accomplishments

Construction of the Northeast Regional Library was completed and opened to the public in spring of 2016. In addition, renovations to the Southeast Regional Library in Garner were also completed in spring of 2016. Construction began for the new Middle Creek Community Library. Schematic Design also began for a new regional library in Cary and a new community library in Fuquay - Varina.

Construction of Middle Creek Community Library was completed and opened to the public in Spring 2017.

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

Libraries

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.

Libraries

Upgrades to Existing Library Facilities

Wake County's facility condition assessment process identified several library facilities where renovation and repairs would be necessary. The work includes site work repairs, interior and exterior renovations, roof replacements, HVAC and energy conservation

improvements, and replacement of furnishings, fixtures, and equipment.

For the FY 2018-2024 CIP, one final upgrade project is funded under the original 2007 Bond Referendum. That project is the upgrade to the Olivia Raney Local History Library, for FY 2018 at \$105,000.

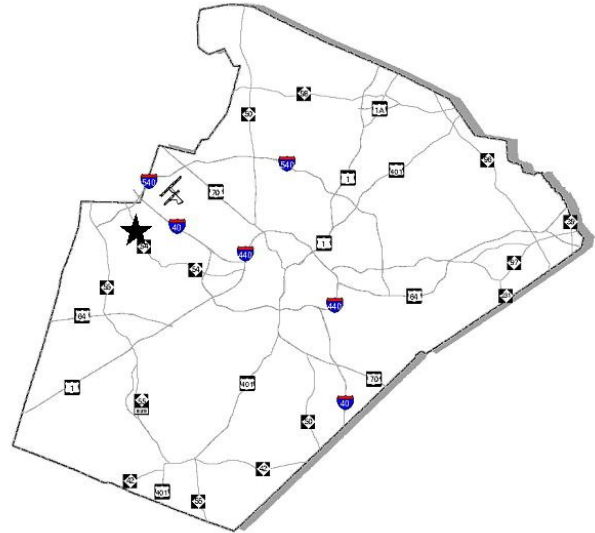
Program Summary: Upgrades to Existing Library Facilities

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	105,000	–	–	–	–	–	–	105,000
Total Uses	105,000	–	–	–	–	–	–	105,000
Funding Sources								
Authorized and Unissued	105,000	–	–	–	–	–	–	105,000
Total Sources	105,000	–	–	–	–	–	–	105,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Libraries

Morrisville Library

A new community library is proposed for Morrisville as part of a planned downtown commercial complex where the town will dedicate the land for a library. Although the planned library is in the vicinity of West Regional Library, there remains an increasing demand for library services in the area. The building is proposed to be 8,500-9,000 sq. ft. and is scheduled to be completed for opening in FY 2020. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials.



Program Summary: Morrisville Library

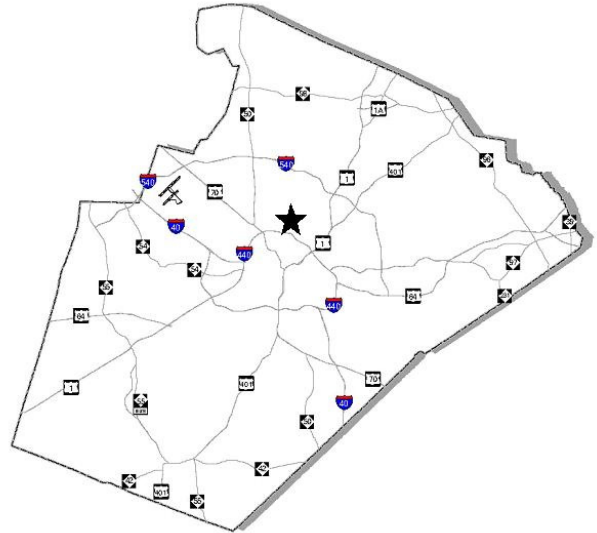
	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	4,274,000	—	—	—	—	—	—	4,274,000
Library Materials	916,000	—	—	—	—	—	—	916,000
Furniture, Fixtures & Equipment	330,000	—	—	—	—	—	—	330,000
Total Uses	5,520,000	—	—	—	—	—	—	5,520,000
Funding Sources								
Authorized and Unissued	5,520,000	—	—	—	—	—	—	5,520,000
Total Sources	5,520,000	—	—	—	—	—	—	5,520,000
CIP Operating Impacts	—	200,000	400,000	—	—	—	—	600,000
CIP Operating Impacts - FTE	—	8	—	—	—	—	—	8

Libraries

North Hills Library

A new community library is proposed for Raleigh in the area of North Hills Center. This is an area of dense population, which currently has limited library services. Due to limited availability of land in this highly built up area, the County will consider options, which may include leasing space in an existing building or in a newly constructed building.

The branch is proposed to be 8,000-9,000 sq. ft. and scheduled to open in FY 2020. The new library is expected to need approximately eight new staff members, along with funds for supplies and materials.



Program Summary: North Hills Library

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Land Costs	1,000,000	—	—	—	—	—	—	1,000,000
Construction Costs	242,000	3,519,000	—	—	—	—	—	3,761,000
Professional Services	275,000	—	—	—	—	—	—	275,000
Library Materials	—	915,000	—	—	—	—	—	915,000
Furniture, Fixtures & Equipment	—	330,000	—	—	—	—	—	330,000
Total Uses	1,517,000	4,764,000	—	—	—	—	—	6,281,000
Funding Sources								
Authorized and Unissued	1,517,000	4,764,000	—	—	—	—	—	6,281,000
Total Sources	1,517,000	4,764,000	—	—	—	—	—	6,281,000
CIP Operating Impacts	—	—	824,000	—	—	—	—	824,000
CIP Operating Impacts - FTE	—	—	8	—	—	—	—	8

Libraries

Reserved for Future Library Projects

During November 2007 voters approved a \$45 million bond referendum to build and/or renovate several libraries throughout Wake County. As part of the Libraries Master Plan six projects were identified for major construction or renovations. In addition,

several other facility upgrades or renovations are expected to be completed within several Libraries throughout the County. The remaining funds of \$232,000 will be used as a reserve for future library projects.

Program Summary: Reserved for Future Library Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Reserves (Budget Entries Only)	–	232,000	–	–	–	–	–	232,000
Total Uses	–	232,000	–	–	–	–	–	232,000
Funding Sources								
Authorized and Unissued	–	232,000	–	–	–	–	–	232,000
Total Sources	–	232,000	–	–	–	–	–	232,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Open Space

Element Summary: Open Space

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Uses	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Municipalities	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2018 - 2024 CIP includes \$3.64 million of municipal reimbursement funding from the City of Raleigh for land acquisitions in the Little River Watershed for future potential use as another drinking water reservoir. Also, the Town of Wendell provides reimbursements to the County from past assistance in land acquisition for a park. These funds will go towards future open space land acquisition.

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

Since 2001, a total of 6,351 acres of land has been acquired and preserved as Open Space for a total cost of \$101.2 million which includes \$76.1 million in County Funds. Wake County owns (and/or manages) of 5,218 acres and various partners control the remaining 1,133 acres.

In 2011, the County began utilizing open space funds to assist municipalities in developing greenway trails in open space areas. To date, the county has invested

\$14.4 million in eight greenway projects totaling 23.2 miles.

In 2012, the County began improving certain open space properties to provide the public a way to enjoy the properties while still preserving them in a largely natural state. Three areas were initially identified for development as nature preserves allowing for limited public access; Robertson Millpond, Turnipseed, and the Procter Farm. Robertson Millpond Preserve opened in October 2015.

History/Background

During the 1990's Wake County experienced rapid growth and development in outlying areas that resulted in decreased forestland and farmland. In response, the Board of Commissioners created an Open Space Task Force in 1997 to provide feedback and recommendations for the Commissioners to consider. As a result of the task force's work, Wake County committed \$1.3 million for open space planning and to provide grant funding for municipalities to encourage them to prepare open space plans. This planning work led to the first open space bond referendum in 2000. This bond funding, along with two additional bonds in 2004 and 2007, helped fund the County's open space acquisitions.

The bond funds associated with all the referenda (2000 for \$15 million, 2004 for \$26 million, and 2007 for \$50 million) have been either expended or committed.

Open Space

Over the years, Wake County's open space program has relied on input from the Consolidated Open Space Plan, Watershed Management Plan, Growth Management Plan, and other critical documents to help guide the acquisition process. In 2008, the guiding principles were captured in the Wake County Public Open Space Preservation Program Policy, which staff still uses to make decisions about the direction of the open space program.

In FY 2012 County staff developed a GIS-based model to score and rank all potential open space properties in Wake County. The model uses many criteria including impact on water quality, size of the parcel, location, and species and habitat preservation. Once this data became available, Wake County began its "Solicitation of Interest" process wherein staff mails a letter to all high scoring property owners to see if they are interested in selling their property voluntarily. After the deadline to respond passes, staff can then evaluate all the available properties relative 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.

Project Accomplishments

Acquired 146 acres of open space for \$2.45 million utilizing the Solicitation of Interest process.

Completed a County-wide greenway master plan that will provide clear guidelines for the development of a County-wide network of greenway trails, furthering the benefits of greenways for all of Wake County.

Began construction of Turnipseed Nature Preserve Public Access for completion in summer 2017.

Began design of Robertson Millpond Preserve Phase II, which is partially funded by a Parks and Recreation Trust Fund (PartF) grant from the State of North Carolina. Construction is anticipated to start in Winter 2018.

Began construction of Crabtree/Hatcher Creek Greenway in Morrisville with anticipated completion in summer 2018.

Began construction of Crabtree Creek Greenway in Cary with anticipated completion in summer 2018.

Began design of Procter Farm Preserve Public Access for completion by winter 2018.

Executed Interlocal Agreements with Apex (Beaver Creek and Middle Creek Greenways), Cary (White Oak Creek Greenway), and Wake Forest (Smith Creek Greenway) to assist with funding these greenway projects.

Continuing in FY 2018, Wake County will use any remaining general obligation bonds and cash to acquire additional open space and proceed with additional greenway partnerships. In addition, open space funds will continue to be utilized for the design and construction of the preserves at the Turnipseed and Procter Farm open space properties.

Operating Budget Impact

Since the inception of the open space program, Wake County has focused on the acquisition of open space property. Some basic management tasks, such as boundary marking and clean-up, have occurred at acquisition, but no real organized management or stewardship. In FY 2016 and 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 is continually monitoring and evaluating its land management needs. It is possible that in the future Parks, Recreation, and Open Space may request additional operating funds for open space stewardship.

In FY 2016, with the move toward opening County Nature Preserves, one (1) FTE and part-time temporary position funds were allocated to manage the three proposed open space public access sites.

Depending upon the popularity and success of the Preserves, staff may request additional operating dollars and/or FTE's in the future.

Open Space

Open Space

Using the Solicitation of Interest acquisition process, Wake County has acquired 146 acres of open space for \$2.45 million to date in FY 2017. Construction of Robertson's Millpond Preserve was completed in October 2015. The preserve provides canoe and kayak opportunities on a unique cypress mill pond in the eastern part of Wake County.

Turnipseed Nature Preserve, expected to be completed in fall 2017, will provide hiking opportunities through unique wetland areas in the eastern part of Wake County.

The County's open space program has funded a number of municipal greenway trail projects. Currently six projects are active:

Continuing in FY 2018, Wake County will use remaining open space funds to acquire additional open space and proceed with additional greenway partnerships.

The Open Space element of the CIP includes annual reimbursements from the City of Raleigh (\$500,000) and the Town of Wendell (\$20,000) that may be used toward future open space acquisitions with some restrictions.

Program Summary: Open Space

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Land Costs	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Uses	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Funding Sources								
Municipalities	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Parks

Element Summary: Parks

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Existing Parks Facility Improvements	450,000	500,000	500,000	500,000	500,000	500,000	500,000	3,450,000
Total Uses	750,000	800,000	800,000	800,000	800,000	800,000	800,000	5,550,000
Transfers From General Fund	750,000	800,000	800,000	800,000	800,000	800,000	800,000	5,550,000
Total Sources	750,000	800,000	800,000	800,000	800,000	800,000	800,000	5,550,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2018 - 2024 CIP includes \$5.55 million for the Parks system. This includes \$2.1 million representing the County's contribution towards the Community Use of School Parks Program and \$3.45 million for existing facility improvements at various County parks and school/park facilities.

History/Background

In 2008, staff updated the County's Comprehensive Parks and Recreation Master Plan by facilitating a review of existing facilities and predicted needs for future park facilities. In February 2008, the Board of Commissioners received the Comprehensive Parks and Recreation Master Plan.

The 2008 Comprehensive Plan confirms the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include: (1) Maintaining the three core service areas of open space, recreation and leisure, and environmental and cultural education. (2) Identifying new park facilities that meet current and long-term needs. (3) Continue to partner with the school system and municipalities in the delivery of parks and recreation services. (4) Continue the high

level of maintenance and renovation at existing facilities.

Each park in the County's system has its own master plan. These plans were originally developed as each park was designed and helped guide the park's facility and program development. The 2008 Comprehensive Plan suggested that each park's master plan be updated to accurately assess the long term needs for the system and individual park facilities. In FY 2016, the County hired Alta Planning and Design to update all eight existing park master plans.

The 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.

Project Accomplishments

Finalized greenway projects and overall budget for the Wake County Greenway System Plan. Presented

Parks

to Board of Commissioners Work Session in January. Adoption of plan is anticipated in spring 2017.

Finalized detail project recommendations and overall budget on the Master Plans for all eight (8) existing Wake County parks facilities. Presented to Board of Commissioners Work Session in March. Adoption of plan is anticipated in spring 2017.

Completed construction of a new accessible kayak/canoe launch area and associated access paths and completed design and permitting of site improvements for a new playground at Lake Crabtree County Park.

Initiated a recreational facility study for Lake Crabtree County Park and RDU Airport properties, with the UNC School of Government, and a separate study with CAMPO, for a new bikeway corridor along I-40 that will connect the City of Raleigh and RTP.

Designed and installed a new fishing pier at Harris Lake County Park, in partnership with NC Wildlife Resource Commission is anticipated to be complete by summer 2017.

Coordinated agreements with stakeholders for the Mussel Propagation project at the Yates Mill County Park research wing. Partner funding and design start is anticipated in fall 2017. Also, completed design of the Yates Mill Millyard for improved access.

Completed annual detailed facility condition assessments for all County and school park facilities. From the assessments completed in prior years, completed construction of site improvements and installation of a new playground at Crowder District Park, completed repair of the education pond at Blue Jay Point County Park and completed painting remediation at Historic Oak View County Park among other projects.

Executed a Community Use of Schools Funding Agreement with the Town of Garner for the Construction of Park Amenities at the future Bryan Road Elementary School site.

Parks



Existing Parks Facility Improvements

The County conducts annual facility condition assessments at existing County Park and School Park

sites to identify critical park infrastructure repairs and improvements. The FY 2018 - FY 2024 CIP includes \$3.45 million to address improvements identified through the condition assessment process.

Construction is expected to be completed by summer 2017 on various capital improvement projects at three county park facilities based on priorities listed in the annual facility condition assessments. Park facilities included: Lake Crabtree, Historic Oak View, and Harris Lake County Park. Projects include: fishing pier replacement, historic building remediation, siding repair and painting, site access improvements, playground replacement, and asphalt trail repairs.

Program Summary: Existing Parks Facility Improvements

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	450,000	500,000	500,000	500,000	500,000	500,000	500,000	3,450,000
Total Uses	450,000	500,000	500,000	500,000	500,000	500,000	500,000	3,450,000
Funding Sources								
Transfers From General Fund	450,000	500,000	500,000	500,000	500,000	500,000	500,000	3,450,000
Total Sources	450,000	500,000	500,000	500,000	500,000	500,000	500,000	3,450,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Parks



Community Use of School Parks

The Community Use of Schools Program represents a partnership between Wake County, Wake County Public School System, municipalities, and non-profit agencies to develop additional public recreational amenities in conjunction with the development of new school sites. Funds are used for land acquisition

and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

During the economic recession, municipal demand for the Community Use in School Parks program decreased, and the program's funds were reallocated to the Existing Parks Facility Improvements fund.

In FY 2017, the County executed a Community Use of Schools funding Agreement with the Town of Garner for the construction of park amenities at the future Bryan Road Elementary School site.

As Wake County takes a broader look at park, greenway, and open space needs across the County, the Community Use of School Parks program should be evaluated and a process will be developed to better utilize this County funding.

Program Summary: Community Use of School Parks

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Construction Costs	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Uses	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Funding Sources								
Transfers From General Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Total Sources	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Program-wide Projects

Element Summary: Program-wide Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Reserve for Future Projects	358,000	2,149,000	–	43,000	10,431,000	7,973,000	14,013,000	34,967,000
Total Uses	358,000	2,149,000	–	43,000	10,431,000	7,973,000	14,013,000	34,967,000
Transfers From General Fund	358,000	2,149,000	–	43,000	10,431,000	7,973,000	14,013,000	34,967,000
Total Sources	358,000	2,149,000	–	43,000	10,431,000	7,973,000	14,013,000	34,967,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

Program-wide includes Reserve for Future Capital Projects. The FY 2018 - 2024 CIP includes a total of \$34.97 million of Reserve for Future Capital Projects.

Public Safety

Element Summary: Public Safety

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Emergency Operations Center	–	–	645,000	5,400,000	–	–	–	6,045,000
CAD Improvements	350,000	175,000	350,000	575,000	350,000	175,000	350,000	2,325,000
800 Megahertz System	6,066,000	128,000	–	–	–	3,000,000	–	9,194,000
EMS Projects	2,285,000	2,890,000	2,607,000	1,881,000	2,373,000	–	–	12,036,000
EMS Defibrillators	–	–	1,586,000	1,586,000	–	–	–	3,172,000
Total Uses	8,701,000	3,193,000	5,188,000	9,442,000	2,723,000	3,175,000	350,000	32,772,000
Transfers From General Fund	7,924,000	3,193,000	5,188,000	9,442,000	2,723,000	3,175,000	350,000	31,995,000
Transfers From Special Districts Fund	777,000	–	–	–	–	–	–	777,000
Total Sources	8,701,000	3,193,000	5,188,000	9,442,000	2,723,000	3,175,000	350,000	32,772,000
CIP Operating Impacts	900,000	900,000	900,000	900,000	900,000	900,000	900,000	6,300,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2018 - 2024 Capital Improvement Program includes approximately \$32.77 million over the next seven years for Public Safety capital improvements.

800 Megahertz Master Plan: This project includes replacing infrastructure; radios; tone, voice, and alphanumeric pagers; and adding simulcast features to a tower in RTP. The portions of the plan related to fire departments are proposed to be funded with Fire Tax District revenue transferred from Fire Tax. This project plan includes a partnership from the Town of Cary.

EMS Facilities: The EMS Facilities Master Plan has a number of projects planned over the course of the FY 2018 - FY 2024 CIP period. A variety of projects are planned for six different stations, two of which will be co-located with Fire Stations. These projects include development of a substation in the New Hope area northeast of the City of Raleigh, replacement of an existing station in Wendell, station co-located with a

fire and police substation to serve the proposed new Wendell Falls development, and co-location with a new fire station north of Fuquay-Varina. Funding is also included for additional upfit of the Public Safety Warehouse/Training Lease Facility.

EMS Defibrillators: The FY 2018 - FY 2024 also includes funding for the replacement of EMS defibrillators on a five year replacement cycle.

History/Background

Public Safety projects in the past have included installing generators at emergency shelters, building and renovating public safety related facilities, and funding technology projects to improve public safety in Wake County. Projects are historically developed through master plans that are reviewed and then used to develop CIP requests.

In FY 2008, a facility master plan was undertaken for Emergency Medical Services (EMS) and \$2 million was budgeted to seed this project. This plan is

Public Safety

evaluated and modified each year based on updated response time data and demographics within the EMS system. Future station projects are planned for the Town of Wendell proper, the new Wendell Falls development, and the New Hope area of northeast Raleigh near the I-540/US 401 area. Stations are also planned in areas referred to as Fuquay North, Knightdale South, and Garner West.

The FY 2018 - FY 2024 CIP includes funding for the second of two rounds of defibrillator replacements. A project to replace 800 MHz radios was proposed in FY 2008 and a master plan has been developed to also replace aging infrastructure and alphanumeric, tone, and voice pagers. The FY 2018 - 2024 CIP proposes funding portions of this plan.

Project Accomplishments

In FY 2017, construction was completed on Emergency Service Education Center, a 70,000 SF leased facility at the eastern edge of Raleigh that serves as a combination training center for EMS personnel and a storage warehouse shared by EMS and Fire Services/Emergency Management. Both of these functions replace previous over capacity facilities. In addition, construction began on a new EMS station to replace an existing leased facility in Wendell.

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.

Public Safety



800 Megahertz System

Since 2005, the County has operated an 800 MHz radio system for interdepartmental and interagency communication. The system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by solving coverage problems (areas in Wake County where radios could not previously operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, EMS, Fire and Emergency Management, and General Services Administration. All municipalities in the county, except Cary, have agencies operating on the system. Today, over 7,700 mobile and portable radios, 1,900 alphanumeric pagers and 1,200 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS, and other non-public safety Users.

In FY 2008 the Wake County Information Services Department developed a Master Plan that detailed capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. In FY 2013, revisions were made to the original capital funding model including shifting funds allocated for radio replacement (mobiles and portables) out several years to FY 2016 through FY 2018. In addition, end of life replacement projects for the County's paging infrastructure and devices were added to the model in years FY 2018 and FY 2019.

The County's 2008 master plan also identified the need to begin planning for a system replacement for the 800 MHz radio system platform. The platform is aging and currently Motorola, the platform manufacturer, has published hardware and software maintenance support ending for the platform effective December 31, 2015. At that time, the existing 800 MHz platform reaches end of life. Because of the critical nature of the voice traffic that traverses the County's 800 MHz system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective.

To assist with developing a long-term replacement strategy for the County's existing 800 MHz platform, the County engaged RCC Consultants Inc. to perform an analysis of the current system (coverage, performance, etc.), and to evaluate and develop upgrade/replacement strategies for the County's aging platform. The County received a comprehensive report from RCC in early 2012 which detailed three upgrade/replacement options. In early FY 2013, the County convened a steering committee comprised of key radio system stakeholders to help evaluate the consultant's report to ensure that the County has uncovered and addressed all issues related to the platform replacement. The steering committee was also tasked with evaluating the upgrade/replacement options documented in the RCC report and with recommending a replacement option including a detailed funding model.

In FY 2014 the steering committee completed the research associated with the platform upgrade/replacement options and in September 2013 Information Services staff provided the Board of Commissioners a recommendation to partner with the Town of Cary to meet the long term public safety radio system needs of the County. In March 2014, Wake County and the Town of Cary executed an interlocal agreement that governs the partnership going forward. Funding for the 800 MHz radio system replacement project is included in the County's FY 2015-FY 2021 Community Improvement Plan.

Public Safety

In FY 2015 the County successfully selected a consultant to assist the County with the 800 MHz radio system replacement project.

In FY2016, the County successfully connected the existing County radio system infrastructure to the Cary system and replaced the radio system consoles utilized in the Raleigh-Wake Emergency Communications Center in conjunction with the opening of the City of Raleigh's Critical Communications Center. The County also replaced the radio traffic logging platform utilized in the Raleigh/Wake and Sheriff's Office communication facilities and upgraded key microwave segments.

Tasks completed in FY 2017 include:

Subscriber Radio Replacement: The County executed a 3-year contract with Motorola in December 2016 for the replacement of the County mobile and portable subscriber radio devices. The contract pricing and trade-in allowance provided to the

County in that contract is available to all agencies that utilize the County's radio system. The County is upgrading its user radios over 2-year schedule.

Radio System Infrastructure Replacement: County staff, in conjunction with their consultant completed the technical specification for the replacement platform in February of 2017. The RFP was released in April and responses are due back mid-2017.

Replacement of the aging radio system infrastructure will continue through FY 2018. The replacement equipment will accommodate use of the 800 MHz radio system infrastructure owned by the Town of Cary and shared with the County under an interlocal agreement executed in March of 2014. The new system will be a standards-based, digital system and will incorporate the existing County and Cary radio sites, plus three additional sites necessary to provide increased radio coverage in currently underserved areas of the County.

Program Summary: 800 Megahertz System

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	-	-	-	-	-	3,000,000	-	3,000,000
Purchased Services	6,066,000	128,000	-	-	-	-	-	6,194,000
Construction								
Total Uses	6,066,000	128,000	-	-	-	3,000,000	-	9,194,000
Funding Sources								
Transfers From General Fund	5,289,000	128,000	-	-	-	3,000,000	-	8,417,000
Transfers From Special Districts Fund	777,000	-	-	-	-	-	-	777,000
Total Sources	6,066,000	128,000	-	-	-	3,000,000	-	9,194,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Public Safety

CAD Improvements

The Raleigh-Wake County Emergency Communications Center (RWECC) is the second-busiest 9-1-1 center in the State of North Carolina based upon calls answered, receiving over 910,000 calls for service a year, and dispatching approximately 505,000 calls for service a year. RWECC is responsible for answering 9-1-1 calls for all of Wake County, with the exception of Cary, Holly Springs, and wire line calls for North Carolina State University. RWECC dispatches all fire departments, with the exception of Cary, and all medical calls throughout Wake County.

Wake County and the City of Raleigh have jointly operated the Computer Aided Dispatch (CAD) system that serves the RWECC. Originally installed in 2003, there have been numerous software and hardware upgrades made throughout the CAD life cycle. The last major hardware upgrade was the replacement of the servers in 2009. Motorola has documented the CADs end-of-life date as August 31, 2018.

A business justification recommending replacement of the CAD system was jointly developed during FY 2014 between County and City of Raleigh staff, and approved by all participating municipalities and the County.

Initial cost estimates provided by several CAD vendors, combined with staff calculations of hardware, software, implementation and licensing costs indicate that a replacement CAD system will require approximately \$8-10 million for procurement and implementation. Based upon the vendor stated end-of-life, the majority of funding needed for the replacement CAD system occurs in FY 2016. An RFP was released in July 2016.

Wake County and the City of Raleigh have secured appropriate funding via their budget processes to ensure that the anticipated initial procurement cost and ongoing maintenance for a new system is programmed into their respective funding models beginning in FY 2016. Staff members from both organizations are working with their procurement and legal departments to rewrite the Interlocal

Agreement governing the use and support of the CAD system, to include ongoing hardware and software maintenance, refresh and shared ownership between the entities.

In FY 2017, Wake County continued efforts in the CAD replacement process, receiving proposals in September 2017. The joint County and City of Raleigh project management team along with MCP Consultants, Inc. coordinated the multi-agency proposal review process and hosted product demonstrations from the proposers. To date, an extensive financial and cost proposal review has been undertaken.

In FY 2018, the consultant will assist Wake County and City of Raleigh staff to:

- Complete contract negotiations with the selected vendor;
- Initiate project kickoff and planning; and,
- Begin the build out and implementation of the new CAD and mobile data system.

Public Safety

Program Summary: CAD Improvements

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Purchased Services Construction	350,000	175,000	350,000	575,000	350,000	175,000	350,000	2,325,000
Total Uses	350,000	175,000	350,000	575,000	350,000	175,000	350,000	2,325,000
Funding Sources								
Transfers From General Fund	350,000	175,000	350,000	575,000	350,000	175,000	350,000	2,325,000
Total Sources	350,000	175,000	350,000	575,000	350,000	175,000	350,000	2,325,000
CIP Operating Impacts	900,000	900,000	900,000	900,000	900,000	900,000	900,000	6,300,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Public Safety

EMS Defibrillators

GS 131E-157 (a) requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The most recent phase of the scheduled defibrillator replacement cycle was

completed in FY 2010 and FY 2011. Replacements are completed over a two year period.

The FY 2018 - 2024 CIP includes funding for the scheduled replacement of defibrillators to maintain the County's five year replacement cycle. The next cycle will start in FY 2020 and conclude in FY 2021. A total of \$3.2 million is included for replacements in those two years.

Program Summary: EMS Defibrillators

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Purchased	-	-	1,586,000	1,586,000	-	-	-	3,172,000
Services								
Construction								
Total Uses	-	-	1,586,000	1,586,000	-	-	-	3,172,000
Funding Sources								
Transfers From	-	-	1,586,000	1,586,000	-	-	-	3,172,000
General Fund								
Total Sources	-	-	1,586,000	1,586,000	-	-	-	3,172,000
CIP Operating	-	-	-	-	-	-	-	-
Impacts								
CIP Operating	-	-	-	-	-	-	-	-
Impacts - FTE								

Public Safety



EMS Projects

Under state law, counties are responsible for delivering Emergency Medical Services (EMS). Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. Wake EMS provides basic and advanced life support services and transporting persons to area medical facilities in emergency situations. Their emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are three nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

A facilities master plan for Emergency Medical Services was developed in FY 2008, which addresses EMS facilities through FY 2021. The plan evaluated areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future, and facilities are needed to not only store the ambulance, but to allow emergency personnel to decontaminate after calls and store medicines and equipment.

The FY 2018-2024 CIP includes continued funding for the implementation of the EMS Master Plan. Planned facilities for FY 2018 include: design and construction of a new EMS station to serve the New Hope area of northeast Raleigh in proximity of the northeast campus of Wake Tech Community College and design of an EMS station in the Wendell Falls development, co-located with a new Fire Station for Wendell Fire Department, which may include a

potential funding partnership with the Town of Wendell for a possible police substation component.

Other stations planned in the FY 2018-2024 timeframe include a substation in the Knightdale south area; a new EMS quarters co-located with a new fire station in the northern edge of Fuquay-Varina; and a new station to provide service in an area between the west and southwest edge of Garner and the northeast edge of Fuquay-Varina

New EMS Facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Public Safety

Program Summary: EMS Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	1,835,000	1,905,000	2,607,000	1,450,000	–	–	–	7,797,000
Professional Services	350,000	930,000	–	–	–	–	–	1,280,000
Improvements	100,000	–	–	–	–	–	–	100,000
Furniture, Fixtures & Equipment	–	55,000	–	–	–	–	–	55,000
Construction in Progress	–	–	–	431,000	2,373,000	–	–	2,804,000
Total Uses	2,285,000	2,890,000	2,607,000	1,881,000	2,373,000	–	–	12,036,000
Funding Sources								
Transfers From General Fund	2,285,000	2,890,000	2,607,000	1,881,000	2,373,000	–	–	12,036,000
Total Sources	2,285,000	2,890,000	2,607,000	1,881,000	2,373,000	–	–	12,036,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Public Safety

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 2018-2024 CIP allocates \$6,045,000 to this project for further study, analysis, planning, and eventual construction of the facility. County Management and Emergency Management are currently exploring multiple options for a future site and building design for the EOC. Currently, the Wake County Office Building is being considered as the future site of the EOC. This site would allow for a reduction in project costs and a shift in the project timeline.

Program Summary: Emergency Operations Center

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Professional Services	-	-	645,000	5,400,000	-	-	-	6,045,000
Total Uses	-	-	645,000	5,400,000	-	-	-	6,045,000
Funding Sources								
Transfers From General Fund	-	-	645,000	5,400,000	-	-	-	6,045,000
Total Sources	-	-	645,000	5,400,000	-	-	-	6,045,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-



Wake Technical Community College

Element Summary: Wake Technical Community College

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
WTCC Multi Year CIP	73,952,000	67,733,000	107,784,000	110,006,000	111,893,000	105,257,000	103,548,000	680,173,000
Total Uses	73,952,000	67,733,000	107,784,000	110,006,000	111,893,000	105,257,000	103,548,000	680,173,000
Debt to be Authorized	63,919,000	57,700,000	97,751,000	99,973,000	104,393,000	97,757,000	96,048,000	617,541,000
Transfers From General Fund	10,033,000	10,033,000	10,033,000	10,033,000	7,500,000	7,500,000	7,500,000	62,632,000
Total Sources	73,952,000	67,733,000	107,784,000	110,006,000	111,893,000	105,257,000	103,548,000	680,173,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2018 - 2024 Wake Technical Community College CIP includes \$680.17 million over 7 years to fund new buildings on the RTP, Northern Wake and Main Campuses, expansions on the Public Safety Education Campus, Repairs and Renovations across all campuses, Infrastructure Replacement across all campuses and Technology Infrastructure projects on all campuses to support school's technology needs and online class growth.

Wake Tech leaders presented an updated Capital Improvement Program Master Plan to the Board of Commissioners in November of 2016. This plan included a look at future student population growth in combination with workforce demands and trends. For instance, the plan includes a new facility on Northern Wake Campus for Automotive Collision Repair Curriculum based on recommendations by Advisory Committees because of the need to grow this workforce. Northern Wake Campus is an ideal location since it is close to so many car dealerships on Capital Boulevard. Furthermore, the plan includes three new buildings on the RTP campus to provide training and classes in fields such as Pervasive Computer and Interactive Gaming/E-Learning which are growing fields and their are opportunities for partnerships with businesses in the Research Triangle Park.

History/Background

The County provides funding for Wake Tech in accordance with NCGS Â§115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

Plant Fund: Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Current Expense Fund: Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides support services, to include costs of insurance for the facility, motor vehicles, workers' compensation for those employees paid with local dollars, tort claims awarded against the institution due to the negligence of institutional employees, costs of bonding employees against misuse of local dollars, and all legal fees incurred in connection with local administration and operation of the institution.

Wake Technical Community College

Wake Tech's Building programs have been supported by a combination General Obligation Bond Referendum debt funding and County Capital pay-as-you-go funding.

In 2004, voters approved \$40 million to fund the early development of the Northern Wake Campus, expansion of the Public Safety Center facility used for law enforcement, emergency management and fire fighter training and repairs and renovations on Main and Health Sciences Campuses.

In October of 2007, voters approved a bond referendum for \$92 million and the County provided \$23 million in cash funding to further expand Northern Wake Campus, new facilities at The Health Sciences Campus and various large renovations on Main Campus.

On November 6, 2012, Wake County voters approved a referendum for \$200 million in general obligation bonds for Wake Technical Community College (WTCC) to construct, renovate, expand, improve and equip Wake Tech facilities, in addition to funding additional land acquisition or rights of way for the College. An additional \$10.2 million of county cash was also appropriated for this building program. The Wake Tech 2012 building program included the construction of 4 new buildings on the Northern Wake Tech Campus, the expansion of the Public Safety Education Campus, repairs and renovations on the Main and Health Sciences Campuses and the first phase of projects on the new RTP Campus in Morrisville.

Project Accomplishments

Wake Tech continued work on projects in the 2012 Building Program during FY 2017. Main Campus completed a Parking Lot Repaving project, which added 996 new, paved parking spaces. Northern Wake Campus completed construction of the Building J (Applied Technology), Regional Energy Plant 3, and Building K projects and began construction of the re-designed Pedestrian Bridges. RTP Campus continued construction of the new RTP Campus Classroom Building 1. The college completed the planning and approval of the Wake Tech 2017-23 Capital Improvement Plan (CIP),

which will encompass approximately \$600 million in construction projects over the next seven years. The college began design for the next classroom building at the RTP Campus (RTP 2); a new automotive and collision repair facility at the Northern Wake Campus; and at the Main Campus, a new Facilities/Warehouse Facility and the renovation of the Power Mechanics Building. Gartner study of IT infrastructure was completed.

Operating Budget Impact

Per NCGS 115D-32, the County is required to provide funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes.

Wake County Public School System

Element Summary: Wake County Public School System

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
WCPSS	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
Administrative Lease Reserve								
WCPSS CIP	258,147,000	335,614,000	307,516,000	318,612,000	300,793,000	346,519,000	322,989,000	2,190,190,000
Total Uses	259,046,014	336,523,362	308,435,604	319,541,728	301,681,050	347,454,944	323,934,215	2,196,616,917
Pooled Investments	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
Debt to be Authorized	39,888,000	279,983,000	247,919,000	259,357,000	241,543,000	282,015,000	259,661,000	1,610,366,000
Transfers From General Fund	35,568,000	55,631,000	59,597,000	59,255,000	59,250,000	64,504,000	63,328,000	397,133,000
Bond Anticipation Notes	182,691,000	-	-	-	-	-	-	182,691,000
Total Sources	259,046,014	336,523,362	308,435,604	319,541,728	301,681,050	347,454,944	323,934,215	2,196,616,917
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2018-2024 CIP totals 2.19 billion, including a combination of anticipated debt (\$1.8 billion) and cash (\$391.13 million) funding. The plan also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

Details on the components included in the multi-year plan are included in the following program pages.

History/Background

Beginning with the FY 2017-2023 CIP, the Wake County Board of Education and the Board of Commissioners approved a shift in the planning approach for the school system's capital needs by adopting a seven year capital improvement program to be updated annually based the most recent data for enrollment, crowding, market trends and other factors impacting the system's capital needs. In prior years, a large multi-year capital program was approved at once, financed primarily with general obligation bonds approved through a single, large

bond referendum. This seven year plan mirrors the approach taken with the County's larger Capital Improvement Program.

Operating Budget Impact

The school system estimates the cost of operating and staffing new facilities. The cumulative operating impact of CIP 2013 is estimated at a tax increase of 0.67 cents.

Wake County Public School System

WCPSS Administrative Lease Reserve

The FY 2018 - FY 2024 CIP reflects funding transferred on an annual basis from the CIP to the Wake County Public School System's operating

appropriation to fund additional operating costs related to the Crossroads Administrative Building lease.

Program Summary: WCPSS Administrative Lease Reserve

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Interfund Transfers Out	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
Total Uses	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
Funding Sources								
Pooled Investments	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
Total Sources	899,014	909,362	919,604	929,728	888,050	935,944	945,215	6,426,917
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Wake County Public School System

WCPSS CIP

The FY 2018-2024 CIP totals \$2.19 billion and fully funds eight new elementary schools, three new middle schools, three new high schools, and renovations at twelve existing schools. The plan also includes partial funding for new schools and renovations receiving the remainder of their funding outside of the seven year window.

The plan also includes funding for infrastructure improvements, land acquisitions, life cycle replacements, startup designs, technology, security and program management and contingency.

The financial model incorporates the FY 2018-2024 WCPSS Capital Improvement Program, and accordingly will be updated as the WCPSS CIP is annually updated during each year's capital budget development to reflect updated enrollment projections, crowding, and market trends.

Program Summary: WCPSS CIP

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Wake County School Allocations	258,147,000	335,614,000	307,516,000	318,612,000	300,793,000	346,519,000	322,989,000	2,190,190,000
Total Uses	258,147,000	335,614,000	307,516,000	318,612,000	300,793,000	346,519,000	322,989,000	2,190,190,000
Funding Sources								
Debt to be Authorized	39,888,000	279,983,000	247,919,000	259,357,000	241,543,000	282,015,000	259,661,000	1,610,366,000
Transfers From General Fund	35,568,000	55,631,000	59,597,000	59,255,000	59,250,000	64,504,000	63,328,000	397,133,000
Bond Anticipation Notes	182,691,000	—	—	—	—	—	—	182,691,000
Total Sources	258,147,000	335,614,000	307,516,000	318,612,000	300,793,000	346,519,000	322,989,000	2,190,190,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—



Fire/Rescue

Element Summary: Fire/Rescue

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Fire Apparatus and Vehicles	1,753,000	1,086,000	1,665,000	3,520,000	942,000	1,269,000	1,792,000	12,027,000
Fire Facilities	403,000	4,000,000	100,000	100,000	100,000	100,000	100,000	4,903,000
Fire Equipment	3,084,000	972,000	726,000	570,000	566,000	609,000	858,000	7,385,000
Total Uses	5,240,000	6,058,000	2,491,000	4,190,000	1,608,000	1,978,000	2,750,000	24,315,000
Debt to be Authorized	1,325,000	4,395,000	1,041,000	2,798,000	565,000	912,000	1,249,000	12,285,000
Appropriated Fund Balance	2,008,000	85,000	236,000	407,000	317,000	468,000	870,000	4,391,000
Transfers From Special Districts Fund	1,876,000	1,458,000	1,183,000	954,000	695,000	598,000	631,000	7,395,000
Fire Protection	31,000	120,000	31,000	31,000	31,000	–	–	244,000
Total Sources	5,240,000	6,058,000	2,491,000	4,190,000	1,608,000	1,978,000	2,750,000	24,315,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The Fire/Rescue Capital element is designated for capital needs within the Wake County Fire Tax District. The primary goals of the element are to 1) provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; 2) meet Wake County and insurance industry standards for fire station location; and 3) achieve "seamless" emergency service delivery through nearest station response. To meet these goals, Wake County contracts with 19 fire departments to provide fire protection and emergency services in the County's unincorporated areas and the Town of Wendell.

The Wake County Board of Commissioners levies a fire tax which funds operating, capital and debt uses in the Fire Tax District. For FY 2018, the total Fire Tax District Fund tax rate is \$.0960, with \$.0112 dedicated to funding capital projects and debt service associated with capital projects.

The FY 2018-2024 CIP totals 24.31 million, funded with a combination of tax revenues, fund balances, debt and municipal reimbursements. The seven-year investment plan includes the replacement of 29 large apparatus (pumper/tankers, tankers, rescue trucks, and an aerial) and 22 small/administrative vehicles, one new fire station, and continued funding for equipment replacement programs. Some replacements are funded at cost-share portions with other entities. Only the Fire Tax District portion is represented in the 7 year CIP.

Fire/Rescue



Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission and County staff is charged with coordinating the purchase and replacement of major fire apparatus with Fire Tax District capital revenues and debt proceeds. The committee gathers and maintains an inventory of fire apparatus with each department in the replacement program. Annually during the budget process, the committee evaluates the inventory and department requests to update the replacement schedule. In addition, the committee develops base specifications for apparatus purchases to ensure quality fire protection equipment and to benefit from competitive pricing.

Types of large apparatus scheduled for replacement include aerials, engines, pumper/tankers, brush, tankers, rescue trucks, and service trucks. Small apparatus include first responder and administrative vehicles. Apparatus not included are other types of ladder trucks, boats, and specialty vehicles.

The seven year apparatus and vehicle replacement plan provides for the replacement of 28 large apparatus and 22 small vehicles. FY 2018 includes \$1.68 million for the replacement of three large apparatus, a utility vehicle, and four SUVs. The plan also includes ancillary costs for new vehicles including taxes, tags, upfit, and financing costs. The total included in FY 2018 for these items is \$78,000.

Beginning in FY 2017, a pool of emergency apparatus maintenance funding was established within the apparatus CIP. This covers major, non-routine maintenance costs that exceed vehicle maintenance appropriations included in the contracted departments' operating budgets. An annual amount of \$75,000 is included for the pool in the FY 2018-2024 CIP.

Fire/Rescue

Program Summary: Fire Apparatus and Vehicles

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Professional Services	78,000	47,000	63,000	57,000	61,000	54,000	42,000	402,000
Machinery and Equipment	1,675,000	1,039,000	1,602,000	3,463,000	881,000	1,215,000	1,750,000	11,625,000
Total Uses	1,753,000	1,086,000	1,665,000	3,520,000	942,000	1,269,000	1,792,000	12,027,000
Funding Sources								
Debt to be Authorized	1,325,000	495,000	1,041,000	2,798,000	565,000	912,000	1,249,000	8,385,000
Appropriated Fund Balance	204,000	85,000	236,000	407,000	116,000	97,000	426,000	1,571,000
Transfers From Special Districts Fund	224,000	386,000	357,000	284,000	261,000	260,000	117,000	1,889,000
Fire Protection	–	120,000	31,000	31,000	–	–	–	182,000
Total Sources	1,753,000	1,086,000	1,665,000	3,520,000	942,000	1,269,000	1,792,000	12,027,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Fire/Rescue



Fire Facilities

The Facilities Committee of the Wake County Fire Commission is charged with evaluating current fire facilities for major maintenance, repairs, renovations, and possible replacement. The committee advises the Fire Commission and staff regarding the need for new stations or the closure of existing stations. The FY 2018 - 2024 CIP includes future plans for a new fire station located near the Wendell Falls

subdivision. The station is anticipated to be a joint Fire/EMS facility and may include office space for the Wendell Police Department. The FY 2018-2024 CIP includes \$4.05 million for the Fire Tax share of design and construction costs for the facility. Construction is scheduled to be completed by 2021.

FY 2018 includes \$103,000 to install vehicle exhaust removal systems at four fire stations including Eastern Wake Station 1, Western Wake Station 1, and Wendell Stations 1 and 2. Another \$150,000 is included for facility condition assessment at 20 fire stations across the Fire Tax District. These assessments will identify and prioritize needed repairs, aiding in future capital planning for the Fire Tax District. An additional \$2,000 is included in FY 2018 for station lettering to accommodate the name change resulting from the consolidation of the Bay Leaf and Stony Hill Fire Departments into the Northern Wake Fire Department.

Program Summary: Fire Facilities

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	148,000	3,900,000	–	–	–	–	–	4,048,000
Improvements	255,000	100,000	100,000	100,000	100,000	100,000	100,000	855,000
Total Uses	403,000	4,000,000	100,000	100,000	100,000	100,000	100,000	4,903,000
Funding Sources								
Debt to be Authorized	–	3,900,000	–	–	–	–	–	3,900,000
Transfers From Special Districts Fund	403,000	100,000	100,000	100,000	100,000	100,000	100,000	1,003,000
Total Sources	403,000	4,000,000	100,000	100,000	100,000	100,000	100,000	4,903,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Fire/Rescue



Fire Equipment

The Fire Tax District provides for equipment to protect the lives of firefighters, and aid in medical and rescue operations, and reliable communications and/or dispatch services. The Equipment Committee schedules replacements based on the age and condition of equipment. All equipment funded in the FY 2018-2024 CIP has a limited operational life-span for adequate protection. When necessary, the County may replace equipment due to unanticipated damage following fire and/or rescue operations.

Protective equipment for firefighters include turnout gear, self-contained breathing apparatus (SCBA's), and air bottles. Equipment aiding in medical and rescue operations includes defibrillators for certain heart-related medical calls and thermal imaging cameras, which assist firefighters in locating individuals in areas with low visual indicators and to see "hidden fires" within structures. The County provides resources to develop and maintain multiple and dependable sources of communication and/or dispatch.

The Fire Tax District also includes an amount for the replacement of eligible small capital equipment. Examples of eligible equipment include, but are not limited to, hoses, nozzles, automation for training purposes, and other equipment approved by the Equipment Committee. Small capital funds are available proportionally to each participating fire department.

Fire/Rescue

Program Summary: Fire Equipment

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Interfund Transfers Out	777,000	–	–	–	–	–	–	777,000
Machinery and Equipment	1,608,000	972,000	726,000	570,000	566,000	609,000	858,000	5,909,000
Furniture, Fixtures & Equipment	699,000	–	–	–	–	–	–	699,000
Total Uses	3,084,000	972,000	726,000	570,000	566,000	609,000	858,000	7,385,000
Funding Sources								
Appropriated Fund Balance	1,804,000	–	–	–	201,000	371,000	444,000	2,820,000
Transfers From Special Districts Fund	1,249,000	972,000	726,000	570,000	334,000	238,000	414,000	4,503,000
Fire Protection	31,000	–	–	–	31,000	–	–	62,000
Total Sources	3,084,000	972,000	726,000	570,000	566,000	609,000	858,000	7,385,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Five County Stadium	368,000	–	348,000	–	–	–	–	716,000
Reserve for Major Facilities Future Projects	2,316,000	2,000,000	2,000,000	2,657,000	2,000,000	2,000,000	2,689,000	15,662,000
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Marbles/IMAX	216,000	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	4,500,000
Total Uses	3,000,000	3,200,000	3,085,000	3,000,000	3,121,000	3,172,000	3,000,000	21,578,000
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
Appropriated Fund Balance	–	200,000	85,000	–	121,000	172,000	–	578,000
Total Sources	3,000,000	3,200,000	3,085,000	3,000,000	3,121,000	3,172,000	3,000,000	21,578,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2018 - 2024 CIP contains \$21.58 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding was included beginning in FY 2008 to address the highest priorities of the Five County Stadium projects, which include replacement of the outfield wall, the playing field surface, and stadium seating. Current funding priorities include accessibility and general improvements to seating and renovations to the box office canopy. Remaining funds are allocated to Marbles Kids' Museum and IMAX for repairs based on a facility condition assessment which includes lighting and roof improvements, as well as the Green Square project as approved by the Board of Commissioners in April 2011. Remaining funds are appropriated in a reserve to be used for future projects.

History/Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County may levy up to six

percent of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to one percent on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau. The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement, Wake County and the City of Raleigh each receives \$1.0 million from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their \$1.0 million distributions.

Major Facilities Capital Trust Fund

On September 6, 2016 the Board of Commissioners approved the 20th Amendment to the Interlocal Agreement. A key provision was the elimination of the "2-for-1" reimbursement provision, which previously enabled the City of Raleigh to withdraw up to \$1 million from the Convention Center Model's Fund Balance to support Convention Center operations, which resulted in the distribution of \$2 million to Wake County. Starting in FY 2017, Wake County will receive \$2 million annually within the Major Facilities Special Revenue Fund for local community projects. The \$2 million is then transferred annually to the Major Facilities Capital Trust for future competitive processes to support capital projects.

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.

Operating Budget Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County's capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. No projects funded in the seven year timeframe will require operating subsidies from the County.

Major Facilities Capital Trust Fund



Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats Minor League Single A baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses and home team and visiting team clubhouses. Also included are a ticket

office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

In 2007, a Facility Condition Assessment was conducted on the stadium that identified functional obsolescence. The assessment uncovered deficiencies in building systems and interior finishes compared to the common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that required capital outlay within the next five years. Funding began in FY 2008 to address the highest priorities of these projects. Significant projects since that time have included replacement of the stadium sound system, concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting, power upgrade improvements, fire alarm upgrades, and the installation of an accessible lift.

In FY 2016, projects included cabana equipment and exterior site furniture upgrades. Outfield wall replacement is planned for FY 2018 and speed pitch board replacements in FY 2020.

Program Summary: Five County Stadium

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Building	368,000	–	348,000	–	–	–	–	716,000
Maintenance/ Repair								
Total Uses	368,000	–	348,000	–	–	–	–	716,000
Funding Sources								
Transfers From Major Facilities	368,000	–	348,000	–	–	–	–	716,000
Total Sources	368,000	–	348,000	–	–	–	–	716,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Major Facilities Capital Trust Fund

Green Square

The North Carolina Museum of Natural Sciences has developed a plan for a museum expansion initiative, The Nature Research Center in the Green Square project. The Nature Research Center was constructed in 2013 and is located at 111 West Jones Street. The CIP includes \$700,000 that will be

provided to the project as part of development incentives, if met. As of FY 2016 the project has not met the requirements to receive any incentives, but this does not impact the total amount of incentives. Based on the agreement the incentive payment schedule is adjusted and all payments will be made when incentive requirements have been met.

Program Summary: Green Square

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Construction Costs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Uses	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Funding Sources								
Transfers From Major Facilities	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Sources	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Major Facilities Capital Trust Fund



Marbles/IMAX

Marbles Kids Museum was constructed in 1999, is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This 83,000 sq. ft. building is located in the southwest corner of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001 and adjacent to the Marbles Kids Museum. The building houses an IMAX projection system and a 270 seat theatre. IMAX is the most sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 sq. ft. facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

In 2011, an updated Facilities Condition Assessment was conducted for the Marbles Kids Museum complex, including the IMAX Theatre. This assessment focused on the building envelope, storm drainage repairs, HVAC equipment, and interior and exterior lighting. Repair and replacement of these components was completed from FY 2012 through 2017. In addition, construction was completed on a

second floor expansion above the museum entry to the lobby in 2014 to accommodate a new exhibit called Kids Grid which is being funded through a grant by a private sector company.

FY 2018 budget calls for \$216,000 for design and engineering of major roof replacements for the Museum and IMAX facility, which will be completed with funding planned in FY 2019 and FY 2020.

Major Facilities Capital Trust Fund

Program Summary: Marbles/IMAX

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Construction Costs	216,000	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	4,500,000
Total Uses	216,000	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	4,500,000
Funding Sources								
Transfers From Major Facilities	216,000	900,000	552,000	243,000	900,000	900,000	211,000	3,922,000
Appropriated Fund Balance	–	200,000	85,000	–	121,000	172,000	–	578,000
Total Sources	216,000	1,100,000	637,000	243,000	1,021,000	1,072,000	211,000	4,500,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Major Facilities Capital Trust Fund

Reserve for Major Facilities Future Projects

The CIP includes \$15.66 million in reserves for future major facility projects over the next 7 years. 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.

Starting in FY 2017, Wake County will receive \$2 million annually within the Major Facilities Special Revenue Fund for local community projects. The \$2 million is then transferred annually to the Major Facilities Capital Trust for future competitive processes to support capital projects.

Program Summary: Reserve for Major Facilities Future Projects

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Interfund Transfers Out	233,000	—	—	—	—	—	—	233,000
Building Maintenance/Repair	2,083,000	2,000,000	2,000,000	2,657,000	2,000,000	2,000,000	2,689,000	15,429,000
Total Uses	2,316,000	2,000,000	2,000,000	2,657,000	2,000,000	2,000,000	2,689,000	15,662,000
Funding Sources								
Transfers From Major Facilities	2,316,000	2,000,000	2,000,000	2,657,000	2,000,000	2,000,000	2,689,000	15,662,000
Total Sources	2,316,000	2,000,000	2,000,000	2,657,000	2,000,000	2,000,000	2,689,000	15,662,000
CIP Operating Impacts	—	—	—	—	—	—	—	—
CIP Operating Impacts - FTE	—	—	—	—	—	—	—	—



Solid Waste

Element Summary: Solid Waste

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
North Wake	–	175,000	–	–	348,000	–	–	523,000
Multi-material and Convenience Centers	600,000	3,813,000	100,000	685,000	627,000	100,000	100,000	6,025,000
South Wake Landfill	400,000	–	158,000	2,205,000	3,478,000	–	–	6,241,000
Landfill Gas Development	600,000	–	382,000	–	696,000	–	430,000	2,108,000
Total Uses	1,600,000	3,988,000	640,000	2,890,000	5,149,000	100,000	530,000	14,897,000
Appropriated Fund Balance	1,200,000	3,988,000	482,000	1,754,000	1,671,000	100,000	530,000	9,725,000
Miscellaneous	400,000	–	158,000	1,136,000	3,478,000	–	–	5,172,000
Total Sources	1,600,000	3,988,000	640,000	2,890,000	5,149,000	100,000	530,000	14,897,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The CIP includes investments in the County's disposal and recycling infrastructure and remediation to existing facilities to meet the solid waste demands of the general public and conform to NC Department of Environment Quality requirements for operating solid waste facilities.

Funding for Solid Waste capital projects is provided by the Solid Waste and the South Wake Landfill (SWLF) Partnership enterprise funds. The Solid Waste Enterprise Fund generates revenue through a household fee, grants/state funding, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the Landfill Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

History/Background

Wake County has a comprehensive Solid Waste Management Plan and updates it on a five year basis. Wake County prepares a consolidated plan that integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.

Within the Solid Waste Plan, Wake County commits to providing a landfill for use by the municipal partners. The South Wake Landfill (SWLF) was constructed for this purpose and began operation in February 2008.

Project Accomplishments

The County's North Wake Landfill (NWLF) reached capacity in May of 2008 and was permanently capped in 2009. Starting in 2009, construction of reuse facilities began for park purposes. The park facilities opened in July 2010. Construction for improving the entrance to the park, vehicular circulation, and the provision of a new convenience center, to replace the existing overused and outdated existing facility, was

Solid Waste

completed in 2014. During FY 2016 the Multi-material and Household Hazardous Waste facility was improved and expanded. The County also continues to provide necessary environmental remediation activities per North Carolina Department of Environmental Quality requirements.

The SWLF began accepting municipal solid waste in 2008 through a partnership with almost all of the municipalities within the County. Phase 1A and 1B of the landfill was filled during 2015 and Phase 2A was constructed during FY 2015. Construction of Phase 2A was performed by the County's operator of the landfill, Waste Industries, but the County provided the landfill liner soil material. Phase 2A was completed in April 2015 and began to accept waste in July 2015. Construction documents were completed for the partial closure of Phase 1 and scheduled for construction during FY 2017 and FY 2018.

Final design was completed for the Northeast District of the South Wake Landfill operations area. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, transfer station as well as overall circulation improvements. Construction will be ongoing during FY 2017 and FY 2018.

Convenience Centers: There are 11 convenience center sites throughout the County where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, and clear), aluminum containers, steel cans, scrap metal and plastics, as well as facilities for municipal solid waste. Many of the convenience centers have been in operation for over 20 years without significant improvement. Improvements to all of the convenience centers have either occurred over the past 3-5 years or will be occurring within FY 2017 and 2018. Relocation of Convenience Center 7, located at NWLF, was completed in the fall of 2014. Relocation of Convenience Center 2, located at SWLF, will be completed during FY 2017 and 2018.

Gas-to-Energy: As anticipated, the Solid Waste Landfill began to generate methane gas after a couple

of years of landfilling. In FY 2014, the landfill gas-to-energy project was completed by INGENCO, and operations started. County staff coordinated efforts to integrate the new system with the existing landfill gas collection and control system. The system is being continually upgraded and expanded as the landfill grows. In FY 2015 the County's Solid Waste Division renegotiated contractual arrangements for collection of gas at the closed North Wake Landfill. The County will recognize improved revenue because of a revised revenue sharing agreement.

Solid Waste



Multi-material and Convenience Centers

The County currently operates two multi-material facilities. One is located at the North Wake Landfill and the other is at the South Wake Landfill. In addition, each site also has a separate convenience center. Per the Solid Waste Master Plan for Wake County, the County set out to improve the two existing multi-material sites by converting them into regional recycling centers rather than separate

multi-material and convenience centers. During FY 2010, a master plan was developed for the NWLF, and during FY 2012 work started on a plan for SWLF. During FY 2014 and FY 2015, major improvements to Convenience Center 7, located at NWLF, were completed. Improvements to the Multi-material and Household Hazardous Waste areas of NWLF were undertaken and completed during FY 2016. The SWLF improvements (for convenience center, multi-material and household hazardous waste) will be constructed during FY 2017 and most likely completed during FY 2018.

Beyond the upgrading of the facilities at NWLF and SWLF, the County intends to improve convenience center 11 in Wendell during FY 2017 and FY 2018 to include some multi-material and household hazardous waste disposal features. Further, subject to working with the Town of Morrisville, improvements are planned for convenience center 3 in Morrisville/Cary to include similar improvements. Ongoing small improvements, such as driveways, repaving, etc. will continue at the other seven sites across the County.

Program Summary: Multi-material and Convenience Centers

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Construction Costs	600,000	3,813,000	100,000	100,000	100,000	100,000	100,000	4,913,000
Machinery and Equipment	–	–	–	585,000	527,000	–	–	1,112,000
Total Uses	600,000	3,813,000	100,000	685,000	627,000	100,000	100,000	6,025,000
Funding Sources								
Appropriated Fund Balance	600,000	3,813,000	100,000	685,000	627,000	100,000	100,000	6,025,000
Total Sources	600,000	3,813,000	100,000	685,000	627,000	100,000	100,000	6,025,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Solid Waste



North Wake

The North Wake Landfill (NWLF) was closed to accepting municipal solid waste in FY 2009. Park facilities opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site that

was owned and operated by a third party through an agreement that lasted thru December 21, 2015. The County issued an RFP and ultimately negotiated a new and much more favorable contract during FY 2016 to provide the County with improved revenue sharing.

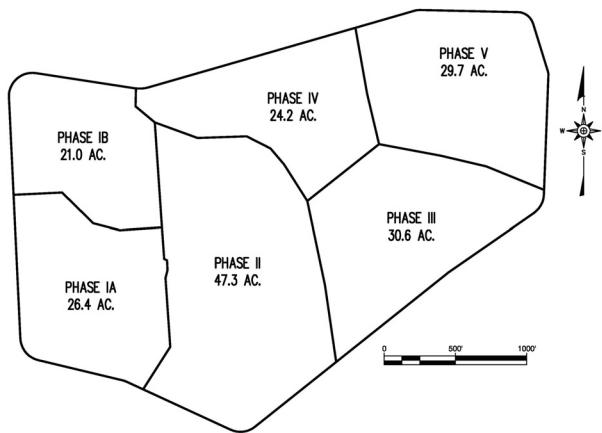
During FY 2012 and FY 2013, the County installed both an air sparging system and a small soil gas disposal system for the smaller, unlined landfill that closed in the 1990's for environmental remediation. During FY 2013, these systems were started and evaluated for further improvements.

Planned future improvements include separating the landfill gas systems for the lined and unlined hills and upgrading the older and outdated landfill gas blower to serve the unlined hill.

Program Summary: North Wake

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	-	175,000	-	-	-	-	-	175,000
Professional Services	-	-	-	-	348,000	-	-	348,000
Total Uses	-	175,000	-	-	348,000	-	-	523,000
Funding Sources								
Appropriated Fund Balance	-	175,000	-	-	348,000	-	-	523,000
Total Sources	-	175,000	-	-	348,000	-	-	523,000
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

Solid Waste



operating the facility. During FY 2013, repairs were made to the existing structure. In FY 2016, the scalehouse was provided with backup power. During FY 2018 roadway improvements will be made at the site.

Funding is appropriated in FY 2020, FY 2021 and FY 2022 to the next expansion phase clay material, a second partial closure project, and additional improvements to the East Wake Transfer Station.

South Wake Landfill

In February 2008, the South Wake Landfill (SWLF) began accepting municipal solid waste. Waste Industries was selected by the County Commissioners in June 2006 to serve as the County's contractor to design, build, operate and maintain the landfill. However, there were several elements of the design and construction of the landfill that the County retained and are funded by the SWLF partnership. First, the County has to provide the soil needed for each phase of construction. Secondly, the County is also responsible for the final closure of each cell of landfilling.

Phase 1A (26 acres) started accepting municipal solid waste in 2008 and reached initial capacity in 2010. Phase 1B was constructed during FY 2010 and reached initial capacity in July 2015. Phase 2A was constructed in 2014 and 2015, started accepting waste in July 2015 and is expected to last until 2020. The Phase 1 partial closure will be constructed during FY 2017 and FY 2018 with funding previously appropriated.

Also in 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer municipal solid waste to the SWLF for burial. Having a transfer station allows solid waste providers to maximize collections while reducing time needed to transport. The facility was built by the City of Raleigh and the County has an agreement with the City for

Solid Waste

Program Summary: South Wake Landfill

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18–24
Construction Costs	–	–	–	1,069,000	–	–	–	1,069,000
Professional Services	400,000	–	158,000	1,136,000	3,478,000	–	–	5,172,000
Total Uses	400,000	–	158,000	2,205,000	3,478,000	–	–	6,241,000
Funding Sources								
Appropriated Fund Balance	–	–	–	1,069,000	–	–	–	1,069,000
Miscellaneous	400,000	–	158,000	1,136,000	3,478,000	–	–	5,172,000
Total Sources	400,000	–	158,000	2,205,000	3,478,000	–	–	6,241,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Solid Waste



Landfill Gas Development

During FY 2011, the County began operating the landfill gas collection and control system. These

facilities are enabling the County to control landfill gas odors at the SWLF as well as seek beneficial reuse of the 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. County staff coordinated efforts to integrate this new system with the existing landfill gas collection and control system. The County must oversee the project development and operate the gas collection and control system installed in FY 2011. Further, the gas collection and control system will need to be expanded as the landfill grows. During FY 2017, an expansion of the gas collection and control system into Phase 1B was completed. Every other year additional expansions of the collection system will be pursued.

Program Summary: Landfill Gas Development

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total FY18-24
Construction Costs	600,000	–	382,000	–	696,000	–	430,000	2,108,000
Total Uses	600,000	–	382,000	–	696,000	–	430,000	2,108,000
Funding Sources								
Appropriated Fund Balance	600,000	–	382,000	–	696,000	–	430,000	2,108,000
Total Sources	600,000	–	382,000	–	696,000	–	430,000	2,108,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–



Financial Planning Model

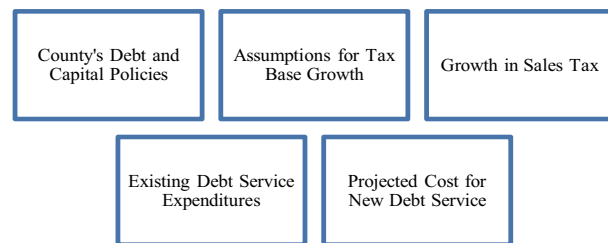
Financial Planning Model

Wake County uses a long-term financial planning model ("the model") to guide its approach for capital budgeting and issuance of future debt. The capital and debt model is used to evaluate the impact of capital funding decisions on the County's financial condition to ensure that policy targets are maintained long-term.

The capital and debt component of the model projects capital improvement program budgets through fiscal year 2024. The model, which uses the County's seven-year CIP as the major driver, helps policy makers maintain the debt policy policies and guidelines necessary to retain the County's Aaa/AAA/AAA bond rating. Wake County's Aaa/AAA/AAA rating allows the County to have the lowest financing cost available in the market. Wake County is one of 46 Counties in the United States rated triple-A by all three rating agencies.

The model is updated throughout the year and is updated for changes in assumptions related to property tax valuation, growth in sales tax, financial market conditions, as well as updates to the capital improvement program.

The model is developed within the County's financial policies and guidelines, which were established in the early 2000's. The policies and guidelines guide the County's approach to financing of capital projects and include metrics and measures for the issuance of additional debt, existing debt service, and cash funding of capital projects. Debt and cash funding of the capital improvement program is based on the County's debt and capital policies, assumptions for tax base growth, growth in sales tax revenue dedicated to WCPSS debt and capital, existing debt service expenditures, and projected cost of new debt service.



Debt and Capital Policies

Dedicated Revenue Sources

Property Taxes: The County allocates a portion of the property tax rate specifically for debt service and cash funding for capital. The dedicated tax rate for debt and capital is 19.01 cents of the County's recommended 61.50 cents property tax rate.

In April 2016, the Board of Commissioners adopted a motion to move to a four-year revaluation cycle for residential property. For the next revaluation, which takes effect in FY 2021, the model assumes a revenue neutral rate and the capital/debt portion of the tax rate at the same relative percentage as prior to the revaluation.

Sales Taxes: State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds come from the local half-cent sales and use tax authorized July 1, 1984 (Article 40) and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 (Article 42) are required to be used for school capital outlay, capital projects, and/or school debt service.

Maintain the mix of cash ("pay-as-you-go")

Funds are allocated between planned debt service and cash funding of county capital projects and future projects (WCPSS, WTCC, and County) such that the County maintains a target of generally no more than 80% debt in any given year for the combined total of County, WCPSS, and Wake Tech capital projects.

Financial Planning Model

Fund Balance

Debt and cash funding of capital is developed within the County's fund balance policies. Fund Balance is used in the debt service fund because of fluctuating debt service based on prior years' debt issuance, and premium used towards interest payments that was received as from prior year bond sales. Accordingly, the County maintains fund balance policies of:

Debt Service Fund: Maintain a fund balance of at least 19 percent of subsequent year debt service expenditures.

Operating Revenues: Maintain a fund balance of at least 30 percent of general fund and debt service fund combined revenues

Any remaining funds above 30 percent target are programmed for future debt service and cash funding of projects – e.g. capacity without a tax increase. The County uses the model to strategically solve for the low of 30 percent - that is the point a tax increase is needed to fund additional debt and capital capacity.

Other Debt and Capital Policies

Other debt and capital policies the County adheres to is a project debt repayment schedule that observers expect of triple-A rated counties (70% within ten years). Debt is structured and new issuances are managed such that the County's debt to assessed ratio does not exceed 1.75% of County's tax base. General fund and capital project fund investment earnings are recorded in the Debt Service Fund.

Growth Assumptions and Interest Rates on Future Debt Issues

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth. Interest rates on future debt are modeled conservatively based on historical market trends.

Property Tax Assessed Value Growth: FY 2018 serves as the base. Growth projections are 2.9% in FY 2018, 2.75% in FY 2019, 2.5% in FY 2020 and thereafter.

Sales Tax Growth: FY 2018 projected serves as the base. Growth projections are 6% in FY 2018 and FY 2019, 5.5% in FY 2020 and 2021, 5% in FY 2022 and 2023, 4.5% in FY 2024, and 4% in FY 2025 and thereafter.

	2018	2019	2020	2021*	2022	2023	2024
Total Property Tax Rate	61.50	61.50	61.50	57.05	57.05	57.05	57.05
Property Tax Rate for Capital	19.01	19.01	19.01	17.63	17.63	17.63	17.63
Property Tax Valuation Growth	2.90%	2.75%	2.50%	10.50%	2.50%	2.50%	2.50%
Sales tax annual growth rate	6.00%	6.00%	5.50%	5.50%	5.00%	5.00%	4.50%
Investment rate	1.00%	1.35%	1.75%	2.00%	2.25%	2.50%	2.50%
1-Month LIBOR	1.35%	1.76%	2.08%	2.21%	2.40%	2.52%	2.52%
70% of 1-Month LIBOR	0.95%	1.23%	1.46%	1.55%	1.68%	1.76%	1.76%
Spread: GO BANs vs. 70% of LIBOR	0.51%	0.51%	0.51%	0.51%	0.51%	0.51%	0.51%
G.O. BANs Variable Interest Rate	1.46%	1.74%	1.97%	2.06%	2.19%	2.27%	2.27%
LOB BANs Variable Interest Rate	1.66%	1.94%	2.17%	2.26%	2.39%	2.47%	2.47%
Fixed Rate TIC (GO)	3.25%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Fixed Rate TIC (LOBs)	3.75%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%

*Revaluation

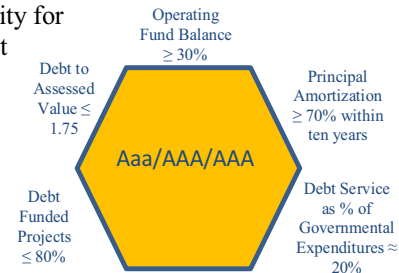
Interest Rates on Future Debt Issuance: Future interest costs for debt to be issued are based on a 4.5% coupon and premium for a TIC of 4.0 percent over the average life of the debt for fixed rate general obligation debt. Debt issued to repay bond anticipation notes is assumed without premium. For FY 2018, the TIC is projected at 3.25 percent, based on market estimates in May 2017. Short-term interest rates for bond anticipation notes and the County's investment rate are tied to projections for increases in the federal funds rate.

Financial Planning Model

Capital Improvement Plan and County Debt Capacity

The County's Financial Model is used to determine the County's capacity for capital programs and projects. The County calculates the County's debt and capital capacity by balancing the parameters of the County's debt guidelines to maintain its Aaa/AAA/AAA rating.

The County has calculated its debt and capital capacity, without additional revenue (property tax increases), that allows it to maintain all of its debt and capital policies and guidelines.



County Debt and Capital Capacity without a Tax Increase

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Debt	\$286 M	\$275 M	\$275 M	\$275 M	\$275 M	\$275 M	\$275 M	\$1.9 B
Cash	\$45 M	\$35 M	\$35 M	\$35 M	\$35 M	\$35 M	\$35 M	\$255 M
TOTAL	\$332 M	\$310 M	\$310 M	\$310 M	\$310 M	\$310 M	\$310 M	\$2.19 B

On May 2, 2017 the Wake County Board of Education adopted a resolution approving a 2018 to 2024 Capital Improvement Program for building and renovating schools. Wake Technical Community College has also presented to the Board of Commissioners its 7-Year CIP, and has been updated to reflect the addition of FY 2024. These programs will continue to be updated and reviewed and modeled during FY 2018.

The County's financial model includes both programs and then solves to see if these programs, plus any additional programs, can be supported. A tax increase of 4.25 cents for FY 2019 is needed to support the level of capital projects modeled.

FY 2018 – FY 2024 Debt and Capital “Max/Solved” Capacity

	FY 2018	FY 2019*	FY 2020	FY 2021**	FY 2022	FY 2023	FY 2024	TOTAL
WCPSS	\$258 M	\$336 M	\$308 M	\$319 M	\$301 M	\$347 M	\$323 M	\$2.19 B
WTCC	\$74 M	\$68 M	\$108 M	\$110 M	\$112 M	\$105 M	\$104 M	\$680 M
EDUCATION	\$332 M	\$404 M	\$415 M	\$429 M	\$413 M	\$452 M	\$426 M	\$2.88 B
Open Space/Parks	?	?	?	?	?	?	?	TBD
Greenways	?	?	?	?	?	?	?	TBD
Libraries	?	?	?	?	?	?	?	TBD
Human Services & Affordable Housing	?	?	?	?	?	?	?	TBD
Other	?	?	?	?	?	?	?	TBD
Debt		\$50 M	\$50 M	\$50 M	\$50 M	\$50 M	\$50 M	\$300 M
Cash		\$5 M	\$10 M	\$10 M	\$10 M	\$10 M	\$10 M	\$55 M
TOTAL COUNTY	\$0 M	\$55 M	\$60 M	\$60 M	\$60 M	\$60 M	\$60 M	\$355 M
TOTAL MAX CAPACITY	\$332 M	\$458 M	\$475 M	\$489 M	\$473 M	\$512 M	\$486 M	\$3.2 B
TAX INCREASE*		4.25 Cents						
Total Tax Rate	61.50 Cents	65.75 Cents	65.75 Cents	60.99 Cents	60.99 Cents	60.99 Cents	60.99 Cents	
Debt and Capital Rate	19.01 Cents	23.26 Cents	23.26 Cents	21.58 Cents	21.58 Cents	21.58 Cents	21.58 Cents	
				**Revaluation				

For WCPSS and Wake Tech projects, FY 2018 is anticipated to be funded with a combination of cash funding and an installment draw down agreement for which future Limited Obligation Bonds would be issued to “take-out” the short-term notes. Remaining years are anticipated to be funded with General Obligation Bonds.

Financial Planning Model

Referenda Timing Considerations

Debt and capital capacity can also be modeled with variables of timing, frequency, purpose and amounts. The County has also modeled the County's debt and capital capacity assuming general obligation bond referenda every two years to finance WCPSS, Wake Tech, and County projects. FY 2018 is anticipated to be funded with a combination of cash funding and an installment draw down agreement for which future Limited Obligation Bonds would be issued to "take-out" the short-term notes. The first general obligation bond referenda could be in Spring 2018, for which a 2.75 cents tax increase would be needed to support the level of WCPSS, Wake Tech, and County projects shown. These amounts and purposes would continue to be refined and modeled during fall 2018.

Future referenda would be held in May 2020 and May 2022, and the corresponding tax increases to support the level of debt service and cash funding of capital projects are shown. These amounts and purposes would be refined in later years as capital programs are annually updated.

FY 2018 – FY 2024 Debt and Capital Capacity Two Year Referenda

	FY 2018	FY 2019*	FY 2020	FY 2021* **	FY 2022	FY 2023*	FY 2024	TOTAL
WCPSS	\$258 M	\$336 M	\$308 M	\$319 M	\$301 M	\$347 M	\$323 M	\$2.19 B
WTCC	\$74 M	\$68 M	\$108 M	\$110 M	\$112 M	\$105 M	\$104 M	\$680 M
EDUCATION	\$332 M	\$404 M	\$415 M	\$429 M	\$413 M	\$452 M	\$426 M	\$2.88 B
County - Debt	-	\$15 M	\$15 M	\$15 M	\$15 M	\$15 M	\$15 M	\$90 M
County - Cash	-	\$10 M	\$10 M	\$10 M	\$10 M	\$10 M	\$10 M	\$60 M
TOTAL COUNTY	\$0 M	\$25 M	\$25 M	\$25 M	\$25 M	\$25 M	\$25 M	\$150 M
TOTAL CALCULATED	\$332 M	\$429 M	\$440 M	\$454 M	\$438 M	\$477 M	\$451 M	\$3.03 B
TAX INCREASE*		2.75 cents		1.00 cents		1.25 cents		
Total Tax Rate	61.50 Cents	64.25 Cents	64.25 Cents	60.60 Cents	60.60 Cents	61.85 cents	61.85 cents	
Debt and Capital Rate	19.01 Cents	21.76 Cents	21.76 Cents	21.11 Cents	21.11 Cents	22.36 Cents	22.36 Cents	
				**Revaluation				

Additional Information

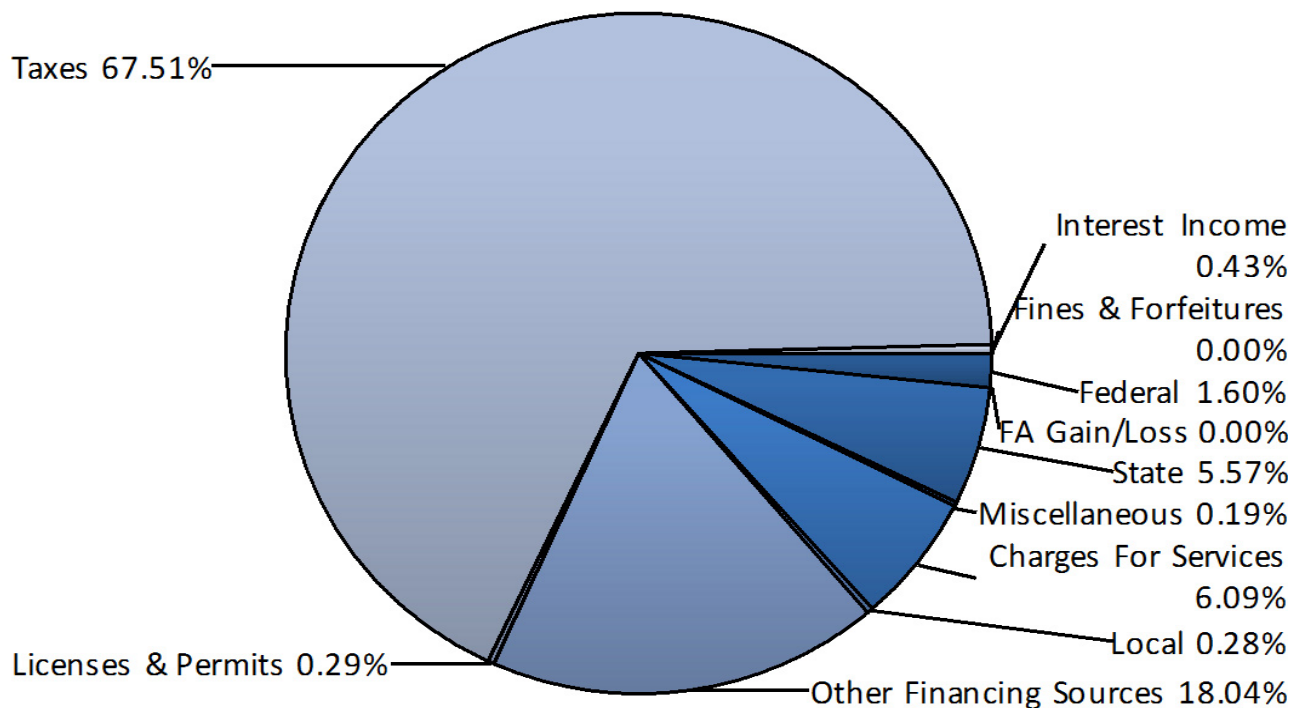
An excerpt from the County's financial model is available at <http://www.wakegov.com/budget/cip>. This information includes the detailed schedules for the County's tax and other revenue assumptions, schedules of debt service, planned bond anticipation notes, and projected fund balance for the debt service and general fund. Additional information is also available by contacting the County's Finance Department.

Total Revenues By Fund

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
General Fund	\$ 1,171,892,597	1,200,021,000	1,211,261,679	1,261,415,000
Debt Service	475,473,752	280,790,000	280,950,954	273,360,000
Special Revenue Funds				
Capital Area Workforce Development	7,539,087	5,197,000	9,848,961	5,089,000
Fire Tax District	21,808,422	25,438,000	25,446,776	26,496,000
Grants and Donations	4,111,580	2,539,924	3,914,212	2,802,454
Housing and Community Revitalization	4,884,663	6,723,000	6,877,000	7,828,000
Major Facilities	49,911,218	51,842,000	52,614,000	56,322,000
Transportation	6,034,889	7,419,000	8,071,632	8,730,000
Capital Improvement Funds				
County Capital Improvement Fund	35,430,596	51,013,000	37,185,907	38,712,000
Fire Tax District Capital	4,807,028	6,444,000	6,836,161	5,240,000
Major Facilities Capital Trust	1,084,586	1,158,000	1,158,000	3,000,000
Solid Waste Capital	201,967	3,149,000	3,839,614	1,600,000
Wake County Public Schools Capital Projects	–	119,250,574	–	265,667,014
Wake Technical Community College Capital Projects	5,022,094	1,500,000	1,765,000	73,952,000
Internal Service Fund				
Corporate Fleet Fund	8,319,378	8,439,000	9,141,755	9,648,000
Enterprise Funds				
Solid Waste Management	13,449,304	14,777,000	14,972,035	14,500,000
South Wake Landfill	23,120,945	16,200,000	16,577,392	17,500,000
	1,833,092,105	1,801,900,498	1,690,461,078	2,071,861,468
Less Interfund Transfers	(274,574,467)	(320,377,680)	(293,841,496)	(329,007,235)
	\$ 1,558,517,638	1,481,522,818	1,396,619,582	1,742,854,233

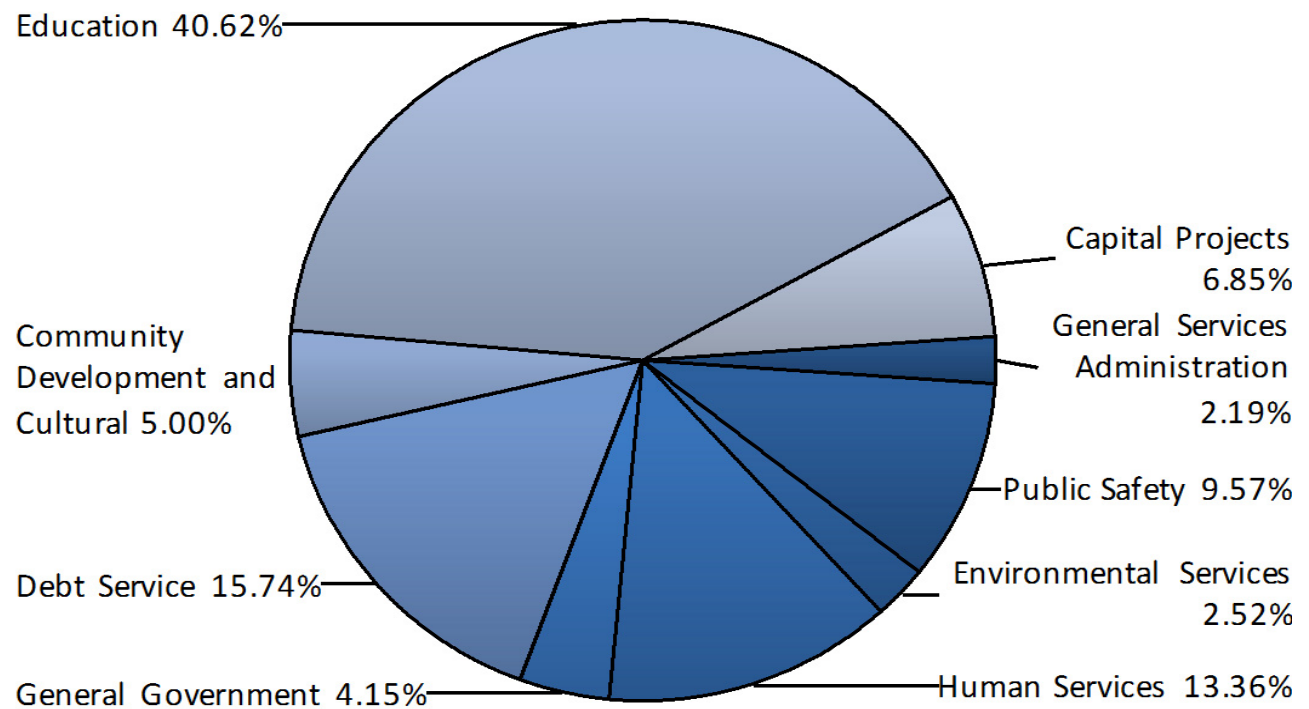
Total Revenues by Source

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Taxes	\$ 1,068,237,225	1,110,317,129	1,114,509,129	1,172,214,503
Federal	27,662,804	26,221,547	30,360,108	27,803,026
State	101,390,425	94,791,698	95,398,697	96,701,755
Local	8,578,364	4,790,165	7,182,991	4,889,728
Charges For Services	103,397,806	100,883,255	102,754,296	105,802,225
Licenses & Permits	5,188,339	4,598,600	4,598,600	4,982,610
Fines & Forfeitures	42,805	–	44,940	–
Interest Income	5,519,261	4,954,516	4,708,334	7,419,146
Miscellaneous	4,570,118	3,237,406	3,337,041	3,254,603
FA Gain/Loss	(37,827)	–	–	–
Other Financing Sources	233,968,316	131,728,502	33,725,446	319,786,637
Total Revenues by Source	\$ 1,558,517,638	1,481,522,818	1,396,619,582	1,742,854,233



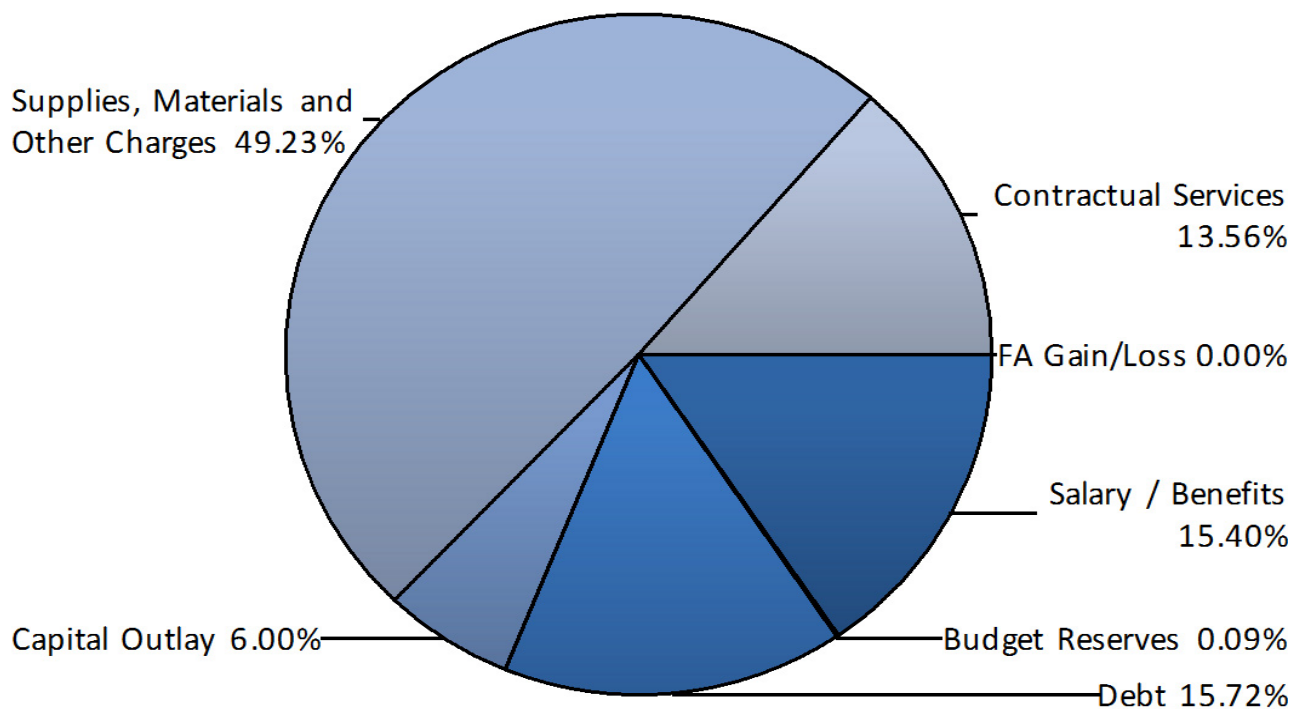
Expenditures By Use

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
General Services Administration	\$	35,502,063	36,111,690	37,545,106	38,061,612
Human Services		207,184,354	224,060,329	228,836,146	231,995,604
Debt Service		501,898,617	280,790,000	280,950,954	273,360,000
General Government		58,036,829	57,936,670	60,535,126	72,123,940
Environmental Services		40,381,921	42,969,548	44,287,988	43,814,465
Public Safety		146,749,685	152,401,665	157,161,468	166,104,123
Community Development and Cultural		76,391,151	83,145,916	82,290,669	86,752,069
Capital Projects		118,040,884	56,034,000	42,769,253	118,999,302
Education		405,416,000	548,073,000	429,711,000	711,965,000
	\$				
Total Operating Expenses	\$	1,589,601,504	1,481,522,818	1,364,087,710	1,743,176,115



Expenditures By Type

		FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Capital Outlay	\$	46,400,553	32,126,861	40,811,828	104,189,216
Supplies, Materials and Other Charges		607,839,234	687,821,322	571,445,527	861,613,711
Contractual Services		205,983,849	232,352,474	239,747,858	235,484,261
Debt		501,751,074	280,451,800	280,579,201	272,900,887
Salary / Benefits		227,626,795	247,394,725	249,477,838	267,463,399
Budget Reserves		–	1,375,636	(17,974,542)	1,524,641
	\$				
Total Expenditures by Type	\$	1,589,601,504	1,481,522,818	1,364,087,710	1,743,176,115



Summary of Revenues, Expenditures and Changes In Fund Balance

General Fund

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Operating Revenues				
Taxes	\$ 997,101,981	1,033,052,129	1,036,472,129	1,090,532,503
Federal	11,650,105	11,533,533	11,723,478	11,963,339
State	84,296,792	81,239,138	81,084,831	82,206,455
Local	7,560,354	4,056,850	4,121,850	4,021,850
Charges For Services	61,740,574	60,341,506	60,480,868	63,104,536
Licenses & Permits	5,185,432	4,591,700	4,591,700	4,978,165
Fines & Forfeitures	—	—	—	—
Interest Income	65,451	11,432	11,432	1,220
Miscellaneous	628,263	404,822	404,822	340,022
Total Operating Revenues	1,168,228,953	1,195,231,110	1,198,891,110	1,257,148,090
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	29,537,830	33,703,916	34,059,630	34,790,069
Debt Service	—	—	—	—
Education	405,416,000	429,711,000	429,711,000	447,197,000
Environmental Services	9,954,694	11,125,938	11,292,513	12,257,038
General Government	57,942,873	57,936,670	60,428,330	72,040,024
General Services Administration	26,786,097	27,672,690	28,403,351	28,413,612
Human Services	187,039,370	202,952,645	203,862,428	208,105,775
Public Safety	126,365,089	130,001,878	133,913,167	142,189,414
Total Operating Expenses	843,041,952	893,104,737	901,670,419	944,992,932
Revenues Over (Under) Expenditures	325,187,001	302,126,373	297,220,691	312,155,158
Other Financing Sources (Uses)				
Transfers In	3,658,617	3,588,574	3,588,574	4,065,594
Transfers Out	(297,679,617)	(306,916,263)	(309,591,263)	(316,422,068)
Bond Proceeds and other financing transactions	5,027	—	—	134,000
Total Other Financing Sources (Uses)	(294,015,973)	(303,327,689)	(306,002,689)	(312,222,474)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	31,171,028	(1,201,316)	(8,781,998)	(67,316)
Fund Balance at Beginning of Year	0	31,171,028	29,969,711	21,187,713
Fund Balance at End of Year	31,171,028	29,969,711	21,187,713	21,120,397

Summary of Revenues, Expenditures and Changes In Fund Balance

Debt Service Funds

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	2,798,026	2,783,015	2,783,015	2,783,013
State	11,897,360	10,000,000	10,000,000	10,000,000
Local	—	—	—	—
Charges For Services	11,500	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	4,720,574	3,854,000	3,854,000	6,308,000
Miscellaneous	2	—	—	—
Total Operating Revenues	19,427,462	16,637,015	16,637,015	19,091,013
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	501,898,617	280,790,000	280,950,954	273,360,000
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	501,898,617	280,790,000	280,950,954	273,360,000
Revenues Over (Under) Expenditures	(482,471,155)	(264,152,985)	(264,313,939)	(254,268,987)
Other Financing Sources (Uses)				
Transfers In	222,083,000	253,598,000	253,718,954	240,929,000
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	233,963,289	666,507	666,507	—
Total Other Financing Sources (Uses)	456,046,289	254,264,507	254,385,461	240,929,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(26,424,866)	(9,888,478)	(9,928,478)	(13,339,987)
Fund Balance at Beginning of Year	0	(26,424,866)	(36,313,344)	(46,241,822)
Fund Balance at End of Year	(26,424,866)	(36,313,344)	(46,241,822)	(59,581,809)

Summary of Revenues, Expenditures and Changes In Fund Balance

Special Revenue Funds

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Operating Revenues				
Taxes	71,135,107	77,265,000	78,037,000	81,682,000
Federal	13,146,073	11,904,999	15,603,615	13,056,674
State	1,865,002	1,699,247	2,209,456	2,281,168
Local	848,858	733,315	2,871,141	867,878
Charges For Services	6,028,852	5,739,121	5,890,453	6,852,266
Licenses & Permits	—	—	—	—
Fines & Forfeitures	42,805	—	44,940	—
Interest Income	128,267	15,000	15,000	29,400
Miscellaneous	5,279	134,979	(227,695)	138,000
Total Operating Revenues	93,200,243	97,491,661	104,443,910	104,907,386
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	46,853,321	49,442,000	48,231,039	51,962,000
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	80,769	—	19,232	—
General Government	93,956	—	106,796	83,916
General Services Administration	94,827	—	—	—
Human Services	20,144,984	21,107,684	24,973,718	23,889,829
Public Safety	20,384,596	22,399,787	23,248,301	23,914,709
Total Operating Expenses	87,652,454	92,949,471	96,579,086	99,850,454
Revenues Over (Under) Expenditures	5,547,788	4,542,190	7,864,824	5,056,932
Other Financing Sources (Uses)				
Transfers In	1,089,617	1,542,263	1,542,263	1,614,068
Transfers Out	(8,072,563)	(6,209,453)	(10,193,497)	(7,417,000)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	(6,982,946)	(4,667,190)	(8,651,234)	(5,802,932)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(1,435,158)	(125,000)	(786,410)	(746,000)
Fund Balance at Beginning of Year	0	(1,435,158)	(1,560,158)	(2,346,568)
Fund Balance at End of Year	(1,435,158)	(1,560,158)	(2,346,568)	(3,092,568)

Summary of Revenues, Expenditures and Changes In Fund Balance

Internal Service Fund

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	26,682	—	—	—
Local	—	—	—	—
Charges For Services	7,701,914	7,852,752	7,852,752	8,407,767
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	28,813	20,000	20,000	20,000
Miscellaneous	561,969	351,135	351,135	514,899
Total Operating Revenues	8,319,378	8,223,887	8,223,887	8,942,666
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	—	—	—	—
General Government	—	—	—	—
General Services Administration	8,621,138	8,439,000	9,141,755	9,648,000
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	8,621,138	8,439,000	9,141,755	9,648,000
Revenues Over (Under) Expenditures	(301,760)	(215,113)	(917,868)	(705,334)
Other Financing Sources (Uses)				
Transfers In	—	—	—	—
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	—	—	—	—
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(301,760)	(215,113)	(917,868)	(705,334)
Fund Balance at Beginning of Year	0	(301,760)	(516,873)	(1,434,741)
Fund Balance at End of Year	(301,760)	(516,873)	(1,434,741)	(2,140,075)

Summary of Revenues, Expenditures and Changes In Fund Balance

Enterprise Funds

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Operating Revenues				
Taxes	—	—	—	—
Federal	—	—	—	—
State	1,899,589	1,853,313	1,853,313	2,214,132
Local	—	—	—	—
Charges For Services	25,165,052	25,194,376	25,194,376	26,765,656
Licenses & Permits	2,907	6,900	6,900	4,445
Fines & Forfeitures	—	—	—	—
Interest Income	319,438	165,510	542,902	161,512
Miscellaneous	1,383,856	2,216,470	2,216,470	1,861,682
Total Operating Revenues	28,733,015	29,436,569	29,813,961	31,007,427
Operating Expenses				
Capital Projects	—	—	—	—
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	—	—	—
Environmental Services	29,129,914	28,694,610	28,694,610	30,557,427
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	29,129,914	28,694,610	28,694,610	30,557,427
Revenues Over (Under) Expenditures	(396,899)	741,959	1,119,351	450,000
Other Financing Sources (Uses)				
Transfers In	7,837,233	1,032,390	1,032,390	992,573
Transfers Out	(8,287,233)	(2,282,390)	(2,854,817)	(1,442,573)
Bond Proceeds and other financing transactions	—	—	—	—
Total Other Financing Sources (Uses)	(450,000)	(1,250,000)	(1,822,427)	(450,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(846,899)	(508,041)	(703,076)	—
Fund Balance at Beginning of Year	0	(846,899)	(1,354,940)	(2,058,016)
Fund Balance at End of Year	(846,899)	(1,354,940)	(2,058,016)	(2,058,016)

Summary of Revenues, Expenditures and Changes In Fund Balance

Capital Improvement Funds

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
Operating Revenues				
Taxes	137	—	—	—
Federal	68,600	—	250,000	—
State	1,405,000	—	251,097	—
Local	169,152	—	190,000	—
Charges For Services	2,749,914	1,755,500	3,335,847	672,000
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	256,718	888,574	265,000	899,014
Miscellaneous	1,990,750	130,000	592,309	400,000
Total Operating Revenues	6,640,271	2,774,074	4,884,253	1,971,014
Operating Expenses				
Capital Projects	118,040,884	56,034,000	42,769,253	118,994,000
Community Development and Cultural	—	—	—	—
Debt Service	—	—	—	—
Education	—	118,362,000	—	258,147,000
Environmental Services	1,216,544	3,149,000	4,281,633	1,000,000
General Government	—	—	—	—
General Services Administration	—	—	—	—
Human Services	—	—	—	—
Public Safety	—	—	—	—
Total Operating Expenses	119,257,428	177,545,000	47,050,886	378,141,000
Revenues Over (Under) Expenditures	(112,617,158)	(174,770,926)	(42,166,633)	(376,169,986)
Other Financing Sources (Uses)				
Transfers In	39,906,000	60,616,453	33,959,315	81,406,000
Transfers Out	(3,365,000)	(4,969,574)	(4,081,000)	(3,409,014)
Bond Proceeds and other financing transactions	—	119,124,047	11,941,114	298,173,000
Total Other Financing Sources (Uses)	36,541,000	174,770,926	41,819,429	376,169,986
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(76,076,158)	—	(347,204)	—
Fund Balance at Beginning of Year	0	(76,076,158)	(76,076,158)	(76,423,362)
Fund Balance at End of Year	(76,076,158)	(76,076,158)	(76,423,362)	(76,423,362)

Summary of Revenues, Expenditures and Changes In Fund Balance

All Funds

	FY16 Actual	FY17 Adopted	FY17 Amended	FY18 Recommended
All Funds Operating Revenues				
Taxes	1,068,237,225	1,110,317,129	1,114,509,129	1,172,214,503
Federal	27,662,804	26,221,547	30,360,108	27,803,026
State	101,390,425	94,791,698	95,398,697	96,701,755
Local	8,578,364	4,790,165	7,182,991	4,889,728
Charges For Services	103,397,806	100,883,255	102,754,296	105,802,225
Licenses & Permits	5,188,339	4,598,600	4,598,600	4,982,610
Fines & Forfeitures	42,805	—	44,940	—
Interest Income	5,519,261	4,954,516	4,708,334	7,419,146
Miscellaneous	4,570,118	3,237,406	3,337,041	3,254,603
Total Operating Revenues	1,324,549,322	1,349,794,316	1,362,894,136	1,423,067,596
Operating Expenses				
Capital Projects	118,040,884	56,034,000	42,769,253	118,994,000
Community Development and Cultural	76,391,151	83,145,916	82,290,669	86,752,069
Debt Service	501,898,617	280,790,000	280,950,954	273,360,000
Education	405,416,000	548,073,000	429,711,000	705,344,000
Environmental Services	40,381,921	42,969,548	44,287,988	43,814,465
General Government	58,036,829	57,936,670	60,535,126	72,123,940
General Services Administration	35,502,063	36,111,690	37,545,106	38,061,612
Human Services	207,184,354	224,060,329	228,836,146	231,995,604
Public Safety	146,749,685	152,401,665	157,161,468	166,104,123
Total Operating Expenses	1,589,601,504	1,481,522,818	1,364,087,710	1,736,549,813
Revenues Over (Under) Expenditures	(265,052,183)	(131,728,502)	(1,193,574)	(313,482,217)
Other Financing Sources (Uses)				
Transfers In	274,574,467	320,377,680	293,841,496	329,007,235
Transfers Out	(317,404,413)	(320,377,680)	(326,720,577)	(328,690,655)
Bond Proceeds and other financing transactions	233,968,316	119,790,554	12,607,621	298,307,000
Total Other Financing Sources (Uses)	191,138,370	119,790,554	(20,271,460)	298,623,580
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(73,913,813)	(11,937,948)	(21,465,034)	(14,858,637)
Fund Balance at Beginning of Year	0	(73,913,813)	(85,851,761)	(107,316,795)
Fund Balance at End of Year	(73,913,813)	(85,851,761)	(107,316,795)	(122,175,432)



Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2018, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types. Typically when a fund does not use fund balance there is a contribution to fund balance and when applicable this is illustrated in the following sections.

General Fund

The County adheres to the General Fund Financial Policies for fund balance (see section on Financial Policies). The FY 2018 General Fund includes use of \$201,000 designated fund balance for the support of Register of Deeds Automation projects and a pilot project in the Detention Center to reduce recidivism.

Debt Service Fund

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

The County's policy is to maintain a minimum fund balance of 19 percent in the debt service fund, and a fund balance of at least 30 percent of general fund and debt service fund combined revenues. The County models forecast revenues and expenditures to assure that the dedicated portion of property tax and sales tax are sufficient for funding the debt. In FY 2018, approximately \$13 million of fund balance will be used in accordance with this practice. This

amount has been factored into the County's long range financial model. Special Revenue Funds

The Major Facilities Special Revenue Fund is projected to contribute \$395,000 to fund balance during FY 2018. This amount is associated with appropriations for higher revenues than expenditures based on Interlocal Agreement and amendments that determine appropriate revenue percent growth.

The Fire Tax District Fund is projected to use \$621,000 in appropriated fund balance in FY 2018.

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

Internal Service Fund

The Internal Service Fund will be in its seventh year of operations in FY 2018. The FY 2018 budget increased over FY 2017, largely because of increases in capital asset replacement and acquisition. The budgeted fuel rate for fleet vehicles, was maintained at an unleaded rate of \$2.27 per gallon and diesel at \$2.05 per gallon. The projected beginning unreserved fund balance for FY 2018 is \$2.8 million and Fleet services plans to use \$705,000 for capital purchases.

Enterprise Funds

The use of fund balance is designated to long-term capital needs for solid waste collection and disposal systems. The FY 2018 budget includes approximately \$400,000 contributed to Solid Waste Fund Balance. The Solid Waste Model is used to ensure there is a sustainable plan for the next seven years. Solid Waste Fund Balance is primarily reserved for capital improvements to Solid Waste facilities.

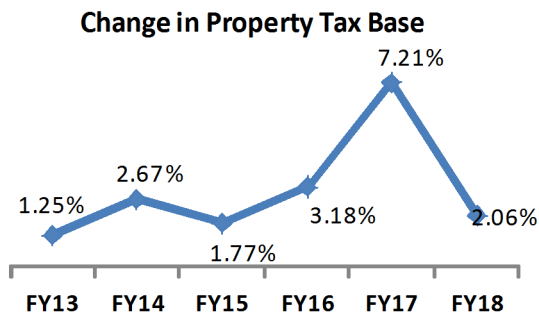
The South Wake Landfill Fund is managed by an interlocal partnership and corresponding financial model. The amount of tonnage deposited at the landfill is the primary driver of the expenditures and revenues within the fund. This fund does not use fund balance.



Revenues

Property Tax

The property tax is Wake County's largest revenue source, comprising 70 percent of all General Fund revenues. Property tax is levied against real, personal, public service, and registered vehicle property not exempt from taxation.



Tax Base FY 2017-18 Estimates (in millions)

Each component of the FY 2018 property tax base is discussed below.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real Property is anticipated to increase by 2.16 percent from FY 2017 budget to a total of \$122.95 billion in FY 2018.

Personal property includes unlicensed vehicles and business personal property. The personal property portion of the tax base is projected to increase in FY 2018 by 8.46 percent from the FY 2017 budget. Personal property reflects the value of business equipment.

The public services tax base component includes the taxable assets of public utilities such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2018 valuation is expected to increase by 0.74 percent.

The motor vehicle portion of the tax base is projected in FY 2018 to increase by 8.96 percent from the FY 2017 budget. This is due to increased collections associated with the Tag & Tax program, which requires vehicle owners to pay their vehicle tax at the time vehicle registration takes place.

The County's property tax collection rate continues to be one of the highest in the State at 99.6 percent in FY 2017.

Sales Tax

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

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-sale basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2017 was received in April 2017).

Sales Tax Revenues By Article (in millions)

	FY14	FY15	FY16	FY17 Est.	FY18 Budg.
Article 39	63.4	67.4	72.6	78.2	82.8
Article 40	30.2	33.5	36.0	39.7	42.0
Article 42	39.8	43.0	46.5	50.4	53.4
Article 44	(0.0)	0.1	0.0	(0.0)	-
Adjustments to Sales Tax				(5.9)	(5.9)
Medicaid Hold Harmless	8.0	10.5	12.5	15.0	18.0
Total	141.3	154.5	167.6	177.3	190.4

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

Revenues

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

This change in legislation included a hold harmless provision for Counties and Municipalities. For Counties, the State would remit to Counties the difference between the Medicaid match and the lost growth from sales tax. In FY 2018, revenues from the State under the hold harmless agreement are expected to reach \$15.00 million.

The Medicaid legislation also affects revenues from Article 39, a one-cent sales tax returned to Wake County and its municipalities in a point-of-sale distribution. State law requires counties to hold municipalities "harmless" for their revenue losses from the Medicaid legislation. This began October 1, 2008, when Wake County began losing a portion of Article 39 revenues to hold cities harmless for their Article 44 per capita losses. Hold harmless amounts increased beginning October 1, 2009 sales, when Wake County must also hold cities harmless for the remainder of Article 44.

As a result of state legislation (GS 105-524) first affecting sales tax distributions in FY17, a portion of articles 39, 40 and 42 are redistributed monthly to smaller, rural counties. The impact of this legislative adjustment is budgeted at \$5.9M in FY18.

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

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 FY 2018 budget is \$11.6

million based on current year revenue and historical projection trends.

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 alter-native 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.6 million from this revenue source in FY 2018.

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 FY 2018 amount budgeted is \$877,200, which is not changed from the FY 2017 Adopted budget.

Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2018, the County anticipates receiving \$4.98 million in revenue for this category, which is an increase of 8.4 percent from the FY 2017 adopted level of \$4.6 million. These increases are primarily from building and construction permits (\$214,000 increase) and well and septic related permits (\$193,000 increase). The building permit fee structure is consistent with the Board-adopted User Fee Policy as it provides full recovery of costs of the building inspection program.

Federal, State and Local Shared Revenue

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Public Safety, and Environmental Services. These revenue sources are

Revenues

dependent upon actions by the federal and state legislative bodies of government, as well as upon administrators of the respective programs. In FY 2018, State shared revenues in the General Fund are expected to increase from \$81.2 million in the FY 2017 Adopted Budget to \$82.2 million in the FY 2018 budget. The increase is primarily due to increased food and nutrition state funding.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund, which total \$53.6 million.

Local shared revenue generally consists of revenues from the ABC Board and donations.

Fees and Charges for Services

Charges for services include user fees for EMS, Human Services, Sheriff, Register of Deeds, Recreation, Libraries, and other County services including contracts with the Wake County Public Schools System for all school building inspection and plan review functions. Typically these types of fees finance, in part, the County functions for which they are assessed. All fees are consistent with the County's User Fee Policy, found behind the Process and Policies tab of this book. Fee and Charges for Services changes in FY 2018 are in the following sections.

Register of Deeds Fees and Charges

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. The FY 2018 budget anticipates \$5.46 million.

Environmental Services Fees and Charges

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

FY 2018, the department expects to receive a total of \$1.8 million.

General Services Administration

The General Services Administration Department provides facility maintenance and fleet services for County departments, as well as manages the Wake County Parking Deck. Parking fees are collected for public parking at hourly, daily and monthly rates and employee monthly parking. In FY 2018, the department expects to receive \$975,000 in parking fees, a \$242,000 increase.

Court facility fees are also collected by GSA, and this budget estimates \$1.1 million to be collected, a \$133,000 reduction in line with actuals.

Human Services Fees and Charges

In FY 2018, Human Services will earn \$15.1 million from fees and charges for services. These fees include Medicaid payments, fees charged to clients in the County's health clinics, and vending and sales income.

Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, firing range usage fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the federal government for housing detainees awaiting trial in federal court, and jail fees from the State Department of Corrections for housing sentenced state inmates. The Sheriff's Office also collects Service Fees, which are projected to maintain similar levels as the FY17 budget. Total Sheriff fees and charges for FY 2018 are projected at similar levels to the FY17 budget.

Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting, libraries and parks. This includes planning and inspections fees, park rentals and fees for late books. In FY 2018, the department expects to receive \$5.19 million in fees and charges. This is \$217,000 higher than the FY 2017 adopted budget reflecting increased charges for services in the Planning Division.

Revenues

Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The FY 2017 budget includes three transfers to the General Fund that total \$2.75 million.

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

The Major Facilities Fund will transfer \$1.4 million in FY 2018 to the General Fund to cover collection costs related to the taxes on Prepared Food and Beverages and on Hotel/Motel Occupancy revenues. The transfer has been capped at a flat amount of \$1.4 million in the most recent interlocal review.

Finally, the Wake County Public School System Capital Fund will transfer approximately \$899,000 to the General Fund for its administrative lease.

Non-General Fund Revenues

Debt Service Fund

Debt Service Fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. The largest of these is transfers from the General Fund, which totals \$239.8 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.

Fire Tax District

The County has a single consolidated fire tax district created to provide fire service to the unincorporated

areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund operating and capital needs to provide a more consistent level of service. In FY 2018, the total tax rate is 9.60 cents, with 8.48 cents for operating and 1.12 directed to capital needs. The rate is unchanged from the prior fiscal year and is expected to generate \$25.86 million, an increase of 1.7 percent above the FY 17 budgeted tax revenues.

Housing and Community Revitalization Fund

The major revenue sources for this fund are: Community Development Block Grant, HOME, and Shelter Plus Care federal funds administered by the U.S. Department of Housing and Urban Development. The fund also receives program income from its various projects, which are used to fund additional housing and community efforts. Total budget for FY 2016 is \$7.8 million.

Major Facilities

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

Occupancy tax revenues are projected to increase in FY 2017 by 8.0 percent compared to prior year actuals and are expected to continue to show increases into FY 2018. Occupancy revenues are budgeted with an increase by 5 percent in FY 2018 over the FY 2017 projections. Prepared food and beverages revenues are expected to increase 6.3 percent in FY 2017 over prior year actuals and increase by an additional 6.0 percent in FY 2018 over the FY 2017 projections. Revenue estimates were determined during the last interlocal review.

The Major Facilities Fund in FY 2018 is just over \$56.3 million, of which \$26.4 million is from occupancy taxes and \$29.4 million is from prepared food and beverage. Additionally, a \$500,000 reimbursement from the City of Raleigh is included

Revenues

in the budget and will be directed toward maintenance activities at the PNC Arena.

Human Services Transportation Fund

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

The major revenue sources for this fund include Medicaid Reimbursement and Charges for Services, as well as State and Local funding. These are expected to total \$8.7 million in FY 2018.

Enterprise Funds

Solid Waste Management Fund

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

For FY 2018, the operating budget totals \$14.5 million. The household fee is set at \$20 per household per year which represents about 60 percent of the total revenue in the Solid Waste Management Fund.

South Wake Landfill Partnership Fund

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

For FY 2018, the operating budget totals \$17.5 million. The FY 2018 budget increases by more than \$1.3 million, due to increased tonnage growth. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a \$2 per ton solid waste tax

levied by the State of North Carolina for all solid waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a \$3 per ton large volume discount through an Interlocal Agreement, the tipping fee is \$29 per ton.

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.

User Fee Change Summary

The following fee changes are included for FY 2018:

Description	Current Fee	Proposed Fee
Engineer Option Permit allowing County to charge plan review fee for homeowners who contract a private engineer to draft septic system plans.	\$0	\$120
Ground Water Sample Testing Waiver for Wake County Priority List outreach.	\$50	\$0 Temporary waiver for households identified during outreach events
Food Service Plan Review Fee	\$200	\$250
<u>EMS System Special Event User Fees</u>		
Ambulance	\$105	\$155
Bike Team	\$90	\$125
Venue Team	\$90	\$90
Supervisor / Single Responder	\$50	\$70
<u>Planning, Development and Inspection User Fees</u>		
Zoning Appeal	\$250	\$300
Planned Compliance Permit Application	\$375	\$800
Major Site Plan Review	\$800	\$500
Final Subdivision Review	\$300	\$600
Modification of a Previously Approved Rezoning	\$750	\$1,000
Grave Removal	\$300	\$500
Traffic Impact Analysis	\$1,000	\$1,500
Special Use Permit	\$375	\$800
Sign Permit	\$50	\$100



Schedule of Interfund Transfers

Revenues - Transfers In	From	From	From	From	From
To Fund	General Fund	Fire Tax District	Major Facilities	County Capital Projects	Fire Capital Projects
General Fund			1,400,000		
Debt Service	239,788,000	1,141,000			
Special Revenue Funds					
Grants and Donations Fund	114,068				
Housing and Community Revitalization				1,500,000	
Capital Project Funds					
County Capital Projects	29,919,000				777,000
Fire Tax Capital Projects		1,876,000			
Major Facilities Capital Proj.s			3,000,000		
Solid Waste Capital Projects					
WCPSS Capital Projects	35,568,000				
Wake Tech Capital Projects	10,033,000				
Enterprise Funds					
Corporate Fleet Fund					
Solid Waste Management					
Totals	315,442,068	3,017,000	4,400,000	1,500,000	777,000
\$					

Revenues - Transfers In (continued from above)	From	From	From	From	
To Fund	Solid Waste Management	South Wake Landfill Fund	WCPSS Capital Projects	Major Facs Capital Projects	Total Transfers In
General Fund	450,000		899,014		2,749,014
Debt Service					240,929,000
Special Revenue Funds					
Grants and Donations Fund					114,068
Housing and Community Revitalization					1,500,000
Capital Project Funds					
County Capital Projects				233,000	30,929,000
Fire Tax Capital Projects					1,876,000
Major Facilities Capital Proj.s					3,000,000
Solid Waste Capital Projects					
WCPSS Capital Projects					35,568,000

Schedule of Interfund Transfers

Revenues - Transfers In	From	From	From	From	From	
To Fund	General Fund	Fire Tax District	Major Facilities	County Capital Projects	Fire Capital Projects	
Wake Tech Capital Projects	10,033,000					10,033,000
Enterprise Funds						
Corporate Fleet Fund						
Solid Waste Management		992,573				992,573
Totals	450,000	992,573	899,014		233,000	327,690,655
\$						

Expenditures - Transfers Out	To	To	To	To	To	To
From Fund	General Fund	Debt Service	Housing and Community Revitalization	County Capital Projects	WTCC Capital Projects	
General Fund		239,788,000		29,919,000	10,033,000	
Special Revenue Funds						
Fire Tax District		1,141,000				
Major Facilities	1,400,000					
Capital Project Funds						
County Capital Projects			1,500,000			
Major Facilities Capital Projects				233,000		
WCPSS Capital Projects	899,014					
Fire Capital Projects				777,000		
Enterprise Funds						
Solid Waste Management	450,000					
South Wake Landfill						
Totals	\$ 2,749,014	240,929,000	1,500,000	32,929,000	10,033,000	

Expenditures - Transfers Out (continued from above)	To	To	To	To	To	To
From Fund	Fire Tax Capital Fund	Major Facilities Capital	Solid Waste Capital	Solid Waste Enterprise	Grants and Donations Fund	
General Fund						114,068
Special Revenue Funds						
Fire Tax District	1,876,000					
Major Facilities		3,000,000				
Capital Project Funds						
County Capital Projects						
Major Facilities Capital Projects						
WCPSS Capital Projects						
Fire Capital Projects						
Enterprise Funds						
Solid Waste Management						
South Wake Landfill				992,573		
Totals	\$ 1,876,000	3,000,000		992,573		114,068

Schedule of Interfund Transfers

Expenditures - Transfers Out (continued from above)		To	To	
From Fund	Corporate Fleet Fund	WCPSS Capital		Total Transfers Out
General Fund		35,568,000		315,422,068
Special Revenue Funds				
Fire Tax District				3,017,000
Major Facilities				4,400,000
Capital Project Funds				
County Capital Projects				1,500,000
Major Facilities Capital Projects				233,000
WCPSS Capital Projects				35,568,000
Fire Capital Projects				777,000
Enterprise Funds				
Solid Waste Management				450,000
South Wake Landfill				992,573
Totals	\$	35,568,000		327,690,655



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 1,046,791 residents (July 1, 2016 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 combination of business and industry, higher education, historic preservation, arts and culture, and trees, greenways and lakes offers Wake County residents a quality lifestyle with excellent job and educational opportunities, whether they prefer rural or urban settings.

Wake County contains twelve 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 that, every two years, three or four Commissioners are up for election. Under their direction, the County Manager oversees the daily provision of services to citizens ranging from health programs and other human and social services to parks and recreational opportunities, land use planning and zoning responsibilities, law enforcement and public safety, solid waste disposal and recycling, and libraries.

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

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

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

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 2015 Population (1)	1,046,791
Municipalities	Population (2)
Angier	112
Apex	45,585
Cary	158,069
Fuquay-Varina	23,907
Garner	28,053
Holly Springs	31,377
Knightdale	14,256
Morrisville	23,820
Raleigh	449,894
Rolesville	6,289
Wake Forest	37,102
Wendell	6,285
Zebulon	4,964
Unincorporated areas of Wake County	194,485

(1) July 1, 2016 is the most recent release of U.S. Census Bureau county population estimates. Released March 2017

Wake County Facts

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

Wake County has experienced explosive growth over the last 20 years. The US Census Bureau reported that Wake County had 1,046,791 residents as of July 1, 2016. The County gained 145,798 residents from 900,993 that were reported in April 1, 2010. Wake County is the 41st largest county in the United States up from 56th in April 1, 2010.

Wake County continues to experience significant growth and become a more diverse community. Many factors have influenced the growth in diversity within Wake County. In 2000, the US Census estimated the County's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2015, the Hispanic/Latino population increased to 103,443 which comprised 10% of the total population. This increase amounted to a 196% growth rate in Hispanic/Latino residents between 2000 and 2015. During the same period the Asian population grew by 182%: 68,621 residents (6.7% of the total population).

Wake County's population over age 65 has increased in the last decade by 113%. In 2000, 46,815 or 7.4% of the population was over age 65. In 2015 the number had reached 105,492 or 10.3% 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 has projected 137,500 residents over the age of 65 for 2020 within Wake County. The projection would mean an increase of roughly 38% for those over age 65 in Wake County.

Wake County had 674,517 residents over the age of 25 in 2015 according to the American Community Survey. Of which 50.1% had obtained a bachelor's degree or higher.

Educational Attainment (over age 25)	674,517
Less than 9th Grade	23,840
9th - 12th Grade, no diploma	27,286

High School Graduate (includes equivalency)	112,087
Some College, no degree	120,451
Associates degree	52,871
Bachelor's degree	214,728
Graduate or Professional degree	123,254

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2003	695,746	104,461	15,238
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

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

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

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

(4) North Carolina Employment Security Commission. 2000-2010. *March 2016 Unemployment Rate-4.5% percent.

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

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2003	5.3%	36,307
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%	45,683
2011	7.9%	46,615
2012	7.1%	48,626
2013	6.0%	48,285
2014	4.9%	50,294
2015	4.7%	51,776
2016	4.2%	unavailable from this source



GLOSSARY OF BUDGET TERMS

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

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.

GLOSSARY OF BUDGET TERMS

Department: The primary organizational units of County government that provides specific services.

Department Goal: a strategic result or achievement that the department plans to obtain.

Depreciation: The decrease in value due to wear and tear of property.

Division: A functional unit within a County department.

EBT: Electronic Benefit Transfer.

ECM: Electronic Content Management.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

Fund Balance: The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.5 FTE.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

GEOPATHS Improving Undergraduates STEM Education: Pathways into Geoscience (WTCC Grant funding from National Science Foundation)

Government Finance Officers Association (GFOA): The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

GLOSSARY OF BUDGET TERMS

GIS: Geographic Information System.

Governmental Funds: Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources.

ICS: Incident Command System.

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

Investment Earnings: Earnings earned, usually interest, on County investments.

IS: Information Services.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

Lease-Purchase Agreements: A method of purchasing equipment in which payments are spread over a multi-year period.

Levy: The amount of tax, service charges, and assessments imposed by a government.

LME: Local Managing Entity.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MCO: Managed Care Organization.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

MODEL 3D Manufacturing Original Didactic Experiences in Learning in 3D (WTCC grant funding from National Science Foundation)

Modified Accrual Basis of Accounting: An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and

GLOSSARY OF BUDGET TERMS

transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

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.

GLOSSARY OF BUDGET TERMS

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue: All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

ROD: Register of Deeds.

RTP: Research Triangle Park.

SACSCOC Southern Association of Colleges and Schools Commission on Colleges

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.

GLOSSARY OF BUDGET TERMS

VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIC: Women, Infants and Children.

Workforce Development: Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

Working Capital: The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

Workload Indicator: Measurement used to reflect the quantity of services or effort.

GLOSSARY OF BUDGET TERMS

Index

A

Administration / Support	183
Administration and Operations	231
Animal Care, Control and Adoption Center	178

B

Basis of Budgeting and Basis of Accounting	69
Behavioral Health - Managed Care	235
Board Of Commissioners	86
Board of County Commissioners	7
Board Of Elections	95
Budget And Management Services	99
Budget Calendar for Fiscal Year 2018	65
Budget Message	433
Budget Process	64

C

Capital Budget Process	322
Central Services	188
Charges For Services	
Cooperative Extension	135
Soil & Water Conservation District	133
Child Welfare	210
Children, Youth and Family	215
Communications Office	11, 88
Community Services	137
Community Services Management and Budget Office	139
Cooperative Extension	135
County Attorney	93
County Building Agreements	200
County Manager	91
Criminal Justice/General Government	193

D

Debt Service	282
Demographic Statistics	465
Detention	262

E

Emergency Communications	251
Emergency Management	249
Emergency Medical Services	239
Environmental Health & Safety	170
Environmental Services	164
Environmental Services Administration	167

F

Facilities Design & Construction	101
Facility and Field Services	195
Finance Department	105
Financial Models	74
Financial Policies	70
Fire Services	243
Fund Structure	66
Fund Structure Charts	68

G

General Services Administration	181
Geographic Information Services	154
GFOA Distinguished Budget Presentation Award ..	5
Glossary of Budget Terms	467

H

Health Clinics	225
Horizon Issues	328
How to Read the Community Improvement Plan ..	325
Human Resources	113
Human Services	201

I

Information Services	118
Introduction and Highlights	317

L

Law Enforcement	259
Libraries	157
Long-Range Planning	76

M

Medical Examiner	237
Miscellaneous	
Community Services Management and Budget Office	139
Geographic Information Services	154
Libraries	157
Parks, Recreation and Open Space	140
Planning, Development and Inspections	144
Veterans Services	151

O

Other Financing Sources	

Index

Administration / Support	183
Central Services	188
County Building Agreements	200
Criminal Justice/General Government	193
Detention	262
Facility and Field Services	195
Law Enforcement	259
Physical Plant	186
Safety and Security	190
Utilities	198
Overview of Changes in Fund Balance	449

P

Parks, Recreation and Open Space	140
Physical Plant	186
Planning, Development and Inspections	144
Public Health	219

Q

Quasi-Governmental	131

R

Raleigh/Wake City-County Bureau of Identification	
253	
Reader's Guide to the Budget	63
Register Of Deeds	124
Revenue Department	128

S

Safety and Security	190
Sheriff	257
Social Services Economic Self Sufficiency	204
Soil & Water Conservation District	133

T

Transfers	
Administration and Operations	231
Animal Care, Control and Adoption Center ..	178
Child Welfare	210
Children, Youth and Family	215
Environmental Health & Safety	170
Environmental Services Administration	167
Health Clinics	225
Public Health	219
Social Services Economic Self Sufficiency	204
Water Quality	173

U

Utilities	198

V

Veterans Services	151

W

Wake County Facts	463
Wake County Government Organizational Chart .	9
Water Quality	173