



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

**For the Fiscal Year July 1, 2021 through June 30, 2022**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO**

**Wake County  
North Carolina**

For the Fiscal Year Beginning

**July 01, 2020**

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Wake County, North Carolina, for its Annual Budget for the fiscal year beginning July 01, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a

policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. Wake will submit this budget document to GFOA to determine its eligibility for another award.



# Wake County, North Carolina

## Board of County Commissioners



Matt Calabria  
Chair  
District 2



Vickie Adamson  
Vice Chair  
District 7



Sig Hutchinson  
District 1



Maria Cervania  
District 3



Susan Evans  
District 4



James West  
District 5



Shinica Thomas  
District 6

County Manager: David Ellis

### County Administration

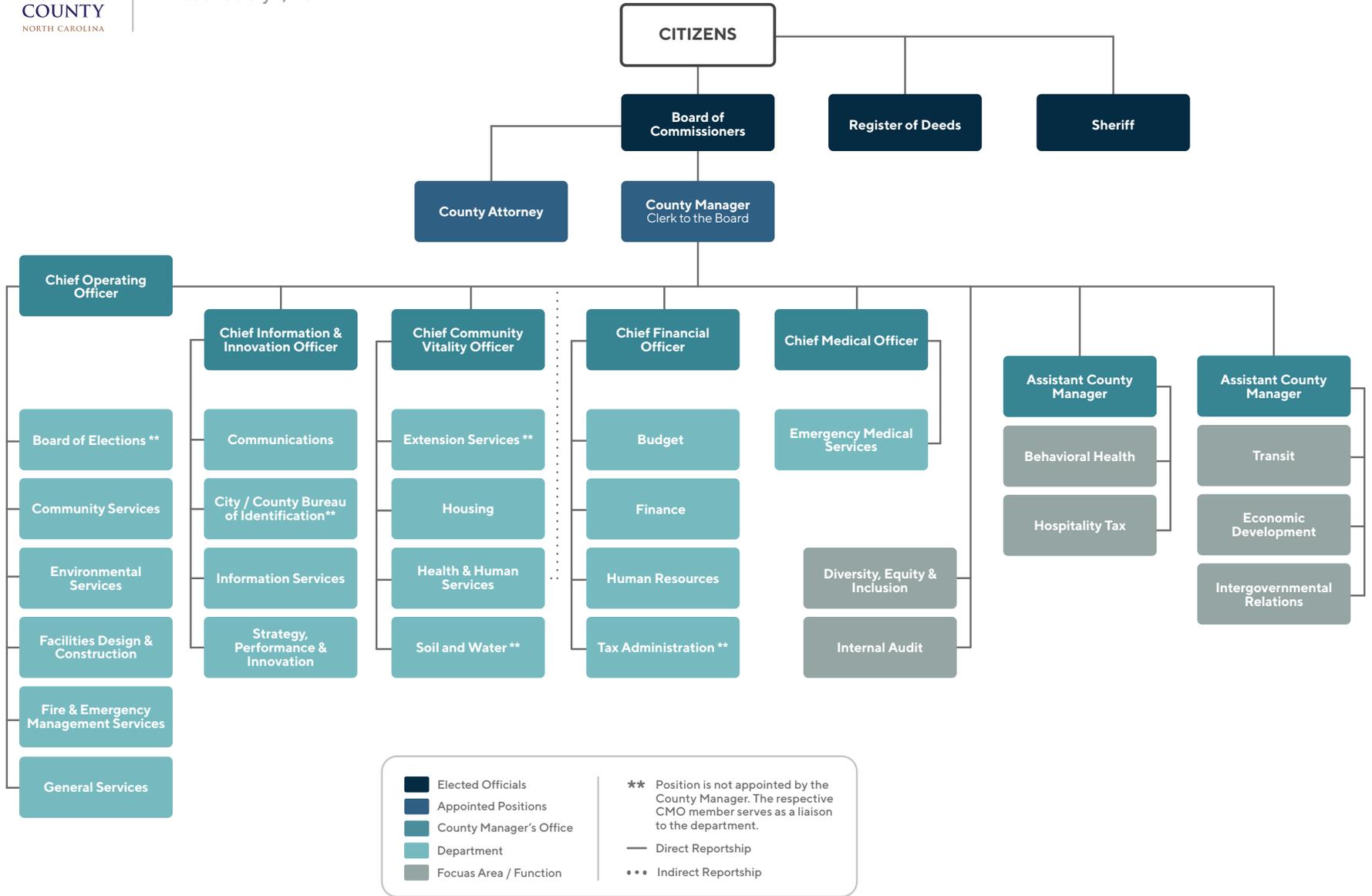
County Attorney: Scott Warren

Clerk to the Board: David Ellis



# Organizational Chart

Effective July 1, 2021



Elected Officials	** Position is not appointed by the County Manager. The respective CMO member serves as a liaison to the department.
Appointed Positions	
County Manager's Office	— Direct Reportship
Department	
Focus Area / Function	••• Indirect Reportship

# Strategic Goals



## COMMUNITY HEALTH AND VITALITY

### Goal CHV 1

Improve residents' health and well-being by promoting healthy behaviors and lifestyles.

#### Rationale

Everyone deserves to thrive, and Wake County is committed to ensuring that all residents have opportunities to live long, healthy, productive lives. By focusing on the social determinants of health, the County will create environments that make healthy choices outcomes possible for all. This includes access to affordable, high-quality preventative care, nutritious food, and wellness programs and promoting active lifestyles through the availability of greenways, open space, and walkable neighborhoods. Wake County's initiatives like Live Well Wake, Behavioral Health Plan, and PLANWake have already set these ideas into motion.

#### Objectives

- ▶ Improve individual well-being.
- ▶ Increase the length of life.
- ▶ Promote active lifestyles in alignment with PLANWake and other Growth and Sustainability strategies.
- ▶ Increase access to affordable preventative care.
- ▶ Improve access to healthy foods.
- ▶ Decrease alcohol and drug substance abuse.
- ▶ Decrease tobacco and vaping use.

#### Comprehensive Plans and Key Resources

- ▶ Live Well Wake
- ▶ Wake County 2019 Community Health Needs Assessment
- ▶ Population Health Task Force
- ▶ Infant Mortality 2020 Workgroup Report
- ▶ Wake County Behavioral Health Plan 2019-2020
- ▶ PLANWake

#### Example Indicators and Performance Measures

- ▶ Average life expectancy
- ▶ Number of patients evaluated by EMS that show signs of suspected mental health and substance use disorders
- ▶ Number of alcohol-impaired driving deaths
- ▶ Number of drug overdose deaths and hospitalizations
- ▶ Number of opioid pills dispensed (rate per 10,000 population)

#### Example Strategies:

- ▶ CHV 1.1: Consolidate the Community Health Needs Assessment and Population Health Task Force recommendations into the Live Well Wake community collaborative. The collaborative will develop a multi-year plan to improve health and well-being.
- ▶ CHV 1.2: Implement and evaluate the action plan outlined in the Infant Mortality 2020 Workgroup Report, to enhance the health outcomes for babies and moms, reduce infant deaths, and reduce related disparities.
- ▶ CHV 1.3: Update and implement the Behavioral Health Plan.
- ▶ CHV 1.4: Enhance the accessibility and diversification of substance abuse treatment options.
- ▶ CHV 1.5: Support tobacco and vaping prevention, focusing on school-aged children and reducing use among the general population.



### Goal CHV 2

**Improve access to affordable, high-quality care for all residents experiencing medical and/or behavioral health challenges.**

#### Rationale

By ensuring access to a robust network of resources, Wake County can help improve its residents' quality of life. Expanding access to medical and behavioral health treatment is critical—and residents need affordable, diverse healthcare services and providers close to where they live and work. Enlisting our community partners' help and utilizing existing regional centers will increase efficiency, allowing the County to provide more treatment services. Residents with medical or behavioral needs should have more options for health and mental crises outside of the emergency room. Wake County can help fill those gaps.

#### Objectives

- ▶ Increase access to behavioral health services and facilities.
- ▶ Increase access to medical health care services and facilities.
- ▶ Eliminate disparities in the quality of medical and behavioral health care.
- ▶ Improve clinical efficiencies.
- ▶ Increase the coordination and sharing of relevant data among care providers.

#### Comprehensive Plans and Key Resources

- ▶ Wake County 2019 Community Health Needs Assessment
- ▶ Wake County Behavioral Health Plan 2019-2020
- ▶ Population Health Task Force
- ▶ Infant Mortality 2020 Workgroup Report
- ▶ Human Services 20-Year Master Plan

#### Example Indicators and Performance Measures

- ▶ Percentage of the population uninsured
- ▶ Percentage of Medicaid applications processed on time
- ▶ The ratio of healthcare providers to population
- ▶ Number of people utilizing Wake County health clinic services
- ▶ Number of visits to the Wake County health clinic
- ▶ Amount of time WakeBrook is on diversion
- ▶ Rates of emergency room/department visit for mental health conditions
- ▶ Number of avoidable bed days (behavioral health)
- ▶ Percentage of individuals returning for treatment for 30 days (behavioral health)
- ▶ Number of Wake County Sheriff's Office officers who received Crisis Intervention Training

#### Example Strategies

- ▶ **CHV 2.1:** Participate in state-led Medicaid Transformation through partnerships with the community and the North Carolina Department of Health and Human Services.
- ▶ **CHV 2.2:** Develop a sustainable financial plan to support future WakeBrook operations.
- ▶ **CHV 2.3:** Evaluate performance and current metrics of crisis services to identify additional needs or service gaps.
- ▶ **CHV 2.4:** Evaluate the effectiveness of the behavioral health urgent care pilot and determine the next steps.
- ▶ **CHV 2.5:** Leverage Wake County Human Services and our partners to enhance behavioral health services data sharing.
- ▶ **CHV 2.6:** Support efforts to share medical records between safety net providers through a common platform.

# Strategic Goals



## COMMUNITY HEALTH AND VITALITY

### Goal CHV 3

Support a higher quality of life for vulnerable residents and communities.

#### Rationale

Wake County's commitment to equity requires a commitment to vulnerable residents and communities. The County seeks to foster upward mobility such that all people have the tools and resources they need to succeed and live happy and fulfilling lives. For vulnerable residents, the County recognizes that additional community and partnership support may be necessary to help residents make positive changes and reach their desired self-sufficiency level. Assisting residents to become productive and prosperous is both the right thing to do and a way to ensure that all residents can contribute to the community.

#### Objectives

- ▶ Foster upward mobility.
- ▶ Encourage the creation of livable wage jobs with affordable benefits.
- ▶ Implement policies that positively impact vulnerable communities.
- ▶ Implement policies that positively impact the most vulnerable residents, with an emphasis on:
  - » Adverse childhood experiences.
  - » Foster children and families.
  - » Justice-involved residents.
  - » Residents with disabilities.
  - » Seniors.
  - » Veterans and military families.
- ▶ Recognize the significant contributions of veterans and military families.
- ▶ Build and strengthen community partnerships.
- ▶ Provide proximate, place-based civic engagement and resource access.

- ▶ Support capacity-building opportunities.
- ▶ Foster and support career enhancement and job creation.
- ▶ Increase access to workforce development, education, training, and entrepreneurship development.

#### Comprehensive Plans and Key Resources

- ▶ Live Well Wake
- ▶ Wake County Social and Economic Vitality
- ▶ A Better Wake

#### Example Indicators and Performance Measures

- Upward mobility rank
- Living wage
- Poverty rate

#### Example Strategies

- ▶ CHV 3.1: Support a higher quality of life for citizens in vulnerable communities through policy changes, partnerships, workforce development, and the community college.
  - » Workplan will connect WakeWorks (strategy E 3.1) and vulnerable communities (strategy CHV 3.1) to avoid potential disparities during the apprenticeship program's implementation.
- ▶ CHV 3.2: Develop and support programs and partnerships that reduce adverse childhood experiences and increase resiliency in families and communities.
- ▶ CHV 3.3: Convene a Veterans Services Task Force to review assistance provided to veterans and military families.



### Goal CHV 4

All residents should have access to safe, nutritious, culturally appropriate, and affordable food.

#### Rationale

Access to healthy food is a basic human need and right. Food security means that all residents have the food they need, ensuring that everyone is fed with nutritious diets and that no one's next meal is in doubt. In addition, food provided should be in line with people's cultural and religious beliefs. Wake County is committed to ensuring food access for all through a whole systems approach to food security. The County is fortunate in this mission to have amazing community partners. The County will continue to coordinate with regional and statewide leaders and community partners to develop a vibrant food systems network to ensure accessible and affordable food options.

#### Objectives

- ▶ Ensure reliable food access—including for young children and seniors.
- ▶ Improve food access for those in USDA-classified deserts with limited transportation or grocery store access.
- ▶ Increase cooperation and coordination with regional and statewide partners.
- ▶ Continue to partner with the community groups and highlight their work.
- ▶ Support food systems, including the expansion of locally grown foods and access to markets.

#### Comprehensive Plans

- ▶ Wake County Food Security Plan

#### Example Indicators and Performance Measures

- ▶ Meal gap
- ▶ Pounds of local foods secured by public institutions and food banks
- ▶ Community participation
- ▶ County-based food supply
- ▶ Partnerships and organizational connections
- ▶ Farmers market SNAP redemptions

#### Example Strategies

- ▶ CHV 4.1: Implement the comprehensive Wake County Food Security Plan and measure the impacts of county-resourced efforts.
- ▶ CHV 4.2: Support and encourage local food systems that include the production, distribution, acquisition, consumption, and disposal of locally grown foods.

# Strategic Goals



## COMMUNITY HEALTH AND VITALITY

### Goal CHV 5

**Create affordable housing opportunities and support efforts to end homelessness.**

#### Rationale

Stable, affordable housing is critically important to the quality of life of Wake County residents. Housing environments play a crucial role in the social determinants of health, while housing costs dictate the amount of family income available for food, education, or other investments. Rising housing costs increase the risk of housing instability, eviction, and homelessness among some of the County's residents. Wake County's housing programs will minimize the number of residents experiencing homelessness and unstable or transient housing using the 'Housing First' model. The County will also increase the number of affordable housing units and protect existing affordable housing stock.

#### Objectives

- ▶ Preserve existing affordable housing units.
- ▶ Increase the number of legally binding affordable housing units.
- ▶ Leverage land for affordable housing development opportunities.
- ▶ Continue rental assistance and eviction prevention programs.
- ▶ Increase wrap-around services for residents in need of additional support.

#### Comprehensive Plans and Key Resources

- ▶ Wake County Affordable Housing Plan
- ▶ Wake County 2020-2025 Consolidated Plan
- ▶ Analysis of Impediments to Fair Housing Choice
- ▶ House Wake! Strategic Plan
- ▶ Live Well Wake

#### Example Indicators and Performance Measures

- ▶ Increase and preserve the County's legally binding affordable housing inventory by 2,500 units by 2024.
- ▶ Median monthly housing costs, owner-occupied housing units with a mortgage.
- ▶ Percentage of people spending more than 30% of their income on rental housing.

#### Example Strategies

- ▶ CHV 5.1: Implement the Wake County Affordable Housing Plan to increase and preserve the County's affordable housing inventory by 2,500 units by 2024.
- ▶ CHV 5.2: Expand stable, permanent supportive housing opportunities.
- ▶ CHV 5.3: Convene municipal elected officials to identify strategies for increasing county-wide affordable housing supply.

# Strategic Goals



## ECONOMIC STRENGTH

### Goal ES 1

Every resident has opportunities to be successful and thrive in Wake County's economic prosperity.

#### Rationale

As one of the nation's fastest-growing regions, Wake County is home to many businesses—from Fortune 500 household names to small and mid-sized companies. It is consistently rated as one of the best places in the country to live and work. Every resident deserves the opportunity to be a part of this success story. It is the County's responsibility to make that happen by creating an environment where all people can thrive and provide the tools needed to succeed (including training, education, and a living wage). By leveraging the County's resources and community partnerships, any residents should be able to play an active role in the economy's success and enjoy a high quality of life as a result.

#### Objectives:

- ▶ Foster upward mobility.
- ▶ Encourage the creation of livable wage jobs with affordable benefits.
- ▶ Attract and retain young workers through partnerships with local colleges and universities.
- ▶ Increase access to workforce development, education, training, talent management, and entrepreneurship development.
- ▶ Build and strengthen community partnerships with community health and vitality strategies.
- ▶ Foster and support residents' career enhancement and job creation.

#### Example Indicators and Performance Measures:

- ▶ Upward mobility rank
- ▶ Cost of living index

#### Example Strategies:

- ▶ **ES 1.1:** Create a platform to encourage and facilitate socially responsible business practices in business.
- ▶ **ES 1.2:** Explore options to identify and increase opportunities for minority-owned businesses and historically underutilized companies seeking to do business with Wake County.
- ▶ **ES 1.3:** Convene stakeholders to identify, explore, and implement local strategies to foster greater economic mobility. Tactics may include economic support/training, coaching, programs targeted toward adverse childhood experiences, behavioral health, access to capital, and others.



### Goal ES 2

Ensure that all households have access to affordable, high-speed internet.

#### Rationale

Access to information is essential for education, economic mobility, and social well-being. Wake County recognizes the importance of the internet in one's ability to participate in today's society fully. As such, the County wants every home to have access to affordable high-speed internet and all residents to have the tools to get online. People should not be excluded from engaging in essential tasks due to a lack of internet access. Ensuring that residential high-speed internet gets to the communities who need it will help address the digital divide and allow the entire community to thrive.

#### Objectives

- ▶ Increase high-speed internet coverage—including rural areas of Wake County.
- ▶ Eliminate disparities in household internet access.
- ▶ Increase resident's ability to access the internet.

#### Key Resources

- ▶ ConnectWake.org (County supported website)
- ▶ North Carolina Broadband Indices

#### Example Indicators and Performance Measures

- ▶ Broadband internet coverage
- ▶ Number of households with broadband internet access (US Census, ACS)

#### Example Strategies

- ▶ ES 2.1: Identify and work with partners to enhance high-speed internet connectivity options for all residents. Explore methods to reduce barriers, leverage resources, and facilitate the buildout of high-speed internet that enables coverage, speed, and affordability for all residents.

# Strategic Goals



## ECONOMIC STRENGTH

### Goal ES 3

**Support economic development efforts to bring diverse jobs, talent, businesses, and visitors to Wake County.**

#### Rationale

Wake County combines cost, comfort, and culture (plus thousands of diverse jobs) to make it one of the best places to live, work and visit in the world. As the region grows, the County must attract new businesses, encourage expanding existing businesses, recruit talent, and diversify the economic base. In addition to landing global headquarters and recruiting international companies, a focus on small business success and our local workforce's strength is also vital. A strong economy leads to a high quality of life, attracting businesses, talent, and tourism to the region.

#### Objectives

- ▶ Attract and retain a diverse economic base.
- ▶ Attract, develop, manage, and retain a talented workforce.
- ▶ Collaborate and leverage community partnerships—including the Raleigh-Durham International Airport and WakeMed.
- ▶ Support initiatives that support entrepreneurs and small businesses—new and existing.
- ▶ Support and expand tourism and hospitality facilities with the highest and best use.
- ▶ Provide affordable access to hospitality facilities to all residents and visitors.

#### Key Resources

- ▶ Destination 2028 (Greater Raleigh Convention and Visitors Bureau)

#### Example Indicators and Performance Measures

- ▶ Labor force participation
- ▶ Unemployment rate
- ▶ Business investment grant awards (through Wake County Economic Development)
- ▶ Small business development grants (through Capital Area Workforce Development)
- ▶ Estimated visitation (Greater Raleigh Convention and Visitors Bureau)
- ▶ Visitor spending and economic impact (Greater Raleigh Convention and Visitors Bureau)
- ▶ Hospitality tax revenues

#### Example Strategies

- ▶ **ES 3.1:** Evaluate and measure the effectiveness of strategies that support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged people.
- ▶ **ES 3.2:** Evaluate and measure the effectiveness of strategies that support small-business creation and successful entrepreneurship.



### Goal ES 4

**Support, promote, and celebrate arts and culture.**

#### Rationale

Arts and culture are core to Wake County's identity. It threads through all aspects of our community-- driving jobs, powers economic development, draws people to the County, and improves the overall quality of life. Inclusive cultural and artistic programs help broaden individual perspectives and enrich everyday experiences. Wake County supports its arts community that inspires and enlightens those living here and contributes to our continued growth.

#### Objectives

- ▶ Improve residents' overall quality of life— linking to community health and vitality strategies.
- ▶ Grow and broaden the economic base.
- ▶ Support and encourage visual and performing artistic expression.
- ▶ Increase exposure to art programs to school-aged youth.

#### Example Indicators and Performance Measures

- ▶ Public art investments at new county facilities
- ▶ School-aged youth who participate in art programs supported by County funding
- ▶ The direct economic activity generated by arts and cultural production
- ▶ Number of jobs supported by the arts and culture industry

# Strategic Goals



## EDUCATION

### Goal E 1

**Support early childhood care and education programs that prepare young children for life-long learning and overall well-being.**

#### Rationale

Wake County's education system is one of the strongest in the country. The County remains committed to supporting our youngest residents as they start their educational journey. A child's early years are crucial for well-rounded development, strongly influencing how successful they will be in K-12 and beyond. Wake County will work with our partners to ensure that every child, regardless of financial or social barriers, has a solid foundation and learns the skills required to succeed in school and life.

#### Objectives

- ▶ Increase access to Pre-K programs and other early childhood programs.
- ▶ Eliminate disparities in kindergarten readiness.
- ▶ Increase access to high-quality, licensed childcare.
- ▶ Reduce learning loss during summer breaks and track out periods among public school students.

#### Example Indicators and Performance Measures

- ▶ Number of Wake County Smart Start slots
- ▶ Number of Wake County Smart Start funding allocation

#### Example Strategies

- ▶ **E 1.1:** Develop and begin implementing a multi-year plan expanding Pre-K to serve a specified percentage of qualifying children. Explore funding for the childcare subsidy program with county money.
- ▶ **E 1.2:** Explore the need for summer and track-out programs for children whose families face barriers to access.
- ▶ **E 1.3:** Support the 'Wake Up and Read' initiative to encourage school readiness, improve school attendance, and reduce summer learning loss.



### Goal E 2

Partner with the Wake County Public School System (WCPSS) to improve all public-school students' educational outcomes.

#### Rationale

Wake County wants every child to thrive and meet their full potential, ultimately becoming productive and contributing citizens with a sense of self-fulfillment. A quality public school system nurtures and supports that goal while also preparing students to thrive when they join the workforce. The County will support the Wake County Public School System as they help prepare students for the future.

#### Objectives

- ▶ Improve understanding of the WCPSS annual budget development and approval process.
- ▶ Attract, support, and retain public school teachers and staff.
- ▶ Support services for students with additional needs.
- ▶ Improve college and career readiness for all high school students.
- ▶ Advocate for the appropriate allocation of school funding from federal, state, and county sources.
- ▶ Oppose unfunded state mandates that impact the cost of public-school education.

#### Example Strategies

- ▶ E 2.1: Support WCPSS efforts to improve the educational outcomes for students with additional needs. Examples include those affected by homelessness, who lack home and family support, face discipline issues, need language access, and benefit from individualized educational plans or 504 plans.
- ▶ E 2.2: Explore developing a county-based teaching fellows' program to help recruit and retain teachers where there is a critical need.
- ▶ E 2.3: Investigate and consider free or reduced-price transit GoPasses for public school teachers and employees.

#### Example Indicators and Performance Measures

- ▶ Federal, state, county, and other funding resources to WCPSS
- ▶ Total per-pupil funding
- ▶ WCPSS and charter school enrollment
- ▶ WCPSS student enrollment projections

# Strategic Goals



## EDUCATION

### Goal E 3

**Provide affordable college education and training programs in partnership with Wake Technical Community College.**

#### Rationale

After high school, many Wake County graduates continue to Wake Tech as the next step on their career path. Also, Wake County believes that all residents should have access to lifelong learning regardless of age. Training resources like those found at Wake Tech help support economic mobility and allow individuals to make a better life for themselves and their families. Wake County supports initiatives that increase community college affordability and trade and vocational training opportunities.

#### Objectives

- ▶ Expand trade and vocational options for high school and community college students.
- ▶ Support all residents' access to lifelong learning.
- ▶ Support initiatives to improve community college affordability.

#### Example Indicators and Performance Measures

- ▶ WakeWorks participants
- ▶ WakeWorks cohorts

#### Example Strategies

- ▶ **E 3.1:** Implement and measure the WakeWorks apprenticeship program's effectiveness in partnership with Wake Technical Community College.
  - » Workplan will connect WakeWorks (strategy E 3.1) and vulnerable communities (strategy CHV 3.1) to avoid potential disparities during the apprenticeship program's implementation.
- ▶ **E 3.2:** Explore options to make community college opportunities accessible and affordable to Wake County graduates.



**Goal E 4**

**Maintain a long-term funding plan for capital needs at the Wake County Public School System and Wake Technical Community College.**

**Rationale**

Educational facilities, whether for the public-school system or Wake Tech, provide the space where the magic of education happens. A school’s physical structure helps students in their journey to be educated, healthy, and focused. Wake County is committed to appropriately funding school facility construction, renovation, and maintenance to ensure adequate, accessible, and appropriately designed spaces for all students.

**Objectives**

- ▶ Appropriately budget for the construction, renovation, and maintenance of public school and community college facilities.
- ▶ Fund capital needs at the lowest cost to taxpayers that are bound by strong financial policies.
- ▶ Decrease the use of modular classrooms at public schools.
- ▶ Improve accessibility to community college facilities.
- ▶ Support public school facility designs that include adequate facilities, equipment, and technologies, including flexible space and furnishings and science laboratories.

**Example Indicators and Performance Measures**

- ▶ WCPSS seven-year capital plan
- ▶ WTCC seven-year capital plan

# Strategic Goals



## GREAT GOVERNMENT

### Goal GG 1

Engage our community to envision the County's future.

#### Rationale

When residents have a voice in their government, everyone benefits. Transparency is critical to building trust in the community, and Wake County strives to keep its one million+ residents informed of its work and offer opportunities for their involvement. This ensures that all residents, regardless of where they live or what they do, can play an active role in informing and shaping policies that impact their lives. Wake County will develop new ways to communicate with, collect input from, and engage all residents. This will allow the County to continually improve its operations and co-create a future vision that includes many voices and ideas.

Also, another way to encourage engagement is through volunteerism for both residents and County employees. While there are current opportunities for residents to volunteer, those could be expanded or easier to find. The County's paid leave for employees allows for civic engagement, benefits local nonprofits, and fosters a sense of belonging within the community; this program will continue to be encouraged.

#### Objectives

- ▶ Continue the County's commitment to transparency.
- ▶ Expand the methods that Wake County uses to communicate with diverse residents.
- ▶ Strengthen the County's web and social media presence.
- ▶ Increase opportunities for receiving community feedback.
- ▶ Increase opportunities for residents to volunteer
- ▶ Support county employees who volunteer using community leave benefits.

#### Example Indicators and Performance Measures

- ▶ Communication campaigns
- ▶ Social media engagements
- ▶ Public comments at BOC regular meetings
- ▶ Voter turnout for local elections and County bond referenda
- ▶ Use of community involvement leave benefits by County employees

#### Example Strategies

- ▶ **GG 1.1:** Explore and develop strategies to improve community engagement.
- ▶ **GG 1.2:** Increase opportunities for public engagement during the budget process.
- ▶ **GG 1.3:** Explore the opportunity for taxpayers to contribute additional funds through tax bills to specific services, programs, and partnerships.
- ▶ **GG 1.4:** Perform a review to identify and implement ways to expand strategic communications, constituent response, and board support functions.

**Goal GG 2**  
**Embrace diversity, equity, and inclusion.**

**Rationale**

Wake County values and celebrates the diversity of its population and organization. Different backgrounds and experiences strengthen the organization and produce better results. The county values diversity, equity, and inclusion across race, gender, age, religion, identity, and experience—and strives to reflect the diversity of the community in its 4000+-employee workforce. Reflecting and instilling these values in the County employees will lead to a more engaged, inclusive, and high-performing workforce. Wake County works to set the bar high, from its programs and initiatives to its hiring practices, and to be an example of how to celebrate diversity and demonstrate inclusivity that other entities can follow.

**Objectives**

- ▶ Model and exemplify best practices to employees and the community.
- ▶ Support policies and practices that eliminate barriers to equitable opportunities.

**Key Resources**

- ▶ A Better Wake

**Example Indicators and Performance Measures**

- ▶ Diversity in County Boards and Commissions
- ▶ Diversity in leadership positions
- ▶ Women in leadership positions
- ▶ New hire diversity

**Example Strategies**

- ▶ **GG 2.1:** Support the “A Better Wake” partnership to address systemic racism and the impacts on communities of color.

# Strategic Goals



## GREAT GOVERNMENT

### Goal GG 3

Maintain a culture that values and supports our employees.

#### Rationale

A positive workplace culture raises morale, increases productivity and efficiency, and reduces employees' stress. This empowers employees to lead their best lives and perform at their peak while at work, providing residents with top-notch service. Through robust onboarding, job satisfaction surveys, opportunities for professional development, health and wellness programs, and showing gratitude for employee's hard work, Wake County can recruit and retain the best professionals around.

#### Objectives

- ▶ Express gratitude for public service employees.
- ▶ Increase employee engagement and satisfaction.
- ▶ Attract, retain, and support our high performing employees.
- ▶ Support professional development and training opportunities.
- ▶ Improve the health and well-being of our employees and their families.

#### Example Indicators and Performance Measures

- ▶ Employee engagement or satisfaction scores
- ▶ County-wide retention rates
- ▶ Health and wellness assessments
- ▶ Participation rates for health and wellness programs
- ▶ Participation in employee training programs

### Goal GG 4

Improve resident and customer experiences through efficient, high-quality service delivery and continuous innovation.

#### Rationale

At the core of Wake County Government is a focus on the people it serves. A proactive approach in providing user-friendly, efficient services that exceed expectations is critical, as is a need to adapt to meet the ever-changing needs of residents. The County will continuously look for ways to improve—seeking innovative, new technologies and methods to ensure the best possible customer service in all operation areas. Employees from all departments and job types will have access to innovation training and support to improve how they serve the County’s residents. The Board of Commissioners will also remain focused on continuous improvement and efficient, effective policies and procedures to serve its constituents best.

#### Objectives

- ▶ Ensure that every customer is treated with dignity, respect, and appreciation.
- ▶ Expand convenient access to County services—especially in communities where distance is a barrier or accessibility issues.
- ▶ Support innovation and process improvement projects.
- ▶ Provide modern technologies and infrastructure.
- ▶ Use data throughout decision-making processes.
- ▶ Strengthen board policies and procedures to support collaboration and improve shared understanding of all Board of Commissioners’ business items.

#### Example Indicators and Performance Measures

- ▶ Customer satisfaction survey results
- ▶ Department business plans with relevant and reliable performance measures
- ▶ Number of employees participating in the County’s innovation program and the TJCOG Regional Innovation Academy
- ▶ Innovation “wins”

#### Example Strategies

- ▶ **GG 4.1:** Establish a county-wide performance management program.
- ▶ **GG 4.2:** Build the resources to assist departments with obtaining and maximizing effective data analytics.

# Strategic Goals



## GROWTH AND SUSTAINABILITY

### Goal GS 1

**Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.**

#### Rationale

With over one million residents, Wake County is one of the country's fastest-growing counties. Smart planning is required to preserve and enhance the quality of life for all residents and address development challenges such as affordability and conservation. A comprehensive and partner-based planning approach will create a guiding framework to help Wake County intentionally grow communities where people can thrive. Wake County will continue to work with municipal partners and community stakeholders to implement and monitor the plan through clear, logical, and fair land planning regulations and transportation coordination. Building a more inclusive, equitable, healthy and active, sustainable, and vibrant community will spur business development and inspire people to make a life here.

#### Objectives

- ▶ Develop inclusive and equitable communities.
- ▶ Promote active and healthy lifestyles through appropriate land use.
- ▶ Support the development of sustainable and vibrant communities.

#### Comprehensive Plans and Key Resources

- ▶ PLANWake
- ▶ Wake County Unified Development Ordinance
- ▶ Live Well Wake

#### Example Indicators and Performance Measures

- ▶ Intentional development (new development occurring in the appropriate areas)
- ▶ Non-automotive trips
- ▶ Open space preservation (includes private protection and conservation area).

#### Example Strategies

- ▶ **GS 1.1:** Update the County's comprehensive land use and transportation plans (PLANWake) to integrate Wake County's growth plans.
- ▶ **GS 1.2:** Identify and consider amendments to the Wake County Unified Development Ordinance to integrate with the PLANWake (the updated comprehensive land use plan).

### Goal GS 2 Encourage the use of public transit.

#### Rationale

Wake County seeks to support a safe, reliable, and seamless transportation network to get people where they want to go when they need to get there. Transportation represents the second-highest household cost for most families. An efficient public transit system will enable residents to get around, alleviate this financial burden, improve the environment, and stem traffic while enhancing the community’s economic mobility and health.

#### Objectives

- ▶ Foster relationships with transit partner agencies.
- ▶ Advocate for the appropriate allocation of transit funds from federal, state, and county sources.
- ▶ Encourage multi-modal connectivity to provide a reliable transportation network connecting residents to jobs, retail, businesses, and recreation.
- ▶ Increase bus ridership.

#### Comprehensive Plans and Key Resources

- ▶ Wake County Transit Plan
- ▶ PLANWake
- ▶ Live Well Wake

#### Example Indicators and Performance Measures

- ▶ Bus ridership rates
- ▶ Commuter mode of transportation
- ▶ Percent of non-automotive trips

#### Example Strategies

- ▶ **GS 2.1:** Identify opportunities to create affordable housing along transit corridors by leveraging public land.
- ▶ **GS 2.2:** Implement strategies to address transit affordability and equitable mobility in vulnerable communities and rural areas.
- ▶ **GS 2.3:** Identify and recommend multi-modal transportation opportunities supporting the Wake County Transit Plan.

# Strategic Goals



## GROWTH AND SUSTAINABILITY

### Goal GS 3

Preserve and protect a clean and abundant water supply.

#### Rationale

Wake County uses a comprehensive and partner-based approach to water management that ensures all residents have access to high-quality, safe to drink water. Our commitment to a clean, abundant, and long-term water supply ensures healthy communities not only now but in the future. Wake County's One Water approach emphasizes the connection of all water sources, including the protection of watershed and stream buffers, green infrastructure support, coordinated plans for future water needs, as well as stormwater and well water solutions.

#### Objectives

- ▶ Preserve the water supply.
- ▶ Protect clean, safe drinking water.
- ▶ Manage stormwater in partnership with municipalities—regardless of source or origin

#### Comprehensive Plans and Key Resources

- ▶ Wake County Water Partnership

#### Example Indicators and Performance Measures

- ▶ Watershed hydrologic/hydraulic analysis (water supply)
- ▶ Percent of well users acquiring recommended testing
- ▶ Percent of stormwater devices functioning as intended

#### Example Strategies:

- ▶ **GS 3.1:** Collaborate with the Water Partnership on One Water initiatives to identify a multi-year sustainable water supply.
  - » Workplan includes the current groundwater study, clean and safe wells, a sustainable long-term water supply, comprehensive stormwater management plan, green infrastructure, drought protection plan, land conservation in water supply watersheds, and protecting drinking water reservoirs.

### Goal GS 4

Preserve open space and expand access to parks, preserves, recreation resources, and greenways.

#### Rationale

As the County continues to grow, demand for our natural land and recreation facilities increases. Wake County seeks to protect our green landscapes through the open space program, park and nature preserve facilities, and a network of greenways. The open space program aims to preserve and permanently protect 30% of county land (165,000 acres) as open space for current residents and future generations. Wake County's Parks, Recreation, and Open Space division works to meet the growing population's recreational, health, and educational needs. A network of county, municipal, and public greenways connect us all, providing trails for transit and enhancing County residents' quality of life.

#### Objectives

- ▶ Continue commitment to developing parks, greenways, and recreational areas.
- ▶ Preserve open space land.
- ▶ Leverage resources to expand opportunities and access to natural areas.
- ▶ Collaborate with municipal and nonprofit partners to preserve and expand natural and recreational spaces.
- ▶ Incorporate equity, diversity, and inclusion in park planning and programming

#### Comprehensive Plans and Key Resources:

- ▶ Wake County Park Projects
- ▶ Park Facility Master Plan Updates
- ▶ Wake County Park Locator (app)
- ▶ Wake County Consolidated Open Space Plan
- ▶ Wake County Greenway System Plan

#### Example Indicators and Performance Measures

- ▶ Park visitation rates
- ▶ Acres of open space preservation (includes private protection and conservation area).
- ▶ Open space acres procured directly by Wake County
- ▶ Number of collaborations with municipal and nonprofit partners

#### Example Strategies

- ▶ **GS 4.1:** Partner with municipalities and nonprofits when feasible to leverage resources to procure open space and develop park and greenway resources.

# Strategic Goals



## GROWTH AND SUSTAINABILITY

### Goal GS 5

Promote sustainability and address issues associated with climate change.

#### Rationale

Climate change is expected to impact North Carolina's temperatures, precipitation, and sea levels with increasingly harmful consequences in coming years. The impacts of fossil fuel pollution and climate change often disproportionately affect low-income communities and communities of color. To mitigate these issues, Wake County will continue its commitment to energy conservation and natural resources protection. The county will proactively reduce and plan for our use of natural resources, including energy, recycling, and solid waste.

#### Objectives

- ▶ Continue commitment to reducing energy consumption.
- ▶ Continue commitment to renewable energy.
- ▶ Support initiatives that encourage community recycling and safe disposal of solid waste.
- ▶ Increase native plants throughout the County.
- ▶ Support locally grown foods.

#### Comprehensive Plans and Key Resources

- ▶ Wake County Resolution - Achieving Clean Energy by 2050 (October 15th, 2018)
- ▶ 2020 Wake County Comprehensive Solid Waste Management Plan
- ▶ 2020 South Wake Landfill Odor Management and Control Plan
- ▶ 2019 Wake County Waste Characterization Study

#### Example Indicators and Performance Measures:

- ▶ Energy consumption
- ▶ Facilities, Design and Construction Department design guidelines adherence
- ▶ Landfill greenhouse gas reduction (in tons)
- ▶ Waste diversion (tons recycled versus disposed)
- ▶ Remaining life (years) of South Wake Landfill

#### Example Strategies:

- ▶ **GS 5.1:** Implement the comprehensive solid waste plan to address waste management through 2040.
- ▶ **GS 5.2:** Identify and implement procedures to minimize odors associated with the South Wake Landfill.

# Strategic Goals



## PUBLIC SAFETY

### Goal PS 1

Address equity in the criminal justice system.

#### Rationale

Wake County believes that criminal justice institutions must ensure racial and ethnic equity and operate accordingly. While the County acknowledges existing justice system disparities, it seeks to seize this moment to bring people together and facilitate conversations to improve criminal justice policies and practices. Wake County envisions a safe and just approach, where all residents feel equally served and protected in a way that builds a civil society for the entire community.

#### Objectives

- ▶ Implement equitable criminal justice policies and practices.
- ▶ Eliminate disparities in criminal justice policies and practices.
- ▶ Increase trust between the community and criminal justice officers.
- ▶ Support the Wake County Juvenile Crime Prevention Council.

#### Key Resources

- ▶ Wake County Juvenile Crime Prevention Council (website)

#### Example Indicators and Performance Measures:

- ▶ Workforce diversity in law enforcement agencies
- ▶ Percent of youth involved in the juvenile justice system
- ▶ Juvenile relative rate index (racial comparison of juvenile crimes)

#### Example Strategies:

- ▶ PS 1.1: Engage the community through partnerships to support and improve criminal justice equity.
- ▶ PS 1.2: Identify and implement potential criminal justice reforms through partnerships, including municipalities and law enforcement agencies.
  - » Explore potential reforms including:
    - Proactively recruit diverse deputies/officers,
    - Support a ban on chokeholds,
    - Deploy the right people, with the proper training,
    - Community Safety Task Force,
    - Availability of booking photos (mugshots), and
    - Programming to prevent victimization and to better serve existing victims.



### Goal PS 2

Support justice-involved residents rejoining the community to improve health and well-being.

#### Rationale

Part of building a safe and just community involves the reintegration of the County's justice-involved residents and ensuring that they have what they need to succeed. The County seeks to preserve the dignity of individuals who have served their time while implementing and maintaining systems to help them return to a productive and law-abiding life. These efforts involve a three-prong approach: 1) support to prevent people from being arrested and addressing issues before they escalate to law enforcement involvement; 2) rehabilitation programs within the jail; and 3) transition resources as individuals are released back into the community after serving their time.

#### Objectives

- ▶ Encourage and support effective prevention strategies that reduce criminal behavior.
- ▶ Balance community safety, concern for victims, and the rights and needs of individuals facing criminal charges.
- ▶ Increase substance use and behavioral treatment options.
- ▶ Increase access to education programs.
- ▶ Improve the successful reintegration of justice-involved residents into the community.
- ▶ Create opportunities for self-sufficiency.
- ▶ Reduce criminal recidivism.

#### Example Indicators and Performance Measures

- ▶ Pretrial electronic monitoring compliance
- ▶ Pretrial release program success rate
- ▶ Detention center education cohort participants who completed a program
- ▶ Detention center job training participants who earn credentialing
- ▶ Number of people who find post-release employment within six months

#### Example Strategies

- ▶ **PS 2.1:** Support efforts by criminal justice partners to expand diversion programs.
  - » Diversion programs include:
    - Bail reform,
    - Citations versus arrest,
    - Recovery court,
    - Pretrial services, and
    - Explore the use of overdose mapping software.
- ▶ **PS 2.2:** Continue existing detention-based programs and evaluate new plans for those in the Wake County Detention Center.
  - » Detention center programs include:
    - Mental health assistance,
    - Education and job-training programs,
    - Career counseling,
    - Peer counseling with letter writing,
    - Life skills training,
    - Medication management (Including medically assisted treatment), and
    - Narcotics Anonymous, Alcoholics Anonymous, and anger management.
- ▶ **PS 2.3:** Explore and support the implementation of re-entry strategies for residents exiting the criminal justice system.
  - » Re-entry programs include:
    - Plan development through counseling,
    - Medication and prescription management,
    - Transportation and transit passes,
    - Connections to housing, employment, and health care opportunities,
    - Encourage consideration of and application to the WakeWorks apprenticeship program,
    - Apply for/or reinstate benefits,
    - Expungements, and
    - Peer counseling.

# Strategic Goals



## PUBLIC SAFETY

### Goal PS 3

Provide high quality and sustainable public safety services to meet the community’s current and future needs.

#### Rationale

During a crisis, public safety services – including law enforcement, EMS, and fire services – must respond in a timely and appropriate manner. Residents need to know that when they dial 911, a well-trained and well-equipped person will show up to help. Wake County is committed to efficiently protecting all community members based on best practices, prevention, continual improvement, and service consistency.

#### Objectives

- ▶ Enhance emergency preparedness and readiness.
- ▶ Identify and reduce potential hazards.
- ▶ Ensure timely and appropriate responses.
- ▶ Build and strengthen public safety agency partnerships.
- ▶ Encourage and support coordination and the efficient use of resources between public safety agencies.
- ▶ Support appropriate training and certification for public safety employees and volunteers.
- ▶ Expand de-escalation skills and techniques.

#### Example Strategies:

- ▶ PS 3.1: Establish a County-wide standard for fire service in the unincorporated areas and develop an operating and financial plan to achieve and sustain agreed-upon service levels.
- ▶ PS 3.2: Support the Local Emergency Planning Committee’s work to improve communications and preparedness related to hazardous materials risks and potentially hazardous sites.
- ▶ PS 3.3: Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.

#### Example Indicators and Performance Measures:

- ▶ Identified high-risk facilities/issues
- ▶ Mandated one-year (high-risk) fire inspections
- ▶ Average fire response time among fire tax district departments
- ▶ Number of public safety employees and volunteers receiving training
- ▶ Number of Wake EMS ESTAT occurrences and average duration per occurrence



### Goal PS 4

**Ensure that first responders' diversity, health, and well-being are integral parts of all public safety agencies.**

#### Rationale

Public safety is only possible because of the hard work and dedication of first responders. Wake County is committed to taking care of first responders and improving their physical and behavioral health. Improving access to and participation in health and wellness programs is essential to supporting first responders. In addition, Wake County also recognizes that government is strongest when it includes people from diverse walks of life that fully represent all constituents. To support representation in the County's public safety agencies, the County seeks to promote appropriate volunteerism in fire service, increase diversity in hiring first responders, and increase community involvement.

#### Objectives

- ▶ Increase diversity within public safety agencies.
- ▶ Attract, support, and retain a diverse group of public safety volunteers.
- ▶ Ensure that all public agency employees and volunteers have access to high-quality medical and behavioral health services.
- ▶ Improve the overall physical health and well-being of public safety personnel and volunteers.

#### Example Indicators and Performance Measures

- ▶ New hire diversity
- ▶ Health and wellness assessments
- ▶ Public safety agency employee and volunteer retention
- ▶ Number of fire service volunteers

#### Example Strategies

- ▶ **PS 4.1:** Continue programs and evaluate strategies that support public safety employees affected by traumatic on-the-job experiences.

# 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 1,111,761 residents (July 1, 2019 Census Bureau estimate) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

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

Wake County contains 14 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 two-year terms. Under their direction, the County Manager oversees the daily provision of resident services, which include human and social services, parks and recreational opportunities, land use planning and zoning responsibilities, law enforcement and public safety, solid waste disposal and recycling, and libraries.

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

Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North

Carolina Museum of Art. Wake County is home to a professional hockey team, the 2006 Stanley Cup Champions, Carolina Hurricanes. Wake County has professional men's and women's soccer teams, North Carolina FC and North Carolina Courage. The Courage have gone to the finals every year since 2017, having won in 2018 and 2019. Wake County is also home to the Carolina Mudcats, an affiliate of the Milwaukee Brewers baseball team.

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## Facts at a Glance

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Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles (835 square miles in land area)
County Seat	Raleigh
County 2019 Population(1)	1,111,761
Municipalities in Wake County	Population
Angier	135
Apex	59,300
Cary	168,029
Durham	21
Fuquay-Varina	30,324
Garner	31,407
Holly Springs	37,812
Knightdale	17,843
Morrisville	28,846
Raleigh	472,791
Rolesville	8,501
Wake Forest	44,318
Wendell	8,577
Zebulon	5,917
Unincorporated areas of Wake County	197,940

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(1) July 1, 2020 is the most recent release of U.S. Census Bureau county population estimates. Released May 4, 2021.

Wake County has experienced impressive growth over the past 10 years; the County is growing at a rate

# Wake County Facts

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of 62 people a day. Around 2060, the County is expected to hit two million people.

As Wake County grows, it's also becoming a more diverse community. Many factors have influenced that shift. In 2010, the U.S. Census Bureau estimated the county's Hispanic/Latino population at 88,908 – 10% of the total population. In 2019, the Hispanic/Latino population increased to 115,531, comprising 10% of the total population. This increase reflected a 30% growth rate in Hispanic/Latino residents between 2010 and 2019. During that same time period, the county's Asian (not Hispanic) population grew by almost 71% to 83,588 residents. That accounts for almost 8% of the total County population.

Wake County's senior population has increased by 69% in the past two decades. In 2010, 77,331 or 8% of the population was over the age of 65. In 2019, the number reached 133,864 or 12% of the total population. This number is expected to increase over

the next decade as many of the baby boomers reach that age bracket. The NC State Demographer projects that 151,194 residents over the age of 65 will live in Wake County in 2021. The projection would mean an increase of roughly 95% since 2010.

Wake County had 747,815 residents over the age of 25 in 2019 according to the U.S. Census Bureau estimates. More than half of them had a bachelor's degree or higher (54%).

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## Educational Attainment

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Population over age 25	747,815
Less than 9th Grade	20,065
9th - 12th Grade, no diploma	29,682
High School Graduate (includes equivalency)	113,857
Some College, no degree	121,804
Associates degree	57,909
Bachelor's degree	245,903
Graduate or Professional degree	158,595

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# Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2004	716,336	108,969	16,407
2005	746,048	114,068	17,015
2006	784,038	120,504	17,465
2007	821,607	128,072	16,899
2008	856,492	134,002	18,899
2009	883,624	137,706	21,193
2010	900,993	139,599	22,860
2011	928,787	143,289	24,814
2012	952,060	146,687	24,871
2013	974,198	149,508	26,248
2014	997,788	153,039	28,594
2015	1,022,319	155,000	29,025
2016	1,048,335	156,644	29,529
2017	1,071,706	159,213	31,472
2018	1,091,273	160,095	29,936
2019	1,111,761	161,591	30,781

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2004	4.6%	37,921
2005	4.4%	39,503
2006	3.9%	41,556
2007	3.8%	42,860
2008	4.6%	47,483
2009	8.6%	45,069
2010	8.3%	45,684
2011	7.9%	46,621
2012	7.1%	48,641
2013	6.0%	48,324
2014	4.9%	50,656
2015	4.7%	53,625
2016	4.3%	54,549
2017	3.9%	56,162
2018	3.4%	59,014
2019	3.3%	62,264

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

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

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

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

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



# Budget Message

## Introduction

Good evening, commissioners, and welcome to the folks watching online from home. I'm pleased to stand before you tonight to present our Fiscal Year 2022 budget. It's a financially sound plan and a realistic response to the growing needs within our community.



## Reflections on the Past Year

But, before I share it with you, I want to first reflect on the past year. A lot has happened in Wake County, since I stood before you – virtually – last May.

We've seen cases of the coronavirus hit record highs, with the sickest patients on ventilators in local hospitals, while their anxious family members hoped and prayed for healing.

We've seen peaceful protests turn into riots on our streets, the windows of our downtown buildings smashed, and graffiti spray painted on our walls.

And, we've seen families put out of work by the pandemic struggle to keep a roof over their heads and food on their tables.

It's been a heck of a year.

## Our Employees Drive Our Resiliency

But, despite all these challenges, Wake County has remained resilient. We have not let a once-in-a-century pandemic crush our spirit or compromise our quality of life.

We have persevered. We have worked hard to bring health and hope back to our community.

And, for that, we must thank our staff and our community partners.



2022 Fiscal Year Adopted Budget

They are the ones who raise the tents at PNC Arena long before the sun rises to provide life-saving vaccines to our residents.

They are the ones who make sure renters on the verge of eviction don't have to sleep on the streets.

And, they are the ones who coordinate COVID-19 testing sites at parks in our most vulnerable communities, where people with – and without – transportation can get swabbed for free.

We are nothing without our employees. And, this year, I want to recognize them and applaud their dedication to public service.

### Without Team Wake, we could not have...

<b>507,993</b>	Tests processed
<b>159,575</b>	Vaccines administered
<b>116,718</b>	Responses to calls to our customer service line
<b>251</b>	Outbreaks and clusters investigated
<b>1,226</b>	People transitioned from homelessness to permanent housing
<b>16,484</b>	Families prevented from having their utilities turned off

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Because, without them, we couldn't have:

- Processed more than half a million COVID-19 tests;
- Administered nearly 160,000 vaccines;
- Responded to more than 116,000 calls on our COVID customer service line;
- Investigated more than 250 outbreaks and clusters in assisted living facilities, schools and congregate living centers;
- Transitioned more than 1,200 people experiencing homelessness to permanent housing; and
- Prevented more than 16,000 households from having their utilities turned off, because they couldn't pay the bills.

I'm so proud of Team Wake's relentless commitment to our community. The work they've done – and the work they continue to do – to protect us from the virus is top notch.

While our Public Health and Emergency Management staff led our initial pandemic response, I want to point out that every department

### Every department has played a critical role in our pandemic response



Librarians were contact tracers



Board of Elections staffed mass vaccinations



EMS and Fire Services helped lead the EOC

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# Budget Message

has played a critical role in this unprecedented effort.

Our librarians served as contact tracers. Our Board of Elections employees staffed the mass vaccination clinic at PNC Arena. And, our EMS and Fire Services teams played leading roles in the Emergency Operations Center.

At the same time, Team Wake was developing new and innovative ways to deliver our programs and services.

When our libraries closed, our librarians began recording regular story time sessions and posting them online for families and toddlers to enjoy. These videos have had almost 500,000 views in Wake County, in other states and even in other countries!

When our Parks staff could no longer safely host in-person programs, they created Wake Parks from Home. The popular program offers virtual field trips, mobile tours and videos that showcase the wildlife at our parks – all from the safety of your home.

And, when the world shifted to remote working, our technology team shifted, too – quickly moving our board meetings and news conferences to virtual platforms while getting thousands of employees the tools they needed to work from home.

## 2020 has Taken a Toll on Team Wake

This has been a total team effort, and everyone has contributed. But, with that contribution has come sacrifice. They've worked early mornings, late nights and weekends – missing time with family and loved ones. And the stress of launching COVID-19 testing and vaccination for more than 1 million people while continuing to provide services can't be understated.



I was scrolling through my Twitter account recently and saw this tweet from one of our employees. In it, she recalls the moment she knew COVID-19 was going to change everything.

She was stressed from the weight of the pandemic workload. The long hours were catching up to her. And the thought of missing another day with her baby boy caused her to break down.

Her story really resonated with me, because – if we're being honest – we've all been Alice at some point over the past year. We've all felt overwhelmed and fallen apart.

I share all this with you – the highs and the lows – to illustrate the intensity of the past year, the impact it's had on our staff and the grit it's taken to make our successes possible. I also use it as an example of why we need to invest in Team Wake in Fiscal Year 2022.

### We must invest in Team Wake in Fiscal Year 2022

- Decrease heavy workloads
- Reduce stress
- Provide a better work/life balance
- Retain great staff

**GOALS:**  
Accomplish board goals and deliver high quality customer service

The workload they carry is heavy – even during non-COVID times. And, in many cases, they could leave Wake County for jobs where they would make the same amount of money but work fewer hours and have less stress. It's critical that we improve the work-life balance of our employees, so we retain our amazing workforce and grow our ability to do even more to support our residents.

You'll hear me talk today about why these investments are crucial to accomplishing the goals that you, as a board, set out for us and meeting the customer service levels our residents expect.

## Initial Revenue Projections: Expecting the Worst

Before I share my recommendations, I want to show you what our current revenue picture looks like both for closing FY21 and going into FY22, which runs from July 1 of this year to June 30 of next year.

I'm happy to say it's better than we thought it might be a year ago. A pandemic like this happens maybe once a century, so no one really knew what to expect. The only data that the Budget team had to base their revenue projections on was the Great Recession. So, they were very conservative in their assumptions about how the virus would impact our funding in FY21 and rightly so.

We estimated that our red-hot housing market would cool down, lowering property tax revenues and real estate fees collected by the Register of Deeds. We thought people would put off home improvement projects, reducing the need for inspections and permits. And, we assumed people would save money rather than spend it, reducing sales tax revenues.



Our property tax, sales tax and the fees we charge for services make up 93% of our county revenues, so you can see why we wanted to be prepared for the worst.

# Budget Message

## The Worst Didn't Happen

The good news is the worst didn't happen. COVID-19 didn't reduce our revenues as we feared it would. Home sales are still going like gangbusters, the demand for inspections and permits is up and people are making good use of online and curbside shopping, keeping our sales tax revenue strong.

These positive indicators help create a revenue picture that is better than our initial predictions. Thanks to a quick economic rebound, our FY21 projected revenues are coming in at 5% over budget.

We can thank the rounds of stimulus checks from the federal government for fueling some of this. Hundreds of millions of dollars in funding the state and the county received from the federal CARES Act and the American Rescue Plan also helped.

But, while some people were ordering Peloton bikes and had stacks of Amazon boxes at their front doors, others were not so fortunate. Frontline workers at restaurants, barber shops, gyms and other service industries faced layoffs and closures due to the pandemic. Some went months without a paycheck, relying on unemployment to make ends meet.

## Our K-Shaped Recovery

Although Gov. Cooper is gradually reopening the state through his "dimmer switch" approach, the service industry hasn't made a complete comeback. The unemployment rate in Wake County still hovers around 5%. That's nearly 2% higher than in February 2020 - what we now refer to as "pre-COVID-19 time."

Economists call this a K-shaped recovery



Those who are doing well are doing really well.

Those who are hurting financially are really hurting.

36

Economists call this a "K"-shaped recovery. What that means is the people who are doing well are doing really well, and the folks who are hurting financially are really hurting. Through programs like House Wake! and our food security work, we're focused on helping these vulnerable residents, so they can eventually shift from simply surviving to thriving.

That's going to take time. The economy is recovering, but there's a lot of uncertainty in what the future will bring.

What if we see another surge in COVID cases and businesses have to close again?

What will happen when there are no more stimulus checks?

What if too few people choose to get vaccinated, and we don't reach herd immunity?

We don't have answers to these questions yet. No one does. What

we do have are strong, data-based assumptions about how it will all play out.

Based on this continued uncertainty and our data about long-term growth projections, we're estimating less than 2% growth for our FY22 revenues over current year projections.

Fiscal Year 2022 Recommended Budget

**\$1,565,900,000**

General Fund Operating Budget

41

## A \$1.56 Billion FY22 General Fund Budget

We took all this insight into consideration as we built the FY22 Recommended Budget. After many months of analysis and healthy discussion, I present to you today a \$1,565,900,000 General Fund budget for Fiscal Year 2022.

FY2022 Recommended Budget

**Does not include a General Fund property tax increase**



**\$0.60**

Per \$100 of property value will remain our rate

42

I'm pleased to say it does not include a property tax increase for our General Fund. Under my proposal, our property tax rate would remain at 60 cents per every \$100 of property value.

## Building the Budget: Where We Started

Before we started looking at expanding our budget to meet our growing needs, we first closely scrutinized our base budget - the foundation on which we build our spending plan for the coming year.

We took lots of things into consideration. We looked at removing funding for one-time purchases.

Our departments considered realigning or repurposing their dollars to better meet their business goals.

We looked closely at restoring the funding cuts we made across the organization in FY21 to balance the budget.

We also considered how our work environment is changing in the

# Budget Message

face of COVID-19 and what that means for our employees, as well as our customers.

**Considerations made when building the budget**

**Board of Commissioners Goals for 2021**

- Community Health & Vitality
- Economic Strength
- Education
- Great Government
- Growth & Sustainability
- Public Safety

48

We reviewed your 2021 board goals and discussed how the FY22 budget could help us achieve them.

**Considerations made when building the budget**

**core values**  
Wake County Government

- Act with integrity
- Be accountable
- Embrace Diversity
- Work Together
- Make it better
- Nurture health and well-being
- Serve with passion and empathy

49

And, finally, we thought about the seven core values we adopted last year. They're the foundation of our organization and serve as the lens through which we evaluate every business decision – especially the budget.

After thinking about those factors, we started focusing on our budget allocations.

Our first step was to set aside the funds needed to pay for the debt we will owe in FY22 on long-term, high-dollar investments and capital projects. This is how we maintain our coveted Triple-Triple-A bond rating – the highest rating given by the leading bond agencies.

In the FY22 budget, we're restoring – and expanding – the .21 cents of the property tax rate that we moved from debt and capital to

**Our Commitment to Debt and Capital in FY2022**

**\$409.4 MILLION**  
9.5% ↑ increase from FY2021 adopted budget

51

operating in the FY21 budget. We're contributing to debt service this additional \$5 million to create future capacity for our county's growing infrastructure and building needs.

Our commitments to debt service and capital total \$409.4 million and make up 26% of the FY22 budget.

## Building the Budget: Caring for Our Community

COVID-19 has impacted the way we plan, the way we work and the way we care for our community.

No one knows that more than our Public Health team. For them, the past year has been a marathon filled with sprints, and the race isn't over yet. We expect COVID-19, or viruses like it, will live with us for a long time – much like the measles, mumps or the flu.

**Must be prepared for the current pandemic and future public health needs**

Recommend setting aside **\$1.6 million** for future public health response

Caring for our Community > Public Health

54

For a while, they were making do with temporary staff. That was a band-aid. The board helped us move toward a sustainable solution when you approved adding six permanent, full-time positions to the Public Health team mid-year to manage the testing and vaccinations that protect Wake County residents from the virus.

To build on that, I recommend setting aside \$1.6 million to address longer-term public health-related needs, so we'll be well prepared to respond to any future disease outbreaks, potential case surges or additional guidance from the state or federal government.

This pandemic has brought to light the need to expand our Communicable Disease Team, as well. They investigate 74 reportable diseases, ranging from rabies to sexually transmitted diseases. Adding more communicable disease staff would enable this team to respond more quickly to disease outbreaks, keeping our community healthy and safe.

When you look at the statistics for communicable diseases in Wake County, you'll see an increase in Hepatitis C patients due to an increased use of heroin and opioids.

Right now, we have two social workers who help Hepatitis C positive patients find the road to recovery by connecting them with medical care, substance abuse counseling and wrap-around services. But, the grant that funds those positions is expiring. We recommend using county dollars in FY22 to fund the positions to ensure their important work continues.

Speaking of important work, we now – more than ever – recognize what a vital resource our school nurses are.

In FY22, we propose maintaining our total investment of almost \$10

# Budget Message

million in our school nurse program. That's in addition to the funding we've budgeted for Wake County Public Schools, which I'll talk about shortly. By supporting the team with more nurses in FY22, we can maintain the one-nurse-for-every-two-schools ratio dictated by our model of care.

As you know, COVID-19 didn't just impact our community's health. It hit some sectors of our economy hard. As we recover, we must fund the services that our most vulnerable residents are relying on to meet their most basic needs.

One of them is housing.

**House Wake! helps renters on the verge of eviction remain in their homes**



Also helps households pay their overdue utility bills



**2,626**  
Approved applications for households in need

Caring for our Community > Affordable Housing 59

Our House Wake! Program is currently helping renters who are at risk of being evicted remain in their homes. It's also helping people who can't afford to pay their utility bills due to COVID-19 keep the lights on and the water running. To date, our partner Telamon has approved more than 2,600 applications for households in need, and we're all very proud of that.

But, there's more work to do in the affordable housing space.

And, to get it done, we must restore the nearly \$1.5 million we cut in FY21 from our housing budget. Traditionally, we use these funds to support affordable housing development. We want to keep the ones that already exist and add more units to increase our stock.

Now that our revenue picture is more robust, we propose reinstating this critical funding, so we can help more lower-income families find safe and comfortable places to live.

We also recommend adding three positions to our housing team to provide additional leadership, manage contracts and help eligible adults who are homeless or at risk of becoming homeless apply for benefits. These positions would also offer some much-needed capacity to the department challenged with overseeing more than

**We propose expanding our housing team to do even more to support vulnerable residents**

**Add 3 positions to:**

- Provide additional leadership
- Manage contracts
- Help eligible adults who are homeless or at risk of becoming homeless apply for benefits



Caring for our Community > Affordable Housing 61

\$57 million in federal funds for housing and eviction prevention.

Another basic need we're trying to help our most vulnerable residents meet is food security.

No one should go hungry, especially during a pandemic. From March of last year to March of this year, the Wake County Center of the N.C. Cooperative Extension – along with 55 partners – distributed more than 9 million meals to people in our community.

**We need to update our Food Security Plan to give people more access to fresh, healthy food**

**\$35,000**  
Investment to create a second comprehensive food security plan  
Will build on success of first plan



Caring for our Community > Food Security 64

We want to build on this incredible teamwork by investing \$35,000 in the FY22 budget to create a second comprehensive food security plan. It would capitalize on the lessons learned from the first plan and make recommendations on new policies and innovative action steps to help more folks in Wake County become food secure.

We also propose continued investment in our Food Security AmeriCorps VISTA Program. Each year, it comprises 10 full time members and up to 20 summer associates. They work with partner agencies like the Capital Area Food Network and the Food Bank of Central and Eastern North Carolina, helping to connect the hungry with fresh, healthy food.

When we talk about food security, we must also consider the increased demand that the pandemic has created for Food and Nutrition Services and Medicaid.

With more people struggling to make ends meet, it's no surprise that the need for these supportive services has risen, too. Our FNS active caseload has jumped 25% over the past fiscal year, and our Medicaid caseload has gone from nearly 125,000 cases in FY20 to nearly 140,000 cases in FY21 – as an additional 15,000 people need our help.

**COVID-19 has created greater demand for Food and Nutrition Services, Medicaid**

Adding **8** positions to provide better, faster access to benefits, while increasing accuracy



Caring for our Community > Economic Benefits 68

To ensure the applications for these critical services are processed in a timely manner, we propose adding seven supervisors to our FNS and Medicaid teams. These staff would monitor workloads, assign cases,

# Budget Message

provide guidance and training, and review cases for accuracy and timeliness to improve retention and performance in key county and state metrics.

We also recommend – through a partnership with NeighborHealth – adding a new family and children’s Medicaid caseworker to our team. These positions would ensure access to care for the thousands of patients who rely on food and nutrition and Medicaid benefits.

**More people are coming to our Human Services facilities for assistance**

**Why they're coming:**

- Meet with case managers
- Get help accessing economic benefits

Adding 5 positions to help triage the increasing number of applications and provide good customer service

Caring for our Community > Economic Benefits 69

As we reopen our Human Services facilities, more people are coming to meet with case managers and get help accessing economic benefits. In the FY22 budget, we propose adding five positions to help triage the growing number of Medicaid and FNS applications submitted at the Somerset and Departure Drive locations and provide good customer service to everyone who enters the doors.

Just like we focus on helping our residents achieve good physical and financial health, we also recognize the importance of supporting good behavioral health in our community.

We held our second Behavioral Health Summit this spring. Even though it was virtual due to COVID-19, it received rave reviews from the participants. The feedback they provided will inform our update to the county’s Behavioral Health Plan.

The pandemic has turned life upside-down for many folks. The isolation, stress and grief they’ve experienced have real-life impacts. Locally, mental health professionals are seeing a rise in depression among our youngest residents – kids who never thought they’d spend a year of their lives going to school on a screen. And, nationally, the CDC reports 13% of adults struggling to cope with COVID-19 last summer said they turned to drugs or alcohol to deal with their emotions.

**COVID-19 has turned life upside down for many**

Depression is on the rise among children

13% of adults turned to alcohol or drugs to cope

Caring for our Community > Behavioral Health 72

We want to help them. That’s why we recommend providing transition funding to support operations at the WakeBrook facility, which provides a 24-hour crisis and assessment center, a substance

use and addiction detox unit and an inpatient unit. The county, UNC, WakeMed, Duke Health and Alliance Behavioral Healthcare are partnering to develop a sustainable funding model for the program.

We also propose transitioning our successful Mobile Crisis Services and Behavioral Health Urgent Care pilot programs to permanent services. We’ve seen the value they bring to our community – especially for residents who don’t know where to turn when they or a loved one is having an episode. That’s why we want to make them a permanent resource that’s accessible to everyone.

I’ve already mentioned our Departure Drive location. As we expand our range of services there to meet the growing customer base, we also want to add behavioral health outpatient services for adults. It just makes sense.

And, finally, we recommend providing funding in the FY22 budget for a pilot project to expand substance use treatment options in Wake County, focusing specifically on services for people who are in jail or have a criminal record.

**Our Investment in Caring for our Community**

**\$221.1 MILLION**

4.1% ↑ increase from FY2021 adopted budget

14%

76

As you can see, there’s a lot we want to do to make life better for everyone in Wake County. In all, our proposed investments in public health, human services, housing, food security, economic benefits and behavioral health total \$221.1 million and make up 14% of the FY22 budget.

## Building the Budget: Protecting the Public

The next area I want to focus on is public safety.

If the past year has taught us anything, it’s that we must be prepared for the emergencies we expect and the ones we don’t. The pandemic has also reinforced how vital partnerships are to protecting the public and keeping them informed during a crisis.

**Pandemic lesson: We must always be prepared**

ISAIAS UPDATE

COVID-19

Public Safety > Emergency Management 78

# Budget Message

In the FY22 budget, we propose adding a new position to our Emergency Management team that would focus on community outreach and engagement. By coordinating even more closely with the municipalities, key stakeholders and our residents, we'll be better prepared to handle any kind of crisis.

Our Emergency Medical Services team has seen interesting changes throughout the pandemic in demand for its services.

In the spring of 2020, 911 medical calls dropped when businesses closed and the "safer at home" order went into effect. But, those calls rebounded during the summer and fall of last year when the restrictions were lifted.

With demand resurging, Wake EMS needs to maintain sufficient coverage across the county to provide a timely response. During the busiest times, they experience instances when the number of ambulances available to cover all the calls dips below the system standard. They call this "E-STAT."

From July to December 2020, the number of times Wake EMS went into E-STAT increased by 25% from the year before.

To alleviate the growing stress on our EMS system, we propose restoring two significant cuts made in the FY21 budget. We want to bring back two peak load ambulances and the eight EMT and paramedic positions needed to run them.

**As demand resurges, Wake EMS needs to maintain sufficient coverage countywide**

**ESTAT**

When the number of ambulances available to cover calls dips below the system standard

**25% Increase**

Public Safety > Emergency Medical Services



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These investments would ensure that when our residents call 911 and ask for emergency medical help, Wake EMS will be there quickly – ready to provide life-saving care.

Similarly, we have to make sure there are enough fire trucks and personnel to respond quickly to fires and other emergencies in the unincorporated areas of the county and the Town of Wendell.

The unincorporated areas are neighborhoods and communities that don't fall within a city or town's limits, and therefore, don't receive municipal fire services.

A fire tax is levied on those who live in the unincorporated areas and Wendell to pay for the firefighters' salaries, their safety gear and the equipment they need to do their jobs in these more rural areas. It's currently 9.10 cents per \$100 of property value.

The reality is the cost of providing this service is becoming more expensive, and as municipalities in Wake County annex more and more of the unincorporated areas, the tax base for the fire tax special district is shrinking.

**Solution: Increase the Fire Tax in FY2022**

**10.27¢**

Per \$100 of property value in the Fire Tax Special District

**Benefits:**

- Continued prompt response
- Retain great firefighters
- Safe, functional equipment

Public Safety > Fire Services



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Our solution to this financial challenge is to raise the fire tax in the FY22 budget to 10.27 cents per \$100 of property value for households in the unincorporated areas. We believe this recommendation will not only continue to ensure a prompt response in our rural communities during emergencies, but it will also help us retain great firefighters and provide them with equipment that works well and keeps them safe.

Recruiting and retaining great employees is a goal that the Sheriff and I share. Attracting people to work as detention officers in the jail isn't easy. That's why the FY22 budget includes restoring the requested funding for the Sheriff's Office to enhance his recruitment and outreach efforts.

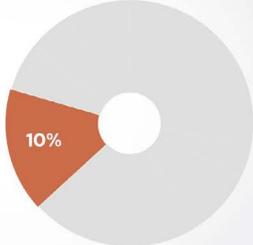
We're also adding 16 positions to Sheriff Baker's team at his request to support drug investigations, collect and manage evidence, and safely transport people to behavioral health facilities for treatment.

**Our Investment in Public Safety**

**\$162.9 MILLION**

3.4%↑ increase from FY2021 adopted budget

Public Safety > Sheriff's Office



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Overall, our commitment to public safety within the General Fund represents \$162.9 million or 10% of the FY22 budget.

## Building the Budget: Safe and Secure Elections

Another area that we must continue to safeguard is our election process.

During the 2020 General Election in November, we saw record-setting turnout with 80% of registered voters in Wake County casting their ballots. Requests for absentee-by-mail ballots increased by 500% last year. And, our 20 early voting sites saw a 24% rise in turnout over the previous presidential election.

These are impressive and exciting statistics, and they show that – even during a global pandemic – people want to participate in this democracy. But, we can't expect our Board of Elections team to manage growing interest in the electoral process without giving them

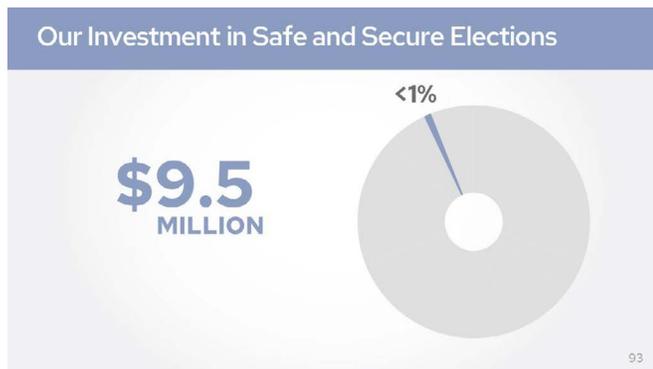
# Budget Message

more resources.

In the FY22 budget, we recommend adding four positions to:

- Support expanded early voting hours;
- Make sure our nearly 550 voting machines work well; and
- Manage our active precinct officials, which have grown from almost 6,000 in 2017 to more than 15,000 in 2020.

We also propose including more than \$700,000 for early voting in the March primary election and increasing the stipend for early voting and election day workers to \$15 an hour. In addition, we want to invest more funding in absentee-by-mail voting to meet the skyrocketing demand.



These investments to make sure our elections are safe and secure total \$9.5 million.

## Building the Budget: Sustainable Growth and Quality of Life

The next area I'd like to address is sustainable growth and quality of life in Wake County.

Our relatively low cost of living and high quality of life are key reasons why we're the third fastest growing county of more than 1 million people in the country. From 2009 to 2019, we grew by 225,000 people. That's more than the populations of Apex and Cary combined. And, it's not projected to slow down any time soon.

This growth is spurring lots of development.



To meet the increasing demand from developers for planning and permitting assistance, we must expand our Environmental Services team in the FY22 budget.

Right now, it takes us about 25 days to review and issue construction authorization permits for septic systems. Our goal is 10 days. Adding another position to our Water Quality team would help us reduce that turnaround time.

**Goal: Reduce turnaround times to respond to developers more quickly**

- Staff review stormwater, floodplain management, and sediment and erosion control plans
- Number of plans received **more than doubled**
- Adding a position to improve efficiency and customer service

Sustainable Growth & Quality of Life > Environmental Services

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Timing is also an issue when it comes to reviewing stormwater, floodplain management and sediment and erosion control plans due to sheer volume. The number of plans we received from FY19 to FY20 more than doubled, and they're on track to exceed that figure in FY21. By adding another engineer, we could reduce the time it takes to review the plans and get them back to the developers more efficiently.

The same goes for permit application checks. Our goal is to complete these checks in two days or less. To maintain that turnaround time, we need to add another technician to tackle the growing number of requests.

Improving timeliness is part of good customer service, which we want to provide to facility owners. That's why we propose adding a position that would create training materials to educate our customers about how the permit application process works. This position would also help us collaborate even more closely with our municipal partners to make each step in the process easier for our customers.

With the rise in development comes more restaurants, hotels, daycares and assisted living facilities. That translates into more state-mandated health inspections for our Environmental Services team. From FY19 to FY20, we've seen the demand increase by nearly 700 required inspections.

Even though COVID-19 shut down some businesses early in the pandemic, many restaurants quickly pivoted to a curbside or outdoor dining business model. And, our Environmental Services team pivoted, too, conducting inspections at these reimagined locations.

In the FY22 budget, we propose adding an inspector to better meet the demand and to keep our residents and visitors safe.

**Restoring funding to Animal Services will protect animals and help them get adopted**

**Shelter is now fully reopened**

**Want to reinstate funding for:**

- Overtime for shelter staff
- Medical supplies

Sustainable Growth & Quality of Life > Animal Services

102

# Budget Message

We also need to protect our four-legged residents – the dogs, cats and sometimes, even hamsters and horses, who come to our animal shelter.

With the shelter now fully reopened, we want to restore the funding cuts that we made in FY21 to ensure that shelter staff can work overtime – if necessary – to care for the animals and they have the right supplies to keep the animals healthy and happy until they find forever homes.

Over the past year, thousands of folks explored our amazing parks and nature preserves.



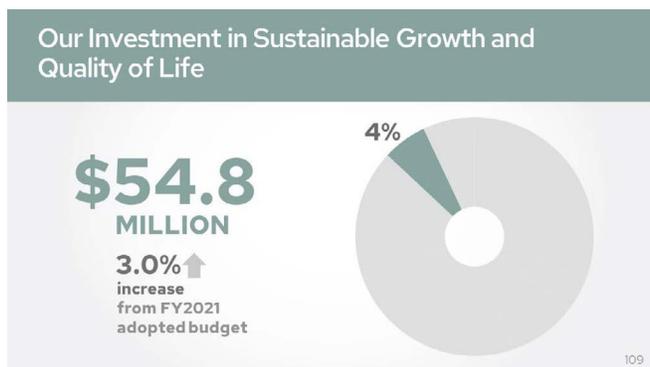
In fact, visitation has increased nearly 30% since the pandemic began. With the outdoors serving as a safer place for people to gather, exercise and simply relax during COVID-19, we expect those numbers to hold steady for the foreseeable future.

Even before the pandemic sent demand skyrocketing, we'd planned to purchase an additional 2,000 acres of open space by June 2022 with funds from the Parks, Greenways, Recreation and Open Space bond.

And, now that interest in parks is at an all-time high, we propose adding more positions to our Parks team to care for our nature preserves and maintain our newly purchased open space.

It's also the perfect time to open Sandy Pines Preserve – a 563-acre former farm in Eastern Wake County that features natural forests, fields and wetlands. We envision offering hiking, horseback riding, fishing and more on this beautiful property.

Right now, our nature preserves are open seven days a week from May through August. We'd like to extend those operating hours through September to meet the increased demand for access from our residents.



In all, our investments in the departments that support our sustainable

approach to growth and our quality of life total \$54.8 million and comprise 4% of the FY22 recommended budget.

## Building the Budget: Infrastructure Growth

As we talk about growth, we must also consider its impact on our own infrastructure – both our brick and mortar infrastructure and our digital infrastructure.

Wake County currently has more than 5 million square feet of buildings in its portfolio, and it's our responsibility to continue to take good care of them, so they last as long as possible.

Preventative maintenance is important. It's like getting the oil changed regularly in your car. If you do it every 3,000 miles, you'll dramatically increase the lifespan of your car. If you don't, your car will break down far sooner. We want to be the good car owner. That's why we recommend investing \$33.6 million in the FY22 budget to protect and preserve our county assets.

As we maintain our facilities, we're also looking for ways to conserve energy – at your direction.

As a board, you've told us that you want to continue your commitment to reducing our energy consumption while relying more on renewable energy sources. To accomplish those important objectives, we recommend adding a position to our newly reorganized General Services energy team.

We also want to dedicate funds in the FY22 budget to purchase facility management software, so we can gather better analytics on the effectiveness of our systems and facilities and use them to make data-driven conservation and efficiency decisions.



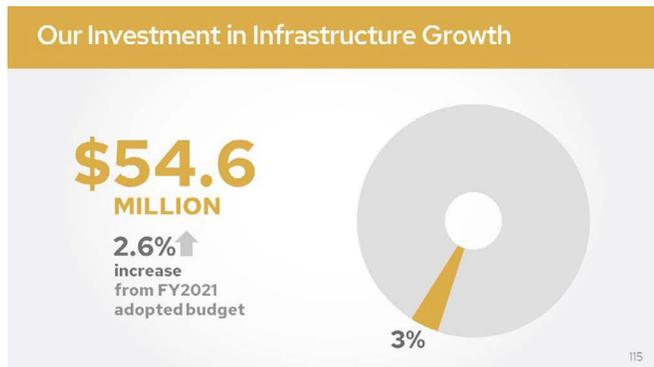
When we think about our digital infrastructure, one of the first things we focus on is security. We want to do everything we can to reduce our risk and protect our 10,000 connected devices, 17,000 user accounts and 430 terabytes of online information. Investing in new technology solutions and risk management insurance are two effective ways to do it. In the FY22 budget, we propose dedicating \$21 million to our Information Services team, which will lead these proactive measures.

We're also looking at tools to help our employees do their jobs in this new, virtual environment created by the pandemic. We need software to enable digital document signing and an additional IT technician to help employees working remotely solve computer issues in a timely manner. We recommend investing in these resources in the FY22 budget.

Continuing to build and organize our digital infrastructure is important, as well. It's the backbone of how we operate in this modern

# Budget Message

world. To support it, we propose adding four positions to standardize how our data is used across the organization, analyze our business practices and modernize our mass appraisal system for our Tax Administration Office.



Overall, our recommended investment in the departments that maintain our facilities, technology and infrastructure totals \$54.6 million or 3% of our FY22 budget.

## Building the Budget: Organizational Strength

Next, let’s talk about our organization and how we’ll work to strengthen it in FY22.

As I mentioned at the beginning of my remarks, that starts with investing in our employees. They need more resources and more bandwidth to meet our customers’ expectations and your goals.

With these investments, we can hit the targets you’ve set and be true to our core values, especially “Make it better” and “Embrace diversity.”

I’ve always believed that the key to a strong organization is a strong support structure. It’s like construction. You can’t build a skyscraper on a wobbly foundation and expect it to stand. So, why are we trying to build a great county government on a framework that’s not robust enough to fully support it?

We’ve done the benchmarking, and compared to many counties of our size, we’re very lean. Over the years, we haven’t added enough staff and resources to the departments that support us internally, and now, we’re feeling the pinch.

**The key to a strong organization is a strong support structure**

- 1. Compared to other counties of our size, we're very lean.**
- 2. We haven't added enough staff or resources to departments that support us internally.**
- 3. Work/life balance is a priority.**

Organizational Strength > Internal Support 117

Providing all of our employees with a good work/life balance is a priority for me. As the county grows, we can’t keep asking Team Wake to take on more work without risking burn-out and their eventual departure.

Our Human Resources team is stretched thin, and without additional staffing, they won’t be able to effectively support Team Wake. That’s why we recommend giving them eight new positions to focus on important areas such as employee relations, centralized onboarding, salary administration and succession planning.

Our Communications Office is another team with lean staffing that serves our entire organization. They do a lot with just 10 employees currently. But, to meet the needs of the community, we have to increase their capacity. We propose adding four positions to enhance communication with residents and our employees. They will enable us to more proactively tell the Wake County story while enhancing our community outreach efforts.

**Providing support to other internal departments**

**Adding positions to:**

- Tax Administration
- Budget and Management Services
- Internal Audit
- Finance
- Register of Deeds Office
- Board of Commissioners
- County Attorney's Office

Organizational Strength > Internal Support 120

We also recommend restoring and adding 13 positions in other departments such as Tax Administration, Internal Audit and the County Attorney’s Office to meet increased demand and better support our organization.

As you’ve seen in our recent goal-setting retreats, we’re a data-driven organization. We use the analytics we collect countywide to measure our performance and help us achieve even greater results for our residents. This directly connects with our “being accountable” core value.

We want to take the work we’re already doing in this space to a higher level. That’s why we recommend in the FY22 budget expanding the team that focuses on performance, strategy and innovation.

We also propose investing in a software system that would enable the team to build out the county’s performance management framework and track progress on board goals. We believe this is the right approach to ensure the county uses the best solutions and services to get to the outcomes we want with the most efficient use of taxpayer dollars.

Another priority for me is to sharpen our focus as an organization on diversity, equity and inclusion.

“Embrace diversity” is another one of Wake County’s core values. We believe that different backgrounds and experiences make our work better and, ultimately, make us better. We value inclusion across race, color, national origin, gender identity, age, religion, sex, disability and experience. Our goal is to better reflect the community we serve.

Last month, we officially launched a new diversity, equity and inclusion program called WakeUP! It actively demonstrates the county’s commitment to advancing these ideals across all functions and levels of our organization.

# Budget Message

## Launched new DEI program called WakeUP!

Demonstrates our commitment to advancing these ideals

- Adding a Diversity and Inclusion Director to lead this effort
- Investing in DEI contracted services to identify and implement strategies



Organizational Strength > Diversity, Equity & Inclusion

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To guide this important work, we recommend creating a new position for a Diversity and Inclusion director in the County Manager’s Office. We also propose investing in DEI contracted services to help this position – and our organization as a whole – identify strategies to encourage equity and develop a plan to implement them.

These pay increases are critical to retaining our current employees and attracting new ones. If we want to remain competitive in the marketplace, we have to pay our employees what they’re worth. Otherwise, we will lose top talent to other government agencies or other sectors that offer higher salaries and require a lighter workload.

Another facet of the pay conversation is fairness. In addition to making sure Team Wake has ample opportunities to increase their earning potential, we must also make sure staff get appropriate market-rate wages based on qualifications and years of experience.

You’ll remember that in FY19 we embarked on a study to develop modern job classifications and job descriptions for our workforce. We knew after we did that there would be pay discrepancies to reconcile. That’s why, in the FY22 budget, we recommend conducting a compression study for the organization to look at our pay disparities, and develop and implement a strategy to address them.

## Our Investment in Strengthening Team Wake

**\$59.7 million**

Total funding in FY2022 for the departments and programs that support our organization

124

Investments in the departments and programs that support and strengthen Team Wake total nearly \$59.7 million in the FY22 budget.

As a board, you’ve told us that you’re committed to providing a living wage to all of our employees. And, for the past 5 years, we have. We want to continue being a role model for other businesses, which is why we recommend adjusting the living wage to \$17.33 an hour in the FY22 budget. This increase is necessary to reflect the growing cost of living in Wake County.

Speaking of wages, in FY21, we chose not to fund performance pay increases for our more than 4,200 employees as a cost-cutting measure. Based on a better revenue picture in FY22, we propose funding a performance pay increase of 4% to help Team Wake catch up financially. We would also like to give up to an additional 3% raise to our highest performers – roughly 20% of our workforce.

## Our Investment in Organizational Strength

**\$83.6 MILLION**

↑ Making our salary and benefits competitive

↑ \$4.6 million increase in departments that support Team Wake from FY2021 adopted budget



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Making our salary and benefits competitive, as well as investing in the departments that support our organization and the county as a whole, would cost \$83.6 million and represent 5% of our FY22 budget.

## Building the Budget: Community Organizations

Each year, the Board invests funds in local community organizations that bolster our important work in areas like housing, food security and early childhood education. With our help, they are able to serve more residents. The FY22 Recommended Budget includes \$2.1 million, a 4% increase over the prior year, for the commissioners to continue this support.

## Building the Budget: Education

The final area I want to address today is education.

We know a strong education is a key pathway to a successful life. And, it starts when children are young.

Children who attend high quality early education arrive at kindergarten more ready to learn, less likely to need special education, and ultimately, better prepared to achieve higher reading scores and graduation rates.

Currently, we provide almost \$1.7 million to Wake County Smart Start to support pre-K for income-eligible 4-year-olds. In the FY22 budget, we propose expanding our investment to \$2 million for Smart Start to create a new pre-K curriculum for income-eligible 3-year-olds called “Wake ThreeSchool.”

## Competitive pay is critical to retaining current employees and attracting new ones

**4%**

Increase in performance pay

+

**3%**

Additional increase for highest performers

**If we don't pay employees what they're worth, we will lose top talent**

Organizational Strength > Performance Pay

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# Budget Message

## High quality early education prepares children for success in school

**\$2 million**

Provided to Wake County Smart Start



Expanding our investment to create a new Pre-K curriculum for 3-year-olds

Education > Smart Start

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With up to two years of Pre-K under their belts before they go to kindergarten, these children will be far better prepared to participate in the classroom and meet educational milestones.

We look at our investments in education as a continuum. The next step after Pre-K is the Wake County Public School System. It's the 16th largest school district in the country with more than 160,000 students.

Like the county, the Wake County Public School System has experienced unprecedented challenges caused by COVID-19. Through it all, as Superintendent Cathy Moore said, school system staff have worked to create, revise and adjust academic routines to make sure that students have access to the rigorous and meaningful learning they need.

## WCPSS is the next step in our education continuum



Propose allocating **\$539.2 million** to WCPSS

- Makes one-time funding of **\$12 million** recurring
- Increases our support for the district's operating budget by **\$11 million**

Education > Wake County Public School System

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We propose allocating \$539.2 million to the Wake County Public School System, which would make last year's one-time funding of \$12 million recurring and enhance our support for the schools operating by an additional \$11 million. This investment meets our statutory obligations for facility operations and maintenance and continues our support for K-12 education in our county.

The final step in our education continuum is college, and investing in Wake Tech remains a priority. It's the largest community college in the state, serving about 70,000 students each year. It provides great opportunities for skills training to help students of any age prepare for their first – or next – career.

In the FY22 budget, we recommend investing nearly \$29 million in Wake Tech, an increase of \$4 million from FY21. This will fund our commitments to the college's nine current locations, as well as:

- Invest in the new Center for Automotive Excellence at the Scott Northern Wake Campus;
- Provide additional space to support the partnership with

Amazon at the Beltline Education Center; and

- Plan for the new Eastern Wake Campus.

This funding would also expand the college's information technology team to better support virtual learning and cybersecurity.

This funding includes our continued commitment to the Wake Works program. The apprenticeship program provides scholarships for students, so they can earn a degree while getting practical work experience. It also supports local businesses by creating a pipeline of talent in skilled trades, manufacturing and healthcare.

With COVID-19 impacting parts of the workforce, Wake Tech will undoubtedly play a key role in helping people make a career comeback. We're proud to be part of it.

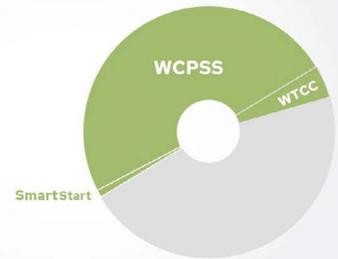
## Our Operating and Capital Investment in Education

**\$890.1**

MILLION

**57%** of total budget

\$34.3 million increase over FY2021



SmartStart

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Altogether, our proposed operating and capital investments in education – from cradle to college – total \$890.1 million and make up 57% of our FY22 budget.

# Budget Message

## Conclusion

Today, we bring before you a financially sound plan for the upcoming fiscal year. It not only invests funding in the services we're required by the state and federal governments to provide, but it also supports the areas within our organization where we want – and need – to grow.

During the pandemic, we've seen our employees give their all to help protect our community from the virus. This challenging time has revealed some areas where Team Wake has been too lean for too long. Our healthier revenue picture for FY22 gives us the opportunity to add staff and resources where we need them most. These critical investments will provide our employees with a better work/life balance and help us retain the top talent that makes Wake great.

FY2022 Recommended Budget

**\$1,565,900,000**

No property tax increase in the General Fund

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Our recommended budget for FY22 totals \$1,565,900,000 and does not include a property tax increase in the General Fund. It focuses on serving the multi-faceted needs of our residents – especially those living on the margins.

I want to thank the folks from every department who worked on this budget proposal, because I know it wasn't easy – particularly in the midst of a global pandemic. I want to give a special shout out to the Budget team and CFO Emily Lucas for their leadership and dedication to this process. You've done great work.

## Next Steps

But, we're not done yet. Let's talk about the next steps in this process.

Next steps

**FY2022 Recommended Budget Schedule**

Starting tonight, you can submit comments on the budget via [wakegov.com/budget](http://wakegov.com/budget).

MAY 10	MAY 17	MAY 18	MAY 24	JUNE 7
<b>2 p.m.</b> First board work session on budget	<b>2 p.m.</b> Hold public hearing on budget during board meeting	<b>5 p.m.</b> Public comment period on budget closes	<b>9 a.m.</b> Second board work session on budget	<b>5 p.m.</b> Board votes on proposed budget

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Starting today, residents can submit comments on this budget through our website, [wakegov.com/budget](http://wakegov.com/budget).

On Monday, May 10, at 2 p.m., we'll hold the first board work session dedicated to the budget.

On Monday, May 17, we'll hold a public hearing on the budget during the 2 p.m. board meeting. As soon as the meeting starts, all feedback will become publicly available for viewing on the county website. Staff will then provide the commission with a summary of public hearing comments received through that morning.

The public can continue submitting comments until May 18 at 5 p.m. A summary of all comments will be delivered to the board at that point.

On Monday, May 24, we'll have a second work session at 9 a.m. to discuss public hearing comments and identify any changes to the recommended budget for consideration on June 7.

We'll bring the proposed budget to the board on that day for a vote during the 5 p.m. board meeting.

As always, you can find the materials that explain what's in the FY22 Recommended Budget on our website, [wakegov.com/budget](http://wakegov.com/budget). They're online now, and we encourage you to read through them to gain a better understanding of our priorities for the year ahead.

Thank you for your time and consideration.



[wakegov.com/budget](http://wakegov.com/budget)



# Ordinances

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**Item Title:** Adopt Fiscal Year 2022 Operating Budgets, Capital Improvement Projects, Special Revenue Projects, and Personnel Authorization Ordinances

**Specific Action Requested:**  
That the Board of Commissioners adopts the following FY 2022 budget-related ordinances:

**Operating Budgets Funds Ordinances**

- General Fund Annual Operating Budget
- Debt Service Fund Annual Operating Budget
- Fire Tax District Fund Annual Operating Budget
- Major Facilities Fund Annual Operating Budget
- Solid Waste Operating Fund Annual Operating Budget
- South Wake Landfill Partnership Fund Annual Operating Budget
- Corporate Fleet Fund Annual Operating Budget
- Human Services Transportation Fund Annual Operating Budget
- Wake County Public School System Fines and Forfeitures Fund Operating Budget
- Human Services Client Trust Fund Annual Operating Budget

**Capital Improvement Projects Funds Ordinance, inclusive of:**

- County Capital Projects Fund
- Fire Tax District Capital Projects Fund
- Major Facilities Capital Projects Fund
- Solid Waste Capital Projects Fund
- Housing Capital Projects Fund
- Wake Technical Community College Capital Projects Fund
- Wake County Public School System Capital Projects Fund

**Special Revenue Project Ordinances**

- Housing Affordability and Community Revitalization Fund Project Ordinance
- Capital Area Workforce Development Fund Project Ordinance
- Grants and Donations Fund Project Ordinance

**Personnel Authorization Ordinance**

**Item Summary:**

**Purpose:** In compliance with the *North Carolina Local Government Budget and Fiscal Control Act* (G.S. 159, Article 3) the Board of Commissioners adopts an annual balanced budget ordinance covering a fiscal year beginning July 1 and ending June 30 for all governmental and proprietary funds except funds authorized by project ordinances.

# Ordinances

**Background:** On May 3<sup>rd</sup>, 2021, the County Manager presented a recommended FY 2022 General Fund budget totaling \$1,565,900,000 to the Board of Commissioners. This recommended budget is balanced as required by and defined in the North Carolina Local Government Budget and Fiscal Control Act. Public comments were submitted through the Wake County website beginning May 3<sup>rd</sup>. A public hearing was held during the May 17<sup>th</sup> board meeting, with public comments collected through May 18<sup>th</sup>.

**Board Goal:** This Board action supports routine County business.

**Fiscal Impact:** The FY 2022 General Fund budget presented for adoption totals \$1,568,178,000 and reflects a property tax rate of 60.00 cents per \$100 property valuation. The budget reflects an increase to the Fire Tax District tax rate of 1.17 cents for a final property tax rate of 10.27 cents per \$100 property valuation and maintains the household disposal fee at \$20 per household per year.

## Additional Information:

### Changes to Recommended Budget

#### *General Fund*

	FTE	Revenues	Expenditures
<b>Recommended</b>	<b>4,376.080</b>	<b>\$1,565,900,000</b>	<b>\$1,565,900,000</b>
Non-Departmental – Fund Balance		2,500,000	
Behavioral Health – Data Sharing Pilot			2,000,000
Non-Departmental – WCSO Medical Study			500,000
Human Services – Public Health & Admin	14.165		
Soil and Water – NextGen Farm			70,900
Human Services – Economic Self Sufficiency	1.000	64,000	64,000
Sheriff – Estimate Correction			(356,900)
Non-Departmental – Sales Tax		(286,000)	
Wake County Public School System Operating			5,050,000
Transfers to Debt Service Fund			(5,050,000)
<b>Proposed Adopted</b>	<b>4,391.245</b>	<b>\$1,568,178,000</b>	<b>\$1,568,178,000</b>

At the May 17<sup>th</sup>, 2021 board meeting, the Board of Commissioners approved a one-time use of \$2,500,000 in fund balance to fund two one-time consultant studies using FY 2021 sales tax variance. \$2,000,000 is dedicated to Behavior Health Data Sharing Pilot that will develop a cross-agency database to help front-line responders encountering persons with behavioral health issues. \$500,000 is dedicated to a Wake County Sheriff Office Detention Medical Study to review the current medical/dental services offered to detention center residents and evaluate best operating practices. This use of fund balance has been incorporated into the Revised FY 2022 Recommended Budget.

# Ordinances

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The FY 2022 Recommended Budget included \$1,600,000 in reserve funding for Wake County Human Services to enhance capacity to effectively investigate, diagnose, and address current and future public health issues. The Revised FY 2022 Recommended Budget creates a plan for that reserve funding by establishing 14.165 FTE, including 9.165 school health nursing staff, 2.000 communicable disease personnel, 2.000 epidemiologists, and 1.000 position to support Human Services' recruitment and retention needs.

At the May 24<sup>th</sup>, 2021 budget work session, staff identified that the NextGen Farm pilot funded in FY 2019-2021 would continue to be funded in FY 2022. The Revised Recommended Budget includes \$70,900 in one-time funding for the Soil and Water Conservation District to extend the pilot.

At the May 24<sup>th</sup>, 2021 budget work session, staff identified a correction to the cost of two drug and vice investigator positions added to the Wake County Sheriff's Office (WCSO) with the FY 2022 Recommended Budget. The costs in the Revised FY 2022 Recommended Budget have been reduced to reflect the correct technology and equipment costs of these two positions. To coincide with the decrease in expenditures, sales tax revenues have also been reduced as the revenue is not required to support these costs.

At the May 24<sup>th</sup>, 2021 budget work session, staff identified the following mid-year position transfers that do not have funding impacts as technical corrections. These mid-year position transfers were not accounted for in the FY 2022 Recommended Budget and have been incorporated into the Revised FY 2022 Recommended Budget:

(1) At the October 19<sup>th</sup>, 2020 Board of Commissioners meeting, the Board approved the transfer of two identification specialists from County-City Bureau of Investigation to the WCSO for fingerprinting services.

(2) The administrative transfer of one Plans and Permits Technician from Environmental Services Administration to Environmental Services Water Quality.

(3) The administrative transfer of one position from Human Services Public Health to Administration and Operations to support increased demand in the call center.

At the May 24<sup>th</sup>, 2021 budget work session, staff identified one mid-year position change with funding impacts as a technical correction. At the February 15<sup>th</sup>, 2021 Board of Commissioners meeting, the board approved the addition of one FTE to conduct eligibility determination for Medicaid benefits. The funds and FTE authorization were not included in the FY 2022 Recommended Budget and have been incorporated into the Revised FY 2022 Recommended Budget.

At the May 24<sup>th</sup>, 2021 budget work session, the Board of Commissioners directed staff to increase the FY 2022 appropriation to the Wake County Public School System to fund the full Board of Education's request of the County. The operating appropriation will be increased from the recommended \$539,155,101 by \$5,050,000 to \$544,205,101. The transfer to the Debt Service Fund (Ad Valorem) will be reduced from the recommended \$234,586,554 by \$5,050,000 to \$229,536,554.

# Ordinances

## *Debt Service Fund*

	Revenues	Expenditures
<b>Recommended</b>	<b>\$336,113,000</b>	<b>\$336,113,000</b>
Transfer from the General Fund	(5,050,000)	
Debt Service		(5,050,000)
<b>Proposed Adopted</b>	<b>\$331,063,000</b>	<b>\$331,063,000</b>

The Debt Service Fund will decrease from \$336,113,000 to \$331,063,000 because of the reduction of \$5,050,000 in the Transfer to Debt Service in the General Fund to increase the Wake County Public School System appropriation by \$5,050,000. Based on current projections in the debt and capital model, positive variances such as sales tax growth and low interest rates allow for current debt programs to be appropriately funded with the 18.57 cent allocation. Staff will monitor economic conditions to determine if tax rate increases associated with future debt programs remain appropriate.

## *Housing Affordability and Community Revitalization Special Revenue Fund*

	Revenues	Expenditures
<b>Recommended</b>	<b>\$9,813,000</b>	<b>\$9,813,000</b>
Community Development Block Grant	32,000	32,000
<b>Proposed Adopted</b>	<b>\$9,845,000</b>	<b>\$9,845,000</b>

At the May 24<sup>th</sup>, 2021 budget work session, County staff identified one revision to the Housing Affordability and Community Revitalization Special Revenue Fund. On May 13<sup>th</sup>, 2021, Housing and Urban Development Office of Community Planning and Development announced revised allocations for Community Development Block Grants (CDBG). The revision increases housing appropriations in FY 2022 by \$32,000 to a new total of \$9,845,000. CDBG provides annual grants on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

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# Ordinances

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## Budget Ordinances

The attachments include all ordinances necessary to implement the FY 2022 operating, capital, and project budgets.

The totals of each budget (displayed by fund), as recommended by the County Manager on May 3<sup>rd</sup>, 2021, revised by staff and presented at the Work Session on May 24<sup>th</sup>, 2021 and further revised at the direction of the Board of Commissioners, are:

### **Fund**

#### Operating Budgets

General Fund	1,568,178,000
Debt Service Fund	331,063,000
Fire Tax District Fund	33,989,000
Major Facilities Fund	47,681,000
Solid Waste Operating Fund	18,116,000
South Wake Landfill Partnership Fund	21,277,000
Corporate Fleet Fund	11,263,000
Human Services Transportation Fund	12,888,000
Wake County Public School System Fines and Forfeitures Fund	2,750,000
Human Services Client Trust Fund	2,750,000

#### Capital Improvement Projects

County Capital Projects Fund	58,098,000
Fire Tax District Capital Projects Fund	6,155,000
Major Facilities Capital Projects Fund	3,176,700
Solid Waste Capital Projects Fund	2,485,000
Housing Capital Projects Fund	10,995,000
Wake Tech Community College Capital Projects Fund	7,500,000
Wake County Public School System Capital Projects Fund	59,118,050

#### Special Revenue Projects

Housing Affordability and Community Revitalization Fund	9,845,000
Capital Area Workforce Development Fund	5,603,000
Grants and Donations Fund	2,758,000

### **Personnel Authorization Ordinance**

In addition to budget and project ordinances, attached is the Personnel Authorization Ordinance. This ordinance establishes the Board approved staffing levels (by full-time equivalent or FTE) for every County department and fund during FY 2022. A personnel authorization ordinance is not required by State statute but is included to formally adopt authorized positions.

The personnel authorization ordinance also includes pay band adjustments resulting from market comparisons and adjustments to reflect the County's living wage policy. The salary of individual employees in the affected bands are unchanged unless the current salary is below the minimum of the new band or it is impacted by the Human Resources Department recommended adjustments.

# Ordinances

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## Attachments:

1. Presentation
2. General Fund Operating Budget Ordinance
3. Debt Service Fund Ordinance
4. Fire Tax District Fund Ordinance
5. Major Facilities Fund Ordinance
6. Solid Waste Operating Fund Ordinance
7. South Wake Landfill Partnership Fund Ordinance
8. Corporate Fleet Fund Ordinance
9. Human Services Transportation Fund Ordinance
10. Wake County Public School Fines and Forfeiture Fund Ordinance
11. Human Service Client Trust Fund Ordinance
12. Capital Improvement Projects Funds Ordinance
13. Housing Affordability and Community Revitalization Fund Project Ordinance
14. Capital Area Workforce Development Fund Project Ordinance
15. Grants and Donations Fund Project Ordinance
16. Personnel Authorization Ordinance

# Ordinances

**Adjustments from Recommended to Adopted Fiscal Year 2022 Budget**  
**General Fund**

The FY 2022 Adopted General Fund Budget increased by \$2,278,000 from the County Manager’s Recommended Budget. The changes, summarized below, include technical corrections and changes made by the Board of Commissioners.

	<u>FTE</u>	<u>Revenues</u>	<u>Expenditures</u>
<b>General Fund – Recommended</b>	<b>4,376.080</b>	<b>\$1,565,900,000</b>	<b>\$1,565,900,000</b>
<b><i>Revised Recommended</i></b>			
Non-Departmental – Fund Balance		2,500,000	
Behavioral Health – Data Sharing Pilot			2,000,000
Non-Departmental – WCSO Medical Study			500,000
Human Services – Public Health & Admin	14.165		
Soil and Water – Next Gen Farm			70,900
Human Services – Economic Self Sufficiency	1.000	64,000	64,000
Sheriff – Estimate Correction			(356,900)
Non-Departmental – Sales Tax		(286,000)	
<b>Subtotal, Revisions</b>	<b>15.165</b>	<b>2,278,000</b>	<b>2,278,000</b>
<b><i>Commissioner Changes</i></b>			
Fully fund WCPSS Budget Request			5,050,000
Transfer to Debt Service Fund (Ad Valorem)			(5,050,000)
<b>Subtotal, Commissioner Changes</b>		<b>0</b>	<b>0</b>
<b>Total, All Changes</b>		<b>2,278,000</b>	<b>2,278,000</b>
<b>General Fund – Adopted</b>	<b>4,391.245</b>	<b>\$1,568,178,000</b>	<b>\$1,568,178,000</b>

**General Fund Budget Adjustments**

**Non-Departmental – Fund Balance**

At the May 17, 2021 Board meeting, commissioners approved the appropriation of fund balance resulting from FY 2021 sales tax variance for two one-time consultant studies: Behavioral Health Data Sharing Pilot and Wake County Sheriff’s Office Detention Medical Study.

# Ordinances

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## **Behavioral Health – Data Sharing Pilot**

The Behavioral Health Data Sharing Pilot is a \$2 million program to develop a cross-agency database to help front-line responders encountering persons with behavioral health issues.

## **Non-Departmental – WCSO Medical Study**

The WCSO Detention Medical Study is a \$500,000 project that will involve reviewing the current medical/dental services offered to detention center residents and evaluation of best operating practices.

## **Human Services – Public Health and Administration & Operations**

\$1.6 million in Public Health reserve was included in the FY 2022 Recommended Budget to respond to any future disease outbreaks, potential case surges, or additional guidance from the state or federal government. Human Services identified high priority positions in Public Health and Administration and Operations, which represent \$1.4 million, so Public Health may continue to evaluate the needs and costs associated with managing disease, case numbers, or external guidance.

## **Soil and Water Conservation District – Next Gen Farming**

The County funded Next Gen Farm for a three-year pilot program from FY 2019 – FY 2021. The next three years of funding will be in the Soil and Water Conservation District budget, with \$70,900 allocated in the FY 2022 Adopted Budget.

## **Human Services – Economic Self Sufficiency**

The Board of Commissioners approved the addition of one FTE to conduct eligibility determination for Medicaid benefits on February 15, 2021. The funds and FTE authorization were not included in the FY 2022 Recommended Budget and have been corrected for the Adopted Budget.

## **General Fund Technical Corrections**

### **Sheriff – Investigator Estimate Correction**

The initial budget request from the Wake County Sheriff's Office was for ten Drug and Vice Investigators, and two of the ten requested FTEs were funded in the recommended budget. The personnel costs were correctly adjusted to reflect funding for two positions, but the amounts corresponding to vehicle purchase and upfit, fuel, technology, radio devices, and equipment were not adjusted downward for the FY 2022 Recommended Budget. This reduction of \$356,900 brings the Sheriff's Office budget in line with funding for two FTEs and the associated vehicle and equipment costs.

# Ordinances

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## Transfer of FY 2022 Position Authorization

Technical corrections are required for the full-time equivalent authorization of personnel for the FY 2022 Recommended Budget document. The funds are appropriately budgeted; the position count published in the document was incorrect. On October 19, 2020, the Board of Commissioners voted to approve the transfer of two Identification Specialists from Raleigh/Wake City-County Bureau of Identification to Wake County Sheriff’s Office for fingerprinting services. An administrative transfer of one Plans and Permits Technician from Environmental Services Administration to Water Quality division during the year. Another mid-year administrative transfer of one position from Human Services Public Health to Administration and Operations division to support increased demand in the call center.

## Reduction of Sales Tax Allocation

With the technical adjustment to the Sheriff’s Office budget and the addition of funding in the Soil and Water Conservation District, the sales tax variance allocation is reduced by \$286,000 to balance revenues and expenditures.

## General Fund Commissioner Changes

### Fully fund the Wake County Public School System Budget Request

The FY 2022 Recommended Budget included \$539,155,101 for the Wake County Public School System (WCPSS) operating appropriation. The Board of Commissioners voted to fully fund the WCPSS request of \$544,205,101 in the FY 2022 Adopted Budget.

### Transfer to Debt Service Fund (Ad Valorem)

To maintain a balanced budget, the FY 2022 Adopted Budget includes a reduction in transfers to the Debt Service Fund (Ad Valorem) of \$5,050,000.

## Debt Service Fund

The FY 2022 Adopted Debt Service Fund Budget decreased by \$5,050,000 from the County Manager’s Recommended Budget. Transfers from the General Fund to Debt Service were reallocated to fully fund the WCPSS request of \$544,205,093.

	<u>FTE</u>	<u>Revenues</u>	<u>Expenditures</u>
<b>Debt Service Fund – Recommended</b>	<b>3.000</b>	<b>\$336,113,000</b>	<b>\$336,113,000</b>
Transfer from General Fund – Ad Valorem		(5,050,000)	
Debt Service Principal, Interest, and Fees			(5,050,000)
<b>Total, All Changes</b>			
<b>Debt Service Fund – Adopted</b>	<b>3.000</b>	<b>\$331,063,000</b>	<b>\$331,063,000</b>

# Ordinances

## Housing Special Revenue Fund

The FY 2022 Adopted Housing Special Revenue Fund Budget increased by \$32,000 from the County Manager’s Recommended Budget. On May 13, 2021, the Department of Housing and Urban Development Office of Community Planning and Development announced revised allocations for Community Development Block Grants (CDBG). CDBG provides annual grants on a formula basis to states, cities, and counties to develop viable urban communities through housing and overall living environment improvement and expanded economic opportunities for low- and moderate-income individuals.

	<u>FTE</u>	<u>Revenues</u>	<u>Expenditures</u>
<b>Housing Special Revenue Fund – Recommended</b>	<b>12.000</b>	<b>\$9,813,000</b>	<b>\$9,813,000</b>
Community Development Block Grant		32,000	32,000
<b>Total, All Changes</b>			
<b>Housing Special Revenue Fund – Adopted</b>	<b>12.000</b>	<b>\$9,845,000</b>	<b>\$9,845,000</b>

## Ordinances

Ordinances are included for Board consideration in accordance with the North Carolina Local Government Budget and Fiscal Control Act. Ordinances serve as the official record of the County’s annual balanced budget for all governmental and proprietary funds. Two ordinances have been added for the FY 2022 Recommended Budget: The WCPSS Fines and Forfeitures Ordinance and the Human Services Client Trust Ordinance.

**WCPSS Fines and Forfeitures Ordinance:** The Fines and Forfeiture Special Revenue fund remits payment to the Wake County Public School System on a monthly basis in compliance with the North Carolina General Statutes.

**Human Services Client Trust Ordinance:** The Social Security Administration considers Wake County an Organizational Representative Payee, meaning an organization appointed to receive Social Security and/or Supplemental Security Income (SSI) benefits for those who cannot manage or direct someone else to manage their money.

# Ordinances

## GENERAL FUND OPERATING BUDGET ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the General Fund is hereby adopted:

**Section 1: TAX LEVY.** There is hereby levied a tax at the rate of sixty cents (60.00¢) per one hundred dollars (\$100) valuation of property that is located within Wake County and listed for taxes as of January 1, 2021. The revenue from this source is included in real, personal and public service property in "Ad Valorem Taxes" in Section 2 of this Ordinance.

This rate is based on estimated valuation of property, for the purpose of taxation of: (1) 100% of total assessed property tax value of real, personal and public service valuation of one hundred seventy-eight billion, five hundred and fifty million (\$178,550,000,000) and an estimated collection rate of 99.25%; and (2) 100% of total assessed property tax value of vehicle valuation of thirteen billion, two hundred and eighty million (\$13,280,000,000) and an estimated collection rate of 99.50%.

The Tax Administrator of Wake County is hereby authorized, empowered, and commanded to collect the taxes set forth in the tax records filed in the office of the Wake County Tax Administration Department in the amounts and from the taxpayers likewise therein set forth. Such taxes are hereby declared to be a first lien upon all real property of the respective taxpayers in the County of Wake, and this order shall be a full and sufficient authority to direct, require, and enable the Tax Administrator to levy on and sell any real or personal property of such taxpayers, with or without the assistance of the Wake County Sheriff, for and on account thereof, in accordance with law.

**Section 2: GENERAL FUND. (A) REVENUES.** It is estimated that the following revenue will be available in the General Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Ad Valorem Taxes	\$ 1,144,975,000
Sales Tax	234,826,000
Lease/Rental Vehicle Tax	3,350,000
Payment in Lieu of Taxes	1,222,003
Real Property Transfer (Excise) Tax	16,834,886
Federal Shared Revenues	11,949,319
State Shared Revenues	57,755,314
Local Shared Revenues	6,138,460
Licenses and Permits	5,340,156
Charges for Services	65,325,448
Investment Earnings	15,588
Miscellaneous	385,326
Transfers from Other Funds	2,738,050
Intra-fund Transfers	9,742,000
Appropriated Fund Balance	
Committed for Health and Dental Insurance from Prior Plan Savings	1,000,000
Committed for Behavioral Health for Pilot Projects	3,954,850
Committed for Behavioral Health Data Sharing Pilot	2,000,000
Committed for Sheriff Detention Medical Study	500,000
Committed for Reappraisal Reserve	125,600
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$ 1,568,178,000</b>

# Ordinances

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**Section 2(B):** Thirty percent (30%) of the proceeds from the local half-cent sales and use tax authorized July 1, 1984 under authority of Article 40 of the North Carolina General Statutes and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 under the authority of Article 42 of the North Carolina General Statutes are hereby declared to be included in the appropriation for school capital outlay, capital projects, and/or school debt service.

**Section 3: GENERAL FUND EXPENDITURES.** The following is hereby appropriated in the General Fund for the operation of the County government and its activities for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Board of Commissioners	\$ 697,396
Communications Office	1,522,901
County Manager	3,011,545
Behavioral Health	35,341,238
County Attorney	3,421,057
Board of Elections	9,459,642
Budget and Management Services	1,469,145
Facilities, Design, and Construction	2,053,865
Finance	3,503,469
Human Resources	4,757,015
Information Services	21,021,077
Register of Deeds	3,386,175
Tax Administration	11,178,267
Quasi-Governmental	1,025,465
Community Services	40,087,630
Environmental Services	14,765,569
General Services Administration	31,565,660
Human Services	167,038,798
Housing Affordability and Community Revitalization	20,758,005
City-County Bureau of Identification	7,044,950
Sheriff	99,927,185
Fire Services	3,068,920
Emergency Medical Services	50,332,568
Emergency Communications	2,125,751
<b>Non-Departmental</b>	
Community Organizations	\$ 2,092,480
Memberships	579,500
Salary and Benefit Reserve	21,879,205
Health and Dental Benefits	10,851,368
Risk Management Cost of Claims	1,861,146
Economic Development	640,000
Jail Alternative Programs	1,006,723
<u>Non-Departmental Services</u>	<u>11,318,814</u>
Subtotal Non-Departmental	50,229,236

# Ordinances

<b>Education</b>	
Wake County Public Schools (Section 4(A-C))	\$ 544,205,101
Wake Technical Community College	28,839,788
<u>Other Education Initiatives</u>	<u>2,038,028</u>
Subtotal Education	575,082,917
<b>Transfers to Debt and Capital</b>	
Transfer to County Capital Projects Fund	\$ 56,718,000
Transfer to Wake Tech Capital Fund	7,500,000
Transfer to WCPSS Capital Fund	58,230,000
Transfer to Debt Service Fund (Ad Valorem)	229,536,554
<u>Transfer to Debt Service Fund (Sales Tax)</u>	<u>52,318,000</u>
Subtotal Transfers to Debt and Capital	404,302,554
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 1,568,178,000</b>

**Section 4: WCPSS APPROPRIATION. (A) PURPOSE AND FUNCTION.** The appropriation to the Wake County Public Schools System (WCPSS) is hereby allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b).

**WCPSS Purpose and Function:**

	<u>FY 2022</u> <u>Appropriation</u>
Instructional Services	
Regular Instructional Services	\$ 191,640,379
Special Populations Services	37,854,730
Alternative Programs and Services	19,061,642
School Leadership Services	20,994,280
Co-Curricular Services	21,137,797
School-Based Support Services	35,939,225
	<hr/>
	\$ 326,628,053
System-wide Support Services	
Support and Developmental Services	\$6,073,930
Special Populations Support and Development Services	5,032,030
Alternative Programs and Services Support and Development Services	2,224,581
Technology Support Services	17,720,859
Operational Support Services (WCPSS Fund 02)	105,397,221
Operational Support Services (WCPSS Fund 04)	-
Operational Support Services (WCPSS Fund 08)	888,000
Financial and Human Resource Services	17,333,953
Accountability Services	2,063,380
System-wide Pupil Support Services	4,691,405
Policy, Leadership, and Public Relations Services	9,328,400
	<hr/>
	\$ 170,753,759
Non-Programmed Charges	
Payments to Other Governmental Units	\$ 46,823,289
	<hr/>
<b>TOTAL WAKE COUNTY PUBLIC SCHOOLS EXPENDITURES</b>	<b>\$ 544,205,101</b>

# Ordinances

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**Section 4(B): WCPSS AMENDMENT NOTIFICATION.** The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose and function by more than fifteen percent (15%) of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

**Section 5: RESEARCH TRIANGLE PARK.** There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2021, located within the Wake County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The estimated total of valuation of property for the special district for the purpose of taxation is as follows:

	Assessed Value	Tax Rate
Research and Production Service District	\$ 2,033,643,590	7.80 cents

There is hereby appropriated to the Durham-Wake Counties Research Triangle Park Research and Production Service District from the net proceeds of this tax the amount for use by said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax, including a tax collection rate of two-tenths of one percent to be paid to Wake County for collecting the tax. The anticipated revenue from this tax rate is \$1,576,242. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

**Section 6: AUTHORITY TO TRANSFER APPROPRIATION.** The County Manager, or his designee, is hereby authorized to transfer appropriations within a Fund as contained herein under the following conditions:

- A) He may transfer amounts between appropriations within the same Fund. For transfers exceeding \$75,000 he shall make a report of the transfer to the Board of Commissioners at the next regularly scheduled meeting of the Board following the transfer.
- B) He may transfer amounts from the salary and benefits reserve to individual departmental appropriations following adoption of the budget in order to properly fund salary and benefit amounts within departments.

**Section 7: AUTHORITY TO EXECUTE CONTRACTS.** The County Manager, or his designee, is hereby authorized to execute contractual documents under the following conditions:

- A) He may execute contracts for construction or repair projects that do not require formal competitive bid procedures.
- B) He may execute contracts for: (1) purchases of apparatus, supplies, and materials, or equipment which are within budgeted appropriations; (2) leases of personal property for a duration of one year or less and within departmental appropriations; (3) lease of personal property for more than 12 months if the annual expense is less than \$50,000; and (4) service contracts within appropriations or contracts for 12 months or less.
- C) He may execute grant agreements to or from governmental units and other public, private, and non-profit organizations that are within budgeted appropriations, unless a grantor requires approval and execution by the Board of Commissioners.
- D) He may execute contracts, as the lessor or lessee of buildings, land, equipment, vehicles, heavy equipment and other property provided that such leases are of one-year duration or less and that funds therefore are within budgeted appropriations.

# Ordinances

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E) He may, within budgeted appropriations, approve all change orders and amendments to contracts previously approved by the Board of Commissioners.

**Section 8: AUTHORITY TO SETTLE CLAIMS.** The County Manager, or his designee, may authorize payment in an amount not to exceed \$100,000 in settlement of any liability claims against the County or against any of its officers or employees as provided by Resolution of May 20, 1985 and Resolutions of October 6, 2003. The County Manager shall make quarterly reports to the Board of Commissioners of any such payments.

**Section 9: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 10: FEE CHANGES.** As authorized in Section 153(A)-102 of the North Carolina General Statutes, the following fees are hereby established or amended, effective on July 1, 2021.

Fee Name	Fee Description	Current Fee	New Fee
Environmental Services: Environmental Health and Safety			
Mobile Food Unit Plan Review Fee	Plan review fee	\$100	\$200
Push Cart Plan Review Fee	Plan review fee	\$50	\$100
Temporary Tattoo Permit Fee	Temporary tattoo permit for short term events	\$100	\$150

**Section 11: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the General Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 12:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

## BUDGET BY PURPOSE AND FUNCTION (UNIFORM BUDGET FORMAT)

### NCGS EXCERPT

#### § 115C-429. Approval of budget; submission to county commissioners; commissioners' action on budget.

(a) Upon receiving the budget from the superintendent and following the public hearing authorized by G.S. 115C-428(b), if one is held, the board of education shall consider the budget, make such changes therein as it deems advisable, and submit the entire budget as approved by the board of education to the board of county commissioners not later than May 15, or such later date as may be fixed by the board of county commissioners.

(b) The board of county commissioners shall complete its action on the school budget on or before July 1, or such later date as may be agreeable to the board of education. The commissioners shall determine the amount of county revenues to be appropriated in the county budget ordinance to the local school administrative unit for the budget year. The board of county commissioners may, in its discretion, allocate part or all of its appropriation by purpose, function, or project as defined in the uniform budget format.

(c) The board of county commissioners shall have full authority to call for, and the board of education shall have the duty to make available to the board of county commissioners, upon request, all books, records, audit reports, and other information bearing on the financial operation of the local school administrative unit.

(d) Nothing in this Article shall be construed to place a duty on the board of commissioners to fund a deficit incurred by a local school administrative unit through failure of the unit to comply with the provisions of this Article or rules and regulations issued pursuant hereto, or to provide moneys lost through misapplication of moneys by a bonded officer, employee or agent of the local school administrative unit when the amount of the fidelity bond required by the board of education was manifestly insufficient. (1975, c. 437, s. 1; 1981, c. 423, s. 1.)

#### AUTHORITY:

- G.S. 115C-429(b) allows the Board of County Commissioners to allocate part or all of its appropriation by purpose, function, or project as defined in the uniform budget format.
- G.S. 115C-426 directs the State Board of Education, in cooperation with the Local Government Commission, to prepare and promulgate a standard budget format for use by local school administrative units throughout the State.

**PURPOSE:** The State Board of Education's Uniform Budget Format (Budget by Purpose and Function) contains the following purposes:

5000: Instructional Services  
6000: Systemwide Support Services  
7000: Ancillary Services

8000: Non Programmed Charges  
9000: Capital Outlay

**FUNCTION:** The "purpose dimension" is further broken down into function levels. For example, 5000 (Instructional Services) includes 5100 (Regular Instructional Services), 5200 (Special Populations Services), 5400 (School Leadership Services), etc. Another example, 6000 (Systemwide Support Services), includes 6100 (Support and Development Services), 6500 (Operational Support Services), 6900 (Policy, Leadership and Public Relations Services), etc.

#### TRANSFERS BETWEEN PURPOSE AND FUNCTIONS

- G.S. 115 C-433(b) requires that if Board of County Commissioners allocates part or all of its appropriation by purpose and function, that the Board of Education must obtain approval of the Board of County Commissioners for an amendment to the budget that increases or decreases the amount of the county appropriation to a purpose or function by 25 percent or more from the amount contained in the budgeted ordinance adopted by the Board of Commissioners.
- G.S. 115C-433(b) also specifies that the Board of Commissioners can specify in its ordinance a lower percentage threshold as long as that lower percentage is not less than ten percent.

# Ordinances

## PURPOSE AND FUNCTION DESCRIPTIONS

Function Category	Function Description
<b>Purpose: Instructional Services (5000)</b>	
Regular Instructional Services (5100)	Regular K-12 Instruction. - Teachers, teacher assistants, as well as classroom supplies and materials. - Personnel that develop and coordinate curriculum.
Special Populations Services (5200)	- Special Education, Limited English Proficiency, Academically Gifted, and other Special Populations Services. - Includes costs of teachers, teacher assistants, classroom supplies and materials, and other staff like audiologists, speech therapists, etc
Alternative Programs and Services (5300)	- Alternative school teachers, teacher assistants, classroom supplies and materials. - Also includes summer school, remediation, alcohol and drug prevention, intersession. - For example: early intervention funds, in school suspension teachers, local literacy funds.
School Leadership Services (5400)	- Principal and assistant principals. - School based clerical staff.
Co-Curricular Services (5500)	- Teachers, personnel, and supplies and materials for items such as: band, chorus, choir, speech, debate, athletics, and student financed and managed activities such as clubs and proms.
School-Based Support Services (5800)	- Includes media, guidance, health, instructional technology, etc. Includes materials, teachers, and other staff such as media assistants or guidance assistants.
<b>Systemwide Support Services (6000)</b>	
Support and Developmental Services (6100)	- Staff development and administrative program costs for teachers and teacher assistants in regular K-12 instruction.
Special Populations Support and Development Services (6200)	- Staff development and administrative program costs for special education, gifted, and limited English proficiency.
Alternative Programs and Services Support and Developmental Services (6300)	- Staff development and administrative program costs for alternative schools and alternative programs.
Technology Support Services (6400)	- Costs of central based activities for implementing, supporting, and maintaining the computer hardware, software, peripherals, and technical infrastructure.
Operational Support Services (6500)	- Operational support of the school system such as printing and copying services, telephone/communications services, utility services, transportation, facilities planning and construction, custodial and housekeeping, maintenance, and warehouse and delivery services.
Financial and Human Resource Services (6600)	- WCPSS Finance Department and Human Resources.
Accountability Services (6700)	- Testing and reporting for student accountability such as end of grade and end of course testing.
Systemwide Pupil Support Services (6800)	- Staff development and administrative program costs for media, guidance, health, instructional technology, etc.
Policy, Leadership and Public Relations Services (6900)	-Leadership Services (Including Superintendent's Office, Deputy Associate and Assistant Superintendent's). - Board of Education, Legal Services, Audit Services, and Public Relations and Marketing.

# Ordinances

Function Category	Function Description
<b>Ancillary Services (7000)</b>	
Community Services (7100)	- WCPSS allocates no County dollars in this category. - Includes community recreation activities, civic activities, activities of custody and care of children, and community welfare activities provided by the LEA.
Nutrition Services (7200)	- WCPSS allocates no County dollars in this category. - Costs of activities concerned with providing food service to students and staff.
Adult Services (7300)	- Includes adult education services.
<b>Non-Programmed Charges (8000)</b>	
Payments to Other Governmental Units (8100)	- Charter School Payments.
Unbudgeted Funds (8200)	- WCPSS Over/Under Account; Funds cannot be expended unless re-appropriated by the Board of Education.
Interfold Transfers (8400)	- Transfer from one fund to another fund (for example, a portion of a person's salary paid by the building program).
<b>Capital Outlay (9000)</b>	
Capital Outlay	- Expenditures for acquiring fixed assets. Does not include costs which could be coded to one or more specific purpose functions.

# Ordinances

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## DEBT SERVICE FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Debt Service Fund is hereby adopted:

**Section 1: DEBT SERVICE. (A) REVENUES.** It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Transfer from General Fund – Ad Valorem	\$ 229,536,554
Transfer from General Fund – Sales Tax	52,318,000
Transfer from Fire Tax District Fund	1,565,762
State Lottery Proceeds	10,467,000
Interest	594,915
Appropriated Fund Balance	36,580,769
<b>TOTAL DEBT SERVICE FUND REVENUES</b>	<b>\$ 331,063,000</b>

**Section 1(B): EXPENDITURES.** The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022 for the purpose of paying debt service commitments:

Debt Service Principal, Interest, and Fees	\$ 327,152,858
Transfer to Fire Tax Capital Fund	2,296,000
Operating Expenses	1,614,142
<b>TOTAL DEBT SERVICE FUND EXPENDITURES</b>	<b>\$ 331,063,000</b>

**Section 2: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 3: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Debt Service Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 4:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## FIRE TAX DISTRICT FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Fire Tax District Fund is hereby adopted:

**Section 1: TAX LEVY.** There is hereby levied a tax at the rate of ten and twenty-seven-hundredths cents (10.27¢) per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2021, located within the single, special fire tax district for the raising of revenue for the said special fire tax district. The rate is based on an estimated total valuation of property for the single special fire tax district, for the purpose of taxation, thirty-three billion, one hundred ninety-one million, six hundred ninety-three thousand dollars (\$33,191,693,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 99.25% for real, personal, public service, and motor vehicle property. Real, personal, and public service property include a collection fee of 0.2%. Motor vehicle taxes include collection fees in accordance with the Department of Motor Vehicles fee schedule. The property tax valuation does not include delinquent, rebated, or late list payments.

**Section 2: FIRE TAX. (A) REVENUES.** It is estimated that the following revenue will be available in the Fire Tax District Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Ad Valorem Taxes	\$ 33,938,000
Interest	51,000
TOTAL FIRE TAX DISTRICT FUND REVENUES	<u>\$ 33,989,000</u>

**Section 2(B): EXPENDITURES.** The following is hereby appropriated in the Fire Tax District Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Contracted Services	\$ 27,133,768
Other Operating Expenses	1,430,470
Transfer to Debt Service Fund	1,565,762
Transfer to Fire Tax District Capital Fund	3,859,000
TOTAL FIRE TAX DISTRICT FUND EXPENDITURES	<u>\$ 33,989,000</u>

**Section 3: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 4: DISTRICTS NOT TAXED.** There is no tax levied in the following fire tax districts: Alert, Bayleaf/Six Forks, Cary Suburban, Durham Highway, Furina, Garner, Hipex, Holly Springs, Hopkins, Morrisville, Rolesville, Stony Hill, Swift Creek, Ten Ten, Wake New Hope, Wakelon, Wakette, Wendell Holmes, and Western Wake.

**Section 5: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Fire Tax District Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 6:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## MAJOR FACILITIES FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Major Facilities Fund is hereby adopted:

**Section 1: MAJOR FACILITIES. (A) REVENUES.** It is estimated that the following revenue will be available in the Major Facilities Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Occupancy Tax	\$ 17,329,000
Prepared Food and Beverage Tax	28,745,000
Appropriated Fund Balance	1,607,000
<b>TOTAL MAJOR FACILITIES FUND REVENUES</b>	<b>\$ 47,681,000</b>

**Section 1(B): EXPENDITURES.** The following is hereby appropriated in the Major Facilities Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Raleigh Convention Center for Operating Support and Debt Service	\$19,230,000
City of Raleigh for Discretionary Projects	1,000,000
City of Raleigh Holdback from Occupancy Tax Proceeds	680,000
Town of Cary Holdback from Occupancy Tax Proceeds	834,000
Greater Raleigh Convention and Visitors Bureau for Operating Support	4,417,000
PNC Arena Capital Improvements (formerly RBC Center)	9,000,000
Centennial Authority for Operating Support	2,760,000
Town of Cary Sports Venues	3,000,000
Town of Cary Indoor Sports Venues	2,360,000
Transfer to General Fund, Administrative Fee for Occupancy Tax	650,000
Transfer to General Fund, Administrative Fee for Prepared Food and Beverage Tax	750,000
Annual Transfer to Major Facilities Capital Projects Fund	1,000,000
Small Competitive Projects Transfer to Major Facilities Capital Projects Fund	2,000,000
<b>TOTAL MAJOR FACILITIES FUND EXPENDITURES</b>	<b>\$ 47,681,000</b>

**Section 2: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Major Facilities Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 3.** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## SOLID WASTE OPERATING FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Solid Waste Operating Fund is hereby adopted:

**Section 1: SOLID WASTE HOUSEHOLD FEE.** The Tax Administrator of Wake County is authorized, empowered, and commanded to collect a Residential Waste Reduction fee of \$20 per household with the annual real property tax bill and direct the revenues from the fee to the Solid Waste Operating Fund.

**Section 2: SOLID WASTE. (A) REVENUES.** It is estimated that the following revenue will be available in the Solid Waste Operating Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

State	\$ 2,345,981
Charges for Services	10,404,068
Licenses and Permits	8,900
Interest	460,718
Miscellaneous	136,000
Partnership Rebates	275,736
Sales of Recyclable Materials	1,150,000
Closure/Post Closure Reserve	938,041
Appropriated Fund Balance	1,173,150
Transfer from South Wake Landfill Partnership Fund	1,223,406
<b>TOTAL SOLID WASTE OPERATING FUND REVENUES</b>	<b>\$ 18,116,000</b>

**Section 2(B): EXPENDITURES.** The following is hereby appropriated in the Solid Waste Operating Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Operating Expenses	\$ 16,673,000
Transfer to Solid Waste Capital Projects Fund	993,000
Transfer to the General Fund	450,000
<b>TOTAL SOLID WASTE OPERATING FUND EXPENDITURES</b>	<b>\$ 18,116,000</b>

**Section 3: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 4: WHITE GOODS.** Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2021, are restricted for future year expenditures on white goods programs.

**Section 5: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Solid Waste Operating Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 6:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## SOUTH WAKE LANDFILL PARTNERSHIP FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the South Wake Landfill Partnership Fund is hereby adopted:

**Section 1: SOUTH WAKE LANDFILL. (A) REVENUES.** It is estimated that the following revenue will be available in the South Wake Landfill Partnership Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Disposal and License Fees	\$ 21,277,000
TOTAL SOUTH WAKE LANDFILL PARTNERSHIP FUND REVENUES	<u>\$ 21,277,000</u>

**Section 1(B): EXPENDITURES.** The following is hereby appropriated in the South Wake Landfill Partnership Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Operating Expenses	\$17,507,705
Partnership Rebates	2,280,889
Transfer to Solid Waste Enterprise Fund	1,223,406
Transfer to Solid Waste Capital Projects Fund	<u>265,000</u>
TOTAL SOUTH WAKE LANDFILL PARTNERSHIP FUND EXPENDITURES	<u>\$ 21,277,000</u>

**Section 2: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 3: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the South Wake Landfill Partnership Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 4:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## CORPORATE FLEET FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Corporate Fleet Fund is hereby adopted:

**Section 1: CORPORATE FLEET. (A) REVENUES.** It is estimated that the following revenue will be available in the Corporate Fleet Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Charges for Services	\$ 9,734,979
Sale of Materials & Miscellaneous	528,856
Appropriated Fund Balance	979,165
Interest	20,000
<b>TOTAL CORPORATE FLEET FUND REVENUES</b>	<u>\$ 11,263,000</u>

**Section 1(B): EXPENDITURES.** The following is hereby appropriated in the Corporate Fleet Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Operating Expenses	<u>\$ 11,263,000</u>
<b>TOTAL CORPORATE FLEET FUND EXPENDITURES</b>	<u>\$ 11,263,000</u>

**Section 2: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 3: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Corporate Fleet Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 4:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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**HUMAN SERVICES TRANSPORTATION FUND ORDINANCE FOR FISCAL YEAR 2022**

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Human Services Transportation Fund is hereby adopted:

**Section 1: HUMAN SERVICES TRANSPORTATION. (A) REVENUES.** It is estimated that the following revenue will be available in the Human Services Transportation Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Federal	\$ 5,968,140
State	1,332,200
Local	518,293
Charges for Services	4,807,026
Miscellaneous	137,062
Appropriated Fund Balance	125,279
<b>TOTAL HUMAN SERVICES TRANSPORTATION FUND REVENUES</b>	<b>\$ 12,888,000</b>

**Section 1 (B): EXPENDITURES.** The following is hereby appropriated in the Human Services Transportation Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Operating Expenditures	\$ 12,888,000
<b>TOTAL HUMAN SERVICES TRANSPORTATION FUND EXPENDITURES</b>	<b>\$ 12,888,000</b>

**Section 2: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 3: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Human Services Transportation Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 4:** Copies of this ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## WCPSS FINES AND FORFEITURES FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Wake County Public School System (WCPSS) Fines and Forfeitures Fund is hereby adopted:

**Section 1: WCPSS FINES AND FORFEITURES REVENUES.** It is estimated that the following revenue will be available in the WCPSS Fines and Forfeitures Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

Agency Revenue - WCPSS Fines and Forfeitures Revenues	\$2,750,000
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**Section 2: EXPENDITURES.** The following is hereby appropriated in the WCPSS Fines and Forfeitures Fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022 for the purpose of paying WCPSS fines and forfeitures:

Agency Expenditures - Non Taxable Payments	\$2,750,000
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**Section 3: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 4: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the WCPSS Fines and Forfeitures Fund sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 5:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## HUMAN SERVICES CLIENT TRUST ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Human Services Client Trust is hereby adopted:

**Section 1: HUMAN SERVICES CLIENT TRUST REVENUES.** It is estimated that the following revenue will be available in the Human Services Client Trust for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

AGENCY / SOCIAL SECURITY TRUST REVENUES \$2,750,000

**Section 2: EXPENDITURES.** The following is hereby appropriated in the Human Services Client Trust for the fiscal year beginning July 1, 2021 and ending June 30, 2022 for the purpose of paying Human Services Client Trust:

AGENCY EXPENDITURES – TAXABLE RENTS \$2,750,000

**Section 3: ENCUMBRANCES AT YEAR END.** Operating funds encumbered by the County as of June 30, 2021 are hereby appropriated to this budget.

**Section 4: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Human Services Client Trust sufficient specific detailed accounting records and to report annually on the financial status of this Fund.

**Section 5:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

## CAPITAL IMPROVEMENT PROJECTS FUND ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1: COUNTY CAPITAL PROJECTS. (A) REVENUES.** It is estimated that the following revenue will be available in the County Capital Projects Fund for the fiscal year beginning July 1, 2021:

Transfers In - Ad Valorem Tax	\$56,718,000
Reimbursements	1,380,000
<b>TOTAL COUNTY CAPITAL PROJECTS FUND REVENUES</b>	<b>\$58,098,000</b>

**Section 1(B): EXPENDITURES.** The following amounts are hereby appropriated in the County Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2021:

ELEMENT:	AUTOMATION	
Program:	Computer Equipment	\$2,967,000
Program:	Enterprise Infrastructure	872,000
Program:	Major Projects	
	eWake Managed Services	2,030,000
	ERP Consultant	400,000
	WCSO Scheduling Software	75,000
	Enterprise Document Management	25,000
	Document Workflow	865,000
	Cash Handling Solution	100,000
	Property Tax System Maintenance and Upgrades	75,000
	Public Health System Replacement	25,000
	ROD Books	375,000
	Innovation	100,000
	Document Management ERP	50,000
	VOIP System Acquisition and Implementation	50,000
	WCSO Infrastructure Upgrade and Replacement	270,500
	Jail & Records Management System Upgrade	50,000
TOTAL AUTOMATION		<b>\$8,329,500</b>

ELEMENT:	COMMUNITY CAPITAL	
Program:	Community Capital Projects	
	YMCA of the Triangle	\$150,000
	Healing Transitions	200,000
TOTAL COMMUNITY CAPITAL		<b>\$350,000</b>

ELEMENT:	COUNTY BUILDINGS	
Program:	Minor Building Projects	\$1,600,000
Program:	Building System Replacements	2,505,000
Program:	Roof Replacements	1,885,000

# Ordinances

Program:	Stormwater Control Device Upgrades	1,007,020
Program:	Corporate Security	357,000
Program:	Energy Conservation Measures	875,000
Program:	Infrastructure Paving	800,000
Program:	Major Renovations	
	Wake County Office Building Renovations	3,000,000
	New Public Health Center	17,800,000
	Swinburne Center Renovations	200,000
	Sunnybrook FCA Upgrades	500,000
	Facility Condition Assessments	240,000

TOTAL COUNTY BUILDINGS **\$30,769,020**

ELEMENT:	CRIMINAL JUSTICE	
Program:	Existing Courthouse Renovations	4,171,000
Program:	Criminal Justice Security	729,000
Program:	Detention Facilities	1,051,000

TOTAL CRIMINAL JUSTICE **\$5,951,000**

ELEMENT:	ECONOMIC DEVELOPMENT	
Program:	Business Development Grants	
	MetLife	\$291,430
	Green Square	94,000
	Red Hat	64,000
	Citrix	11,000
	InfoSys	9,000
	Conduent	6,000
	NetApp 2	131,597
	Pendo	70,000
	Xerox	40,000
	Collectis	160,000
	Microsoft	155,000

TOTAL ECONOMIC DEVELOPMENT **\$1,032,027**

ELEMENT:	PARKS, RECREATION, GREENWAYS AND OPEN SPACE	
Program:	Open Space Acquisition	500,000
Program:	Existing Parks Facility Improvements	500,000

TOTAL PARKS **\$1,000,000**

ELEMENT:	PUBLIC SAFETY	
Program:	Emergency Shelter Generator Review	100,000
Program:	EOC Renovations	5,400,000
Program:	CAD System Replacement	202,000

# Ordinances

Program:	Digital Antenna System Lifecycle Replacement	465,000
Program:	Sheriff – Body Worn Cameras	661,000
Program:	WCSO Handheld Radio Replacements	319,000
Program:	EMS Equipment	258,000
Program:	EMS Projects	
	New Hill Station	250,000
	Apex Station	200,000
	McCuller-Garner West Station	190,000
	Co-Location Zebulon Fire Station	150,000
	Garner Main Regional	200,000
<b>TOTAL PUBLIC SAFETY</b>		<b>\$8,395,000</b>

ELEMENT:	PROGRAM-WIDE	
Program:	Reserve for Future Projects	\$2,271,453
<b>TOTAL PROGRAM-WIDE</b>		<b>\$2,271,453</b>

**TOTAL COUNTY CAPITAL PROJECTS FUND EXPENDITURES \$58,098,000**

**Section 2: FIRE TAX DISTRICT CAPITAL. (A) REVENUES.** It is estimated that the following revenue will be available in the Fire Tax District Capital Projects Fund for the fiscal year beginning July 1, 2021:

Transfers from Fire Tax District Fund	\$3,859,000
Transfers from Debt Service Fund	2,296,000
<b>TOTAL FIRE TAX DISTRICT CAPITAL PROJECTS FUND REVENUES</b>	<b>\$6,155,000</b>

**Section 2(B): EXPENDITURES.** The following amount is hereby appropriated in the Fire Tax District Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2021:

ELEMENT:	FIRE/RESCUE	
Program:	Fire Apparatus and Vehicles	\$3,347,000
Program:	Fire Equipment	1,239,250
Program:	Fire Facilities	1,524,000
Program:	Reserve for Future Projects	44,750
<b>TOTAL FIRE TAX DISTRICT CAPITAL PROJECTS FUND EXPENDITURES</b>		<b>\$6,155,000</b>

# Ordinances

**Section 3: MAJOR FACILITIES CAPITAL PROJECTS. (A) REVENUES.** It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund for the fiscal year beginning July 1, 2021:

Transfer from Major Facilities Special Revenue Fund	\$3,000,000
Appropriated Fund Balance	150,000
Lease Income	26,700
<b>TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND REVENUES</b>	<b>\$3,176,700</b>

**Section 3(B): EXPENDITURES.** The following amount is hereby appropriated in the Major Facilities Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2021:

ELEMENT:	MAJOR FACILITIES	
Program:	Major Facilities	
	Five County Stadium	\$26,700
	Marbles/IMAX	1,150,000
	Reserve for Future Small Competitive Projects	2,000,000
<b>TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND EXPENDITURES</b>		<b>\$3,176,700</b>

**Section 4: SOLID WASTE CAPITAL. (A) REVENUES.** It is estimated that the following revenue will be available in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2021:

Transfers from Solid Waste Enterprises	\$993,000
Appropriated Fund Balance	590,000
East Wake Transfer Station Reserve	637,000
Transfers from South Wake Landfill Fund	265,000
<b>TOTAL SOLID WASTE CAPITAL PROJECTS FUND REVENUES</b>	<b>\$2,485,000</b>

**Section 4(B): EXPENDITURES.** The following amount is hereby appropriated in the Solid Waste Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2021:

ELEMENT:	SOLID WASTE	
Program:	Multi-Material and Convenience Centers	\$1,006,000
Program:	South Wake Landfill	902,000
Program:	Landfill Gas Development	577,000
<b>TOTAL SOLID WASTE CAPITAL PROJECTS FUND EXPENDITURES</b>		<b>\$2,485,000</b>

**Section 5: HOUSING CAPITAL. (A) REVENUES.** It is estimated that the following revenue will be available in the Housing Capital Projects Fund for the fiscal year beginning July 1, 2021:

ELEMENT:	AFFORDABLE HOUSING	
	Transfer from General Fund	\$10,995,000
<b>TOTAL HOUSING CAPITAL PROJECTS FUND REVENUES</b>		<b>\$10,995,000</b>

# Ordinances

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**Section 5(B): EXPENDITURES.** The following amount is hereby appropriated in the Housing Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2021:

ELEMENT:	AFFORDABLE HOUSING	
Program:	Equitable Housing and Community Development	\$9,970,000
	Homeless and Prevention Services	125,000
	Permanent Housing and Support Services	900,000
		<hr/>
<b>TOTAL HOUSING CAPITAL PROJECTS FUND EXPENDITURES</b>		<b>\$10,995,000</b>

**Section 6: WAKE TECH COMMUNITY COLLEGE CAPITAL. (A) REVENUES.** It is estimated that the following revenue will be available in the Wake Tech Community College Capital Projects Fund for the fiscal year beginning July 1, 2021:

ELEMENT:	WAKE TECH COMMUNITY COLLEGE	
	Transfers from General Fund	7,500,000
		<hr/>
<b>TOTAL WAKE TECH COMMUNITY COLLEGE CAPITAL PROJECTS FUND REVENUES</b>		<b>\$7,500,000</b>

**Section 6(B): EXPENDITURES.** The following amount is hereby appropriated in the Wake Tech Community College Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2021:

ELEMENT:	WAKE TECH COMMUNITY COLLEGE	
Program:	Wake Tech Community College Capital Improvement Program	7,500,000
		<hr/>
<b>TOTAL WAKE TECH COMMUNITY COLLEGE CAPITAL PROJECTS FUND EXPENDITURES</b>		<b>\$7,500,000</b>

**Section 6(C): WAKE TECH COMMUNITY COLLEGE CAPITAL DEBT FINANCING.** It is estimated that \$91,373,000 of debt financing will be authorized later by the Board of Commissioners and funds will be appropriated for Wake Technical Community College Capital Projects.

**Section 7: WAKE COUNTY PUBLIC SCHOOL SYSTEM CAPITAL. (A) REVENUES.** It is estimated that the following revenue will be available in the Wake County Public Schools Capital Projects Fund for the fiscal year beginning July 1, 2021:

ELEMENT:	WAKE COUNTY PUBLIC SCHOOL SYSTEM	
	Pooled Investments	\$888,050
	Transfers from General Fund	58,230,000
		<hr/>
<b>TOTAL WAKE COUNTY PUBLIC SCHOOLS CAPITAL PROJECTS FUND REVENUES</b>		<b>\$59,118,050</b>

# Ordinances

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**Section 7(B): EXPENDITURES.** The following amount is hereby appropriated in the Wake County Public Schools Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2021:

ELEMENT:	WAKE COUNTY PUBLIC SCHOOL SYSTEM	
Program:	WCPSS Administrative Lease	\$888,050
Program:	WCPSS Capital Improvement Program	58,230,000
<b>TOTAL WAKE COUNTY PUBLIC SCHOOLS CAPITAL PROJECTS FUND</b>		<b>\$59,118,050</b>
<b>EXPENDITURES</b>		

**Section 7(C): DEBT FINANCING.** It is estimated that \$286,110,329 of debt financing will be authorized later by the Board of Commissioners and funds will be appropriated for Wake County Public Schools System Capital Projects.

**Section 8: APPROPRIATIONS AUTHORITY.** The capital projects funds are appropriated pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action, or as specified in Section 9.

**Section 9: APPROPRIATIONS TRANSFER AUTHORITY.** Transfers between elements require Board of Commissioners’ approval. The County Manager, or his designee, is authorized to transfer appropriations within the same element; for those transfers that exceed \$75,000, a report of such transfers shall be presented to the Board of Commissioners on a quarterly basis. Budget and Management Service must review and approve all transfers within elements.

**Section 10: APPROPRIATIONS TO EQUAL ACTUAL EXPENDITURES.** In instances when revenue and expenditure appropriation exceed the final expenditures, Budget and Management Services has authority to close projects and/or programs and reduce appropriations. When actual revenues are available in projects to be closed or which are substantially complete, Budget and Management Services may transfer savings to uncommitted funds to make available for future appropriations which require Board of Commissioner approval. This Section applies to current and prior year appropriations.

**Section 11: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain sufficient specific detailed accounting records for each capital project authorized and to report annually on the financial status of these Funds.

**Section 12:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION FUND PROJECT ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1: FUND DESCRIPTION.** Projects are authorized as described in Sections 2, 3, 4, 5, 6 and 7, and involve a variety of affordable housing activities, including Community Development Block Grant Program (CDBG), HOME Investment Partnerships Program (HOME), Housing Opportunities for Persons with AIDS Program (HOPWA), Continuum of Care Program (CoC), and Emergency Solutions Grants Program (ESG). Funds come from the U.S. Department of Housing and Urban Development, and other County and grant supported affordable housing initiatives.

**Section 2: CDBG PROGRAM. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 2(B):

Direct Federal Revenues	\$ 2,170,106
Federal Program Income	1,380,438
TOTAL CDBG PROGRAM REVENUES	<u>\$ 3,550,544</u>

**Section 2(B): EXPENDITURES.** The following amount is hereby appropriated for the projects of the CDBG Program:

Administration	\$ 459,718
Homeowner Rehabilitation	1,876,826
Home Acquisitions	400,000
Public Facilities	504,000
Public Service	310,000
TOTAL CDBG PROGRAM EXPENDITURES	<u>\$ 3,550,544</u>

**Section 3: HOME PROGRAM. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 3(B):

Direct Federal Revenues	\$ 968,888
Federal Program Income	1,212,000
TOTAL HOME PROGRAM REVENUES	<u>\$ 2,180,888</u>

**Section 3(B): EXPENDITURES.** The following amount is hereby appropriated for the projects of the HOME Program:

Administration	\$ 96,014
Community Housing Development Organization	145,333
Affordable Housing Development	1,939,541
TOTAL HOME PROGRAM EXPENDITURES	<u>\$ 2,180,888</u>

# Ordinances

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**Section 4: HOPWA PROGRAM. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 4(B):

Direct Federal Revenues	\$ 1,023,510
Federal Program Income	<u>6,468</u>
<b>TOTAL HOPWA PROGRAM REVENUES</b>	<b>\$ 1,029,978</b>

**Section 4(B): EXPENDITURES:** The following amount is hereby appropriated for the projects of the HOPWA Program:

Housing Opportunities for Persons with AIDS	<u>\$1,029,978</u>
<b>TOTAL HOPWA PROGRAM EXPENDITURES</b>	<b>\$1,029,978</b>

**Section 5: CONTINUUM OF CARE PROGRAM. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 5(B):

Direct Federal Revenues	<u>\$ 2,361,100</u>
<b>TOTAL CONTINUUM OF CARE PROGRAM REVENUES</b>	<b>\$ 2,361,100</b>

**Section 5(B): EXPENDITURES.** The following amount is hereby appropriated for the projects of the Continuum of Care Program:

Tenant Based Rental Assistance	<u>\$ 2,361,100</u>
<b>TOTAL CONTINUUM OF CARE PROGRAM EXPENDITURES</b>	<b>\$ 2,361,100</b>

**Section 6: EMERGENCY SOLUTIONS GRANTS. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 6(B):

Direct Federal Revenues	<u>\$ 182,490</u>
<b>TOTAL EMERGENCY SOLUTIONS GRANTS REVENUES</b>	<b>\$ 182,490</b>

**Section 6(B): EXPENDITURES.** The following amount is hereby appropriated for the projects of the Emergency Solutions Grants:

Homeless Prevention	<u>\$ 182,490</u>
<b>TOTAL EMERGENCY SOLUTIONS GRANTS EXPENDITURES</b>	<b>\$ 182,490</b>

**Section 7: COUNTY AFFORDABLE HOUSING PROGRAM. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 7(B):

Program Income	<u>\$ 540,000</u>
<b>TOTAL COUNTY AFFORDABLE HOUSING PROGRAM REVENUES</b>	<b>\$ 540,000</b>

# Ordinances

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**Section 7(B): EXPENDITURES.** The following amount is hereby appropriated for the projects of the County Affordable Housing Program:

Affordable Housing Development	\$ 540,000
TOTAL COUNTY AFFORDABLE HOUSING PROGRAM EXPENDITURES	<u>\$ 540,000</u>

**Section 8: APPROPRIATIONS AUTHORITY.** Upon adoption, this Housing Affordability and Community Revitalization Project Ordinance will become part of a multi-year special revenue fund for affordable housing projects, which include CDBG, HOME, HOPWA, CoC, and ESG grants, State and County affordable housing programs funded in previous years. All funds are appropriated pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

**Section 9: APPROPRIATIONS TRANSFER AUTHORITY.** The County Manager is authorized to transfer appropriations between projects within the Housing Affordability and Community Revitalization Fund.

**Section 10: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Housing Affordability and Community Revitalization Fund sufficient specific detailed accounting records for each grant or project authorized and to report annually on the financial status of this Fund.

**Section 11:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## CAPITAL AREA WORKFORCE DEVELOPMENT FUND PROJECT ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1: FUND DESCRIPTION.** Projects are authorized as described in Section 2, and involve a variety of workforce development activities, including the NCWorks Career Center system, youth development activities, job training partnerships, and services to dislocated workers and companies, including those companies facing layoffs and closures. Funds come from the federal government.

**Section 2: CAPITAL AREA WORKFORCE DEVELOPMENT. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 2(B):

Federal Shared Revenues	\$5,603,000
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**Section 2(B): EXPENDITURES.** The following amount is hereby appropriated for the projects of the Capital Area Workforce Development Fund:

Fiscal Year 2022 CAWD Program	\$5,603,000
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**Section 3: APPROPRIATIONS AUTHORITY.** Upon its adoption, this Capital Area Workforce Development Fund will become part of a multi-year special revenue fund for workforce development activities, which include enhancing a workforce system that is responsive to local needs, connects private and public resources, enables individuals to attain and upgrade skills necessary for gainful employment, and assists businesses in maintaining a skilled workforce to compete in a global economy. All funds are appropriated pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

**Section 4: APPROPRIATIONS TRANSFER AUTHORITY.** The County Manager is authorized to transfer appropriations between projects within the Capital Area Workforce Development Fund.

**Section 5: APPROPRIATIONS TO EQUAL ACTUAL REVENUES.** In the event that net revenues from Federal Shared Revenues exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

**Section 6: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to maintain within the Capital Area Workforce Development Fund sufficient specific detailed accounting records for each grant or project authorized and to report annually on the financial status of this Fund.

**Section 7.** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 7<sup>th</sup> day of June 2021.**

# Ordinances

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## GRANTS AND DONATIONS FUND PROJECT ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1: FUND DESCRIPTION.** Projects are authorized as appropriated in Section 2(B), and involve a variety of community development, public health, social service, and public safety activities. Funds come from state and federal grants, donations, state and federal forfeiture funds, and Wake County appropriations.

**Section 2: GRANTS AND DONATIONS PROJECTS. (A) REVENUES.** It is estimated that the following revenue will be available to complete those projects described in Section 2(B):

Federal	\$974,798
State	1,044,469
Local	538,767
Transfers	199,966
TOTAL GRANTS AND DONATIONS FUND REVENUES	<u>\$2,758,000</u>

**Section 2(B): EXPENDITURES.** The following amount is hereby appropriated for the projects of the Grants and Donations Fund:

Grants and Donations	<u>\$2,758,000</u>
TOTAL GRANTS AND DONATIONS FUND EXPENDITURES	\$2,758,000

**Section 3: APPROPRIATIONS AUTHORITY.** Upon its adoption, the Grants and Donations Fund will become a multi-year special revenue fund for non-recurring activities. All funds are appropriated pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

**Section 4: APPROPRIATIONS TO EQUAL ACTUAL REVENUES.** If net revenues from an individual revenue source exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

**Section 5: APPROPRIATIONS TO EQUAL ACTUAL EXPENDITURES.** In instances when revenue and expenditure appropriation exceed the final expenditures, Budget and Management Services has authority to close projects and reduce appropriations.

**Section 6: FINANCIAL ACCOUNTING AND REPORTING.** The Finance Director is hereby directed to establish separate accounts within the Grants and Donations Fund for each grant or project authorized and maintain within the Grants and Donations Fund sufficient specific detailed accounting records to report annually on the financial status of each grant or project and the revenue received.

**Section 7:** Copies of this ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED** this the 7<sup>th</sup> day of June 2021.

# Ordinances

## PERSONNEL AUTHORIZATION ORDINANCE FOR FISCAL YEAR 2022

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, North Carolina, that the following budget ordinance for the Personnel Authorization is hereby adopted:

**Section 1: AUTHORIZED POSITIONS.** The following full-time equivalent positions are hereby authorized in the County government by organizational unit and fund for the fiscal year beginning July 1, 2021 and ending June 30, 2022.

Department, Division and Fund (All Positions are in the General Fund unless otherwise noted)	Authorized Full-time Equivalent Positions
Board of Commissioners	4.000
Communications	14.000
County Manager	16.000
County Attorney	22.000
Board of Elections	36.000
Budget and Management Services	12.000
Facilities, Design & Construction	15.000
Finance	
General Fund	34.000
Debt Service Fund	3.000
Finance Total	37.000
Human Resources	45.000
Information Services	113.750
Register of Deeds	41.000
Tax Administration	80.000
Quasi-Governmental	6.500
Community Services	
CS Management and Budget	7.000
Parks, Recreation and Open Space	39.500
Veteran Services	4.000
Geographic Information Services	17.000
Libraries	252.500
Planning and Development Services	58.000
Community Services Total	378.000
Environmental Services	
General Fund	
ES Administration	13.000
Environmental Health & Safety	45.000
Water Quality	46.000
Animal Care, Control and Adoption Center	45.000
Total General Fund	149.000
Solid Waste Operating Fund	15.000
South Wake Landfill Partnership Fund	5.000
Environmental Services Total	169.000

# Ordinances

Department, Division and Fund (All Positions are in the General Fund unless otherwise noted)	Authorized Full-time Equivalent Positions
General Services	
General Fund	
Administration/Support	19.000
Facility and Field Services	37.000
Physical Plant	70.000
Safety and Security	7.000
Total General Fund	133.000
Fleet Fund	20.000
General Services Total	153.000
Human Services	
General Fund	
Social Services	608.500
Child Welfare	314.800
Public Health	365.795
Health Clinics	177.400
Administration and Operations	201.500
Total General Fund	1,667.995
Grants & Donations Fund	20.000
Transportation Fund	4.000
Human Services Total	1,691.995
Housing	
General Fund	
Housing Operations	11.000
Equitable Housing and Community Development	3.000
Permanent Housing and Supportive Services	25.000
Homeless and Prevention Services	46.000
Total General Fund	85.000
Housing & Community Revitalization Fund	12.000
Housing Total	97.000
City-County Bureau of Identification	79.000
Sheriff	
Law Enforcement	477.000
Detention	527.000
Sheriff Total	1,004.000
Fire Services	
General Fund	23.000
Grants & Donations Fund	2.000
Fire Services Total	25.000
Emergency Medical Services	433.000
Capital Area Workforce Development	18.000
<b>TOTAL FTEs ALL FUNDS</b>	<b>4,490.245</b>

# Ordinances

**Section 2: AUTHORIZATION TO TRANSFER POSITIONS.** The County Manager, or his designee, is hereby authorized to transfer and/or reclassify full-time equivalent positions within the same fund.

**Section 3: INCREASE IN AUTHORIZATION.** With the exception of changes allowed through Section 2, any changes to the full-time equivalent (FTE) amounts authorized in Section 1 of this ordinance must be approved by the Board of Commissioners.

**Section 4: SALARY SCHEDULE.** The salary minimums, midpoints and maximums are hereby established for the salary schedule effective July 1, 2021.

Effective July 1, 2021, Wake County pays a Living Wage of \$17.33 hourly or \$36,046 annually. While some of the lower ranges in our Market Range structures reflect a Range Minimum that falls below this rate, no regular employee shall be paid less than the Living Wage.

FY 2022 Salary Schedule								
General								
MR	Minimum		Midpoint				Maximum	
	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile	5 <sup>th</sup> Quartile	6 <sup>th</sup> Quartile	7 <sup>th</sup> Quartile	8 <sup>th</sup> Quartile
10	\$32,780	\$38,109	\$38,110	\$43,429	\$43,430	\$48,759	\$48,760	\$54,090
11	\$33,600	\$39,059	\$39,060	\$44,519	\$44,520	\$49,979	\$49,980	\$55,440
12	\$34,630	\$40,689	\$40,690	\$46,749	\$46,750	\$52,809	\$52,810	\$58,870
13	\$36,360	\$42,719	\$42,720	\$49,079	\$49,080	\$55,449	\$55,450	\$61,810
14	\$38,180	\$44,859	\$44,860	\$51,539	\$51,540	\$58,219	\$58,220	\$64,900
15	\$41,990	\$49,339	\$49,340	\$56,689	\$56,690	\$64,039	\$64,040	\$71,390
16	\$46,190	\$54,279	\$54,280	\$62,359	\$62,360	\$70,449	\$70,450	\$78,530
17	\$50,810	\$59,709	\$59,710	\$68,599	\$68,600	\$77,489	\$77,490	\$86,380
18	\$55,890	\$65,679	\$65,680	\$75,459	\$75,460	\$85,239	\$85,240	\$95,020
19	\$61,480	\$72,239	\$72,240	\$82,999	\$83,000	\$93,759	\$93,760	\$104,520
20	\$68,180	\$81,819	\$81,820	\$95,449	\$95,450	\$109,089	\$109,090	\$122,730
21	\$78,410	\$94,089	\$94,090	\$109,769	\$109,770	\$125,449	\$125,450	\$141,130
22	\$90,170	\$108,199	\$108,200	\$126,239	\$126,240	\$144,269	\$144,270	\$162,300
23	\$103,690	\$124,429	\$124,430	\$145,169	\$145,170	\$165,909	\$165,910	\$186,650
24	\$119,250	\$143,099	\$143,100	\$166,949	\$166,950	\$190,799	\$190,800	\$214,650
25	\$131,170	\$157,409	\$157,410	\$183,639	\$183,640	\$209,879	\$209,880	\$236,110
26	\$144,290	\$173,149	\$173,150	\$202,009	\$202,010	\$230,869	\$230,870	\$259,720
27	\$158,720	\$190,459	\$190,460	\$222,209	\$222,210	\$253,949	\$253,950	\$285,700

# Ordinances

Attorney								
Minimum			Midpoint			Maximum		
AT	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	\$35,880	\$42,159	\$42,160	\$48,439	\$48,440	\$54,719	\$54,720	\$61,000
11	\$73,850	\$88,619	\$88,620	\$103,389	\$103,390	\$118,159	\$118,160	\$132,930
12	\$81,230	\$97,479	\$97,480	\$113,729	\$113,730	\$129,969	\$129,970	\$146,220
13	\$98,290	\$117,949	\$117,950	\$137,609	\$137,610	\$157,269	\$157,270	\$176,930
14	\$108,120	\$129,749	\$129,750	\$151,369	\$151,370	\$172,999	\$173,000	\$194,620

CCBI								
Minimum			Midpoint			Maximum		
BI	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	\$32,980	\$38,749	\$38,750	\$44,519	\$44,520	\$50,289	\$50,290	\$56,060
11	\$36,280	\$42,619	\$42,620	\$48,969	\$48,970	\$55,319	\$55,320	\$61,670
12	\$39,900	\$46,889	\$46,890	\$53,869	\$53,870	\$60,849	\$60,850	\$67,840
13	\$43,890	\$51,569	\$51,570	\$59,259	\$59,260	\$66,939	\$66,940	\$74,620
14	\$48,280	\$56,729	\$56,730	\$65,179	\$65,180	\$73,629	\$73,630	\$82,080
15	\$53,110	\$62,409	\$62,410	\$71,699	\$71,700	\$80,989	\$80,990	\$90,290
16	\$58,420	\$68,649	\$68,650	\$78,869	\$78,870	\$89,089	\$89,090	\$99,320
17	\$64,260	\$75,509	\$75,510	\$86,759	\$86,760	\$97,999	\$98,000	\$109,250
18	\$71,260	\$85,519	\$85,520	\$99,769	\$99,770	\$114,019	\$114,020	\$128,280
19	\$81,950	\$98,349	\$98,350	\$114,739	\$114,740	\$131,129	\$131,130	\$147,520

EMS									
Minimum			Midpoint			Maximum			
EM	Shift	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	2190	\$15.76	\$18.51	\$18.52	\$21.27	\$21.28	\$24.03	\$24.04	\$26.80
11	2190	\$19.70	\$23.14	\$23.15	\$26.59	\$26.60	\$30.04	\$30.05	\$33.49
12	2190	\$22.66	\$26.61	\$26.62	\$30.58	\$30.59	\$34.54	\$34.55	\$38.52
13	2190	\$28.24	\$32.46	\$32.47	\$36.70	\$36.71	\$40.93	\$40.94	\$45.18
14	2190	\$31.06	\$35.71	\$35.72	\$40.37	\$40.38	\$45.02	\$45.03	\$49.69
15	2080	\$33.06	\$38.84	\$38.85	\$44.62	\$44.63	\$50.41	\$50.42	\$56.20
16	2080	\$36.66	\$43.98	\$43.99	\$51.32	\$51.33	\$58.65	\$58.66	\$65.99
17	2080	\$51.33	\$61.58	\$61.59	\$71.85	\$71.86	\$82.11	\$82.12	\$92.39

# Ordinances

Fire and Emergency Management								
FE	Minimum		Midpoint			Maximum		
	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	\$38,180	\$44,859	\$44,860	\$51,539	\$51,540	\$58,219	\$58,220	\$64,900
11A	\$46,190	\$54,279	\$54,280	\$62,359	\$62,360	\$70,449	\$70,450	\$78,530
11B	\$46,190	\$54,279	\$54,280	\$62,359	\$62,360	\$70,449	\$70,450	\$78,530
12	\$50,810	\$59,709	\$59,710	\$68,599	\$68,600	\$77,489	\$77,490	\$86,380
13	\$61,480	\$72,239	\$72,240	\$82,999	\$83,000	\$93,759	\$93,760	\$104,520
14	\$68,180	\$81,819	\$81,820	\$95,449	\$95,450	\$109,089	\$109,090	\$122,730
15	\$119,250	\$143,099	\$143,100	\$166,949	\$166,950	\$190,799	\$190,800	\$214,650

Health Services								
HS	Minimum		Midpoint			Maximum		
	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	\$32,780	\$38,109	\$38,110	\$43,429	\$43,430	\$48,759	\$48,760	\$54,090
11	\$33,600	\$39,059	\$39,060	\$44,519	\$44,520	\$49,979	\$49,980	\$55,440
12	\$34,630	\$40,689	\$40,690	\$46,749	\$46,750	\$52,809	\$52,810	\$58,870
13	\$36,360	\$42,719	\$42,720	\$49,079	\$49,080	\$55,449	\$55,450	\$61,810
14	\$38,180	\$44,859	\$44,860	\$51,539	\$51,540	\$58,219	\$58,220	\$64,900
15	\$41,990	\$49,339	\$49,340	\$56,689	\$56,690	\$64,039	\$64,040	\$71,390
16	\$46,190	\$54,279	\$54,280	\$62,359	\$62,360	\$70,449	\$70,450	\$78,530
17	\$53,120	\$62,419	\$62,420	\$71,719	\$71,720	\$81,009	\$81,010	\$90,310
18	\$61,090	\$71,779	\$71,780	\$82,469	\$82,470	\$93,159	\$93,160	\$103,850
19	\$70,690	\$84,829	\$84,830	\$98,969	\$98,970	\$113,109	\$113,110	\$127,240
20	\$84,830	\$101,799	\$101,800	\$118,759	\$118,760	\$135,729	\$135,730	\$152,690
21	\$101,800	\$122,149	\$122,150	\$142,509	\$142,510	\$162,869	\$162,870	\$183,230
22	\$122,150	\$146,579	\$146,580	\$171,019	\$171,020	\$195,449	\$195,450	\$219,880
23	\$146,580	\$175,899	\$175,900	\$205,219	\$205,220	\$234,539	\$234,540	\$263,850
24	\$175,900	\$211,079	\$211,080	\$246,259	\$246,260	\$281,439	\$281,440	\$316,620
25	\$211,080	\$253,299	\$253,300	\$295,519	\$295,520	\$337,729	\$337,730	\$379,950

# Ordinances

Information Technology								
IT	Minimum		Midpoint				Maximum	
	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	\$43,430	\$51,029	\$51,030	\$58,629	\$58,630	\$66,229	\$66,230	\$73,830
11	\$47,770	\$56,129	\$56,130	\$64,489	\$64,490	\$72,849	\$72,850	\$81,210
12	\$52,550	\$61,749	\$61,750	\$70,939	\$70,940	\$80,139	\$80,140	\$89,330
13	\$57,800	\$67,919	\$67,920	\$78,039	\$78,040	\$88,149	\$88,150	\$98,270
14	\$63,590	\$74,709	\$74,710	\$85,839	\$85,840	\$96,969	\$96,970	\$108,100
15	\$70,510	\$84,609	\$84,610	\$98,719	\$98,720	\$112,819	\$112,820	\$126,920
16	\$81,090	\$97,309	\$97,310	\$113,519	\$113,520	\$129,739	\$129,740	\$145,960
17	\$93,250	\$111,899	\$111,900	\$130,549	\$130,550	\$149,199	\$149,200	\$167,850
18	\$107,240	\$128,689	\$128,690	\$150,139	\$150,140	\$171,579	\$171,580	\$193,030

Sheriff's Office								
SO	Minimum		Midpoint				Maximum	
	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	\$42,000	\$49,499	\$49,500	\$56,999	\$57,000	\$64,499	\$64,500	\$72,000
11	\$55,000	\$60,799	\$60,800	\$66,599	\$66,600	\$72,399	\$72,400	\$78,200
12	\$59,000	\$65,759	\$65,760	\$72,509	\$72,510	\$79,269	\$79,270	\$86,020
13	\$67,000	\$73,909	\$73,910	\$80,809	\$80,810	\$87,719	\$87,720	\$94,620
14	\$76,000	\$83,019	\$83,020	\$90,039	\$90,040	\$97,059	\$97,060	\$104,080
15	\$85,000	\$94,059	\$94,060	\$103,109	\$103,110	\$112,169	\$112,170	\$121,230
16	\$100,000	\$111,369	\$111,370	\$122,739	\$122,740	\$134,109	\$134,110	\$145,470
17	\$110,000	\$122,509	\$122,510	\$135,009	\$135,010	\$147,519	\$147,520	\$160,020

Detention								
DT	Minimum		Midpoint				Maximum	
	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
10	\$38,000	\$43,889	\$43,890	\$49,769	\$49,770	\$55,659	\$55,660	\$61,540
11	\$42,000	\$48,419	\$48,420	\$54,849	\$54,850	\$61,269	\$61,270	\$67,700
12	\$50,000	\$56,119	\$56,120	\$62,229	\$62,230	\$68,349	\$68,350	\$74,470
13	\$55,000	\$61,729	\$61,730	\$68,459	\$68,460	\$75,179	\$75,180	\$81,910
14	\$65,000	\$72,599	\$72,600	\$80,199	\$80,200	\$87,799	\$87,800	\$95,400
15	\$80,000	\$86,239	\$86,240	\$92,469	\$92,470	\$98,709	\$98,710	\$104,940
16	\$90,000	\$96,359	\$96,360	\$102,719	\$102,720	\$109,079	\$109,080	\$115,440
17	\$100,000	\$109,629	\$109,630	\$119,259	\$119,260	\$128,889	\$128,890	\$138,530

# Ordinances

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**Section 5: POSITION CLASSIFICATIONS.** The County Manager is the Chief Personnel Officer and has delegated the authority to administer and maintain the position classification plan to the Human Resources Director.

**Section 6: LIVING WAGE POLICY.** It is the policy of Wake County that persons working for the County as regular employees whose scheduled hours exceed 1,040 annually be paid as further described in this Section.

a. Eligibility: The County shall pay all regular employees an amount equal to or greater than the Minimum Wage Rate as defined in Section 6.A(c). A regular employee is defined as being in a Board authorized position and having regularly scheduled straight-time hours in excess of 1,040 hours.

b. Emergency Medical Positions: Employees working in emergency medical positions with scheduled overtime will be considered to have met or exceeded the Minimum Wage Rate if their calculated gross annual salary (i.e. straight-time hourly rate times scheduled straight-time hours plus one and one-half times straight-time hourly rate times scheduled overtime hours) is greater than or equal to the Minimum Wage Rate times 2,080 hours.

c. Wage Rate Calculation: The Universal Living Wage Formula Calculation used by the County is based on a four-year average housing cost of a One Bedroom according to Housing and Urban Development's (HUD) Fair Market Rents in the Raleigh MSA, less \$1.50 an hour credit for health insurance. On January 1 of every year, the County's current Living Wage Rate is compared to the calculated amount to determine if an adjustment is needed.

d. The Living Wage Rate for FY 2022 shall be seventeen dollars and thirty-three cents (\$17.33) per hour (\$18.83 less \$1.50 credit for health insurance).

e. Annual Adjustment: The County Manager shall calculate or cause to be calculated the Minimum Wage Rate for employees on an annual basis and shall make such adjustments in the County's pay plan to ensure the Minimum Wage Rate as stated herein is paid to all eligible employees. In the event of an economic downturn, it may be necessary to maintain the Living Wage Rate based on the previous year.

**Section 7: ELECTED OFFICIALS COMPENSATION.** Funding is provided for a 4.00% compensation adjustment for the members of the Board of Commissioners, the members of the Wake County Board of Education, the Register of Deeds, and the Sheriff effective July 1, 2021.

**Adopted this the 7<sup>th</sup> day of June 2021.**



# 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, 2021 to June 30, 2022; Fiscal Year 2022 or FY 2022.

## 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 2020 actual results; the FY 2021 adopted budget and current budget; and FY 2022 budget.

	FY2020 Actual	FY2021 Adopted Budget	FY2021 Amended	FY2022 Adopted Budget
Personnel				
Services				
Operating Expenses				
Capital Outlay				

## Full-time Equivalent Positions

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

## Budget Highlights

In this section are revenue and expenditure summaries for the total County budget and an overview of revenues, expenditures, staffing and County organization. When the County adds full-time equivalent positions to the budget, costs reflect not only salary and benefits but also other operating costs, including programming, upfit, or supply expenses.

## Education

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

## Capital Improvement Program

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

## Performance Measures

Performance measures are dashboards of information communicating how well a service is performing and if the targeted outcome is being met. There are 4 types of performance measures: input, output, efficiency, and effectiveness. Each measure provides a different piece of information regarding how well the department and service is accomplishing its goal/objective. Current information is available on the Wake County Transparency Portal (<https://www.wakegov.com/transparency-portal>).

# Budget Process

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## Formulation of the County Manager’s Recommended 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 timelines 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 2022, departments were required to submit options to reduce their annual operating budgets. Any proposals to reduce the budgets were evaluated not only for potential savings, but also for the near-term and long-term service impacts.

Areas of new services or service expansions requested by departments were based on a strong definition of the issue, strategic alignment with business plan and objectives, a clear statement of what is trying to be accomplished, and identification of opportunities to collaborate or partner with others. For FY 2022, departments were asked to first realign funding where possible. Each expansion item was analyzed based on these objectives.

To view the County Manager’s presentation and prior budget documents, you can visit <https://www.wakegov.com/budget>.

## Board of Commissioners’ Authorization and Appropriations

In compliance with the North Carolina Local Government Budget and Fiscal Control Act (G.S.

159-8) the Board of Commissioners adopts an annual balanced budget ordinance for all governmental and proprietary funds except funds authorized by project ordinances. All budget ordinances are prepared on the modified accrual basis of accounting. The annual budget for governmental funds and proprietary funds must be adopted no later than July 1. Agency funds are not required by state law to be budgeted. All capital projects funds, certain special revenue funds, and expendable trust funds are budgeted under project ordinances spanning more than one fiscal year and are controlled by project. Project appropriations continue until the projects are complete.

## County Manager’s Authorization

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

## Budget Implementation

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

## Public Engagement

Residents have opportunities to learn about the budget and provide comments in a variety of ways, including public hearings, advisory commissions, informal conversations, round-table briefings, TV and video presentations, opinion surveys,

# Budget Process

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neighborhood meetings, office hours, letter writing, telephone calls, and e-mail.

The County Manager recommended a budget to the Board of Commissioners on May 3, 2021. During a regular (virtual) meeting on May 17, public comments regarding the proposed budget were

presented to the Board of Commissioners, and a special budget work session was held on May 24. On June 7, the Board of Commissioners considered the budget for adoption for both the Operating and Capital Improvement Program. The recordings of these sessions are available at <https://wake.legistar.com/Calendar.aspx>.

# Budget Calendar for Fiscal Year 2022

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<b>Date</b>	<b>Budget Activity</b>
September	Budget Process Kick-Off on Guidance, Calendar, and Business Cases
September 30, 2020	Submission of FY 2022 - 2028 Capital Requests
January 8, 2021	Submission of FY 2022 Operating Budget Requests
January 7, 8, 29, 2021	Board of Commissioners Goal-Setting Retreat
February - March	Capital Improvement Program and Operating Department budget meetings
March – April	Board of Education and Wake Technical Community College submit formal budget requests
March 29 & April 5, 2021	Board of Commissioners Budget Planning Retreat
May 3, 2021	Formal presentation of Recommended Budget to Board of Commissioners at regularly scheduled meeting
May 10, 2021	Board of Commissioners Special Budget Work Session
May 17, 2021	Public Hearing on FY 2022 Recommended Budget
May 24, 2021	Board of Commissioners Special Budget Work Session
June 7, 2021	Board of Commissioners consider adoption of FY 2022 Operating Budget and FY 2022 - 2028 Capital Improvement Program at regular meeting

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# Fund Structure

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

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

<b>Fund Type</b>				
<b>General Fund</b>	<b>Debt Service</b>	<b>Special Revenue</b>	<b>Capital Project</b>	<b>Proprietary</b>
General Fund	Debt Service Fund	Capital Area Workforce Development Fund	County Capital Projects Fund	Solid Waste Management Fund
		Fire Tax District Fund	Fire Tax District Capital Projects Fund	South Wake Landfill Fund
		Grants and Donations Fund	Major Facilities Capital Projects Fund	Internal Service Fund
		Major Facilities Fund	Solid Waste Capital Projects Fund	
		Housing and Community Revitalization Fund	Housing Capital Projects Fund	
		Human Services Transportation Fund	Wake County Public Schools Capital Projects Fund	
		Coronavirus Relief Fund	Wake Technical Community College Capital Projects Fund	
		Fines & Forfeiture		
		Human Services Trust Clients		

## 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 nine special revenue funds: Capital Area Workforce Development Fund, Fire Tax District Fund, Grant and Donations Fund, Housing and Community Revitalization Fund, Major Facilities Fund, the Transportation Fund, the Coronavirus Relief Fund, Fines & Forfeiture, and Human Services Clients Trust.

### Capital Project Funds

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

# Fund Structure

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Technical Community College Capital Projects Fund, Fire Tax District Capital Projects Fund, Major Facilities Capital Projects Fund, Solid Waste Capital Projects Fund, and Housing Capital Fund.

## Proprietary Fund Types

### Enterprise Funds

The enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a

continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds: Solid Waste Management Fund and South Wake Landfill Fund.

### Internal Service Fund

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

# Fund Structure Chart

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

**O** All, or most, operating funding for this unit is budgeted in the General Fund  
**M** Unit has either primary, or shared, responsibility for managing this fund  
**P** Unit manages selected projects within this fund  
**D** Unit has a specific division in this Special Revenue Fund

# Basis of Budgeting and Basis of Accounting

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## Basis of Budgeting

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

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

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

## Basis of Accounting

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

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

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

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

# Financial Policies

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

Wake County's financial policies establish a foundation for the fiscal strength of County government. These policies guide the Board of Commissioners and the County Manager as they make decisions concerning resource allocations. Wake County's financial policies are reviewed periodically to determine if any additional policies may be necessary to fill identified policy gaps, or if any updates are required due to changes in the County's practices. Any recommended changes requiring Board approval will be presented to the Board of Commissioners for their consideration and approval.

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

## Operating Budget

The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. The Local Government Budget and Fiscal Control Act (G.S. 159-8) requires a balanced budget ordinance from all local governments.

The County's annual budget shall be adopted by July 1 and shall be effective for a fiscal period beginning July 1 and ending June 30.

## Long-Term Financial Health

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

## Forecasts

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

## Budget Development

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

## Budget Adjustments and Revisions

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

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

## Grants

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

## Revenues

Revenue projections shall be set at realistic and attainable levels, sufficiently conservative to avoid shortfalls, yet accurate enough to avoid a regular pattern of setting tax rates that produce significantly more revenue than is necessary to meet expenditure requirements. The County shall not develop budgets that include operating deficits that require the use of one-time resources to cover recurring expenses.

The County shall diversify its revenue sources to the extent possible to reduce reliance on the property tax.

# Financial Policies

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Periodically, the County reviews certain programs and services as areas for potential funding through user fees. The Board of Commissioners will determine the level of cost recovery for the programs or services. Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

## User Fee Policy

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

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

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

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

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

Regulatory fees shall be set at a level that strives to recover full costs (direct and indirect costs, such as depreciation or usage costs associated with capital

assets) of providing the service, unless statutory restrictions limit the fee amount.

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

1. 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.

a. 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.

b. 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.

2. 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:

a. 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.

b. 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.

c. 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-

# Financial Policies

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

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

## Fund Balance

### General Fund

The County shall maintain a fund balance position that rating agencies deem is adequate to meet the County's existing needs and potential future challenges. Therefore, the County has adopted a policy that requires management to maintain a total General Fund balance of at least 15% and an amount committed for working capital of at least 10% of the following fiscal year's General Fund adopted budget to provide the County with adequate working capital and investment income.

Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's amount committed for working capital. If a catastrophic economic event occurs which results in a deviation of 5% or more from total adopted budgeted revenues or expenditures, the amount committed for working capital can be reduced by action by the Board of Commissioners. At that time, a plan would then be adopted to return the amount committed for working capital back to the desired level. When it is appropriate for fund balance to be assigned, the Board of Commissioners delegates authority to the County Manager.

### Operating Funds

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

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

## Financial Reporting

### Distinguished Budget Awards Program

The County's Budget will be submitted to the GFOA Distinguished Budget Presentation Program. Since

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

### Accounting and Financial Reporting

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

### Annual Comprehensive Financial Report

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

### Internal Control

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

### Fiscal Monitoring

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

## Capital Improvements

The County adopts a seven-year Capital Improvement Program 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 Capital Improvement Program cost at least \$100,000 and

# Financial Policies

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have a useful life of at least ten years. The Board of Commissioners determine actual funding source (i.e., cash, debt, grant, etc.) for capital projects on an annual basis.

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

## Capital and Debt

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

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

The County utilizes a long-term Debt and Capital financial model as an effective tool critical in determining the affordability of funding capital needs identified in its Capital Improvement Program. The County's model seeks to balance revenues, expenditures, and fund balance over time to ensure that Capital Improvement Program needs are met while adhering to established guidelines and policies. Some key assumptions in the model include projected future rates of property and sales taxes and projected future rates of investments and future debt

borrowings. In collaboration with its Financial Advisor, the County frequently reviews its model assumptions, data inputs, and resulting ratios and metrics to ensure a reasonably conservative risk-averse approach is maintained while protecting triple-A bond ratings for its citizens.

The County's financial model currently includes the following multi-year assumptions: property tax rate will reset to a revenue neutral rate in a revaluation year occurring every 4 years (recently done in FY 2021; next occurring in FY 2025); property tax rates ranging from 60.00 cents/\$100 property valuation to 51.55 cents/\$100 property valuation; property valuation natural growth rates ranging from 1.15% to 2%; property tax collection rates ranging from 99.25% to 99.65%; sales tax growth rates ranging from 2.5% to 3%; investment income growth rates ranging from 0.5% to 2%; short-term debt variable rate costs ranging from 1.16% to 2.34%; long-term general obligation bond rates ranging from 2.5% to 4% for new issues; long-term limited obligation bond rates ranging from 2.75% to 4.25% for new issues; general obligation bonds amortizing over 17 years with level principal repayment for new issues; and limited obligation bonds amortizing over 17 years with level principal repayment for new issues.

## Debt Policies

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

## Debt Planning Guidelines

- ♦ Provide for capital facilities as needed.
- ♦ Preserve the County's triple-A bond rating from all three rating agencies.
- ♦ Ensure sufficient flexibility to meet future obligations and take advantage of cost saving opportunities
- ♦ Maintain a debt affordability model which analyzes the future impact of the current bond

# Financial Policies

programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.

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

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

- ♦ Projected 18.78 cents of the 60.00 property tax rate in FY 2022 dedicated to debt and capital;
- ♦ Portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital (30% and 60%, respectively);
- ♦ Any federal, state or local grants that are used for capital improvement; and
- ♦ Any General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund interest income as well as County, WCPSS and Wake Tech capital project funds interest income to the Debt Service Fund. This dedication is in effort to match investment earnings with short term debt interest expense as market conditions vary.

## Debt Service Guidelines

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

Guideline 1: The Debt Service Fund will maintain a fund balance of no less than 19% of the subsequent fiscal year's debt service payments. The 19% represents the amount of approximate debt service due on average within the first five months of the fiscal year (through November). The County's financial model projects annual fund balance in the County's Debt Service Fund to be on average approximately 32% of the subsequent fiscal year's debt service payments.

Guideline 2: The County's seven-year Capital Improvement Program should be funded with debt funding comprising 75 to 85% of the total funding over the span of the seven-year Capital Improvement Program. The remaining funding should come from pay-as-you-go financing (i.e., cash on hand). Pay-as-you-go funding provides the County with a flexible cash flow so that the debt can be issued at the most opportune market time rather than when construction payments are due. A pay-as-you-go element contributes to the financial integrity of the County and its ability to maintain AAA bond ratings. The County strives for a target of approximately 80% debt funding and 20% cash funding of its CIP in any given fiscal year. The County's financial model currently projects the County will fund its current CIP needs with an average of 79% debt funding and 21% cash funding.

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% 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 exposure to variable rate debt is short-term in nature represented by its use of construction period financing bank loans (County has no variable rate bonds). Currently the County's variable rate debt is 2.7% of total outstanding debt.

Guideline 4: The County will maintain a debt payment schedule which retires 70% of bond principal within ten years. This guideline is a factor considered by rating agencies and is commensurate with other triple-A rated counties. The County currently retires 72.3% of bond principal within ten years.

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

# Financial Policies

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population. The County's current per capita debt is \$2,113.

Guideline 6: The combined County and municipal debt should not exceed 4% of the countywide tax base. Based on historical funding levels as well as standards used by credit rating analysts, it is advisable that the County not incur a level of total outstanding general obligation debt that exceeds 4% 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 both the respective municipal government and county government (in North Carolina property within municipal boundaries is also within the county boundaries). The current combined County and municipal debt is 2.98% of the countywide tax base (\*does not include bonds previously authorized by voters but not yet issued or nominal amounts for rolling stock financings).

Guideline 7: The County's net outstanding debt should not exceed 2.5% of the County-wide assessed valuation (i.e., tax base). North Carolina statute permits local governments to issue debt up to 8% of total assessed valuation. As the County maintains a debt to assessed value that is consistent with other triple-A rated counties, it currently strives for its net debt to remain under a more stringent 1.75% of the countywide tax base. The County's current net outstanding debt is 1.31% of the countywide assessed valuation.

Guideline 8: The County will monitor annual debt service expenditures as a percent of total governmental expenditures and strive to not exceed 20%. This computation is a ratio that rating agencies use to judge a government unit's ability to make debt payments and continue meeting its operating obligations. County debt service is currently 18% of total governmental expenditures.

## Business Development Grant Policy

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

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

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

**New Jobs Threshold:** New or existing companies may be eligible for a Business Development Grant when the investment threshold is met and new jobs are created as outlined in the chart on this page. New jobs are defined as a new increase in the company's number of full-time employees who live in Wake County. A full-time employee is defined as a person who is employed by the company working at least 35 hours per week, and whose wages are subject to withholding. The average wage for new jobs must pay 120 percent (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 percent (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.

# Financial Policies

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 Tax Administrator and that all property taxes are paid prior to providing a grant payment.

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

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

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

*Revised May, 2017*

# 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 Goals are the highest-level strategic planning document for Wake County and establish a strategic directive for County policies, priorities, and budget recommendations. The Wake County Board of Commissioners first adopted comprehensive goals using a related format in 2016 and reviewed and modified goals in subsequent years. The most recent revisions occurred during a goal-setting process between December 2020 and February 2021.

Commissioners received updates on the status of the prior year goals in December 2020. Staff also solicited key priorities and summarized feedback from elected officials. The 2021 retreat was held virtually based on health guidance related to COVID-19. Public meetings were held on January 7, 8, and 29. During the retreat, Commissioners and staff restructured the goals to place a stronger emphasis on the goal statement, objectives, links to existing comprehensive plans and resources, and performance measures. The Board of Commissioners reviewed draft language at a February work session and approved the goals and objectives on February 15, 2021.

Board goals include example strategies, with continued refinements expected throughout the year through development of staff workplans, discussions in board work sessions and committee meetings, and the implementation of a robust performance measurement process. Staff conduct at least three strategy meetings annually to review the status of each strategy, to identify and address obstacles affecting progress, and to coordinate implementation with other departments.

Departments are encouraged to align operational business plans with key Board Goals and strategies. Board goals, objectives, and strategies are also used to align budget resources and frame messaging to the

public. Budget requests are evaluated in light of their ability to advance progress toward targeted Board Goals, objectives, and strategies.

The 2021 Board of Commissioner Goals include six key focus areas and 26 goals. Current information is available on the Wake County Transparency Portal (<https://www.wakegov.com/transparency-portal>).

## Long-Range Financial Plan

These long-range projections were shared initially with the Board of Commissioners at their March 29, 2021 budget retreat and were updated as needed for subsequent 2021 budget development.

The County continues to project future property tax revenue based on an average of 1.3 percent (1.3%) growth, after 24.5 percent (24.5%) growth in the tax base realized with the property reappraisal that was effective January 1, 2020. A 2 percent (2%) revenue growth rate is projected from FY 2023 to FY 2024.

Sales tax revenues are projected to grow at a rate of 2.5 percent (2.5%) per year in the near term. The updated medium-term sales tax revenue projections reduced growth in future years to 2.75-3 percent (2.75-3%) growth per year. These long-range projections will be revised annually in light of legislative and economic changes.

FY21	FY22	FY23	FY24	FY25	FY26
9.6%	2.5%	2.5%	2.75%	3%	3%

Expenditures for County operations and Wake Technical Community College are modeled to increase on a per capita basis, aligning expenditure growth and population growth. Additionally, Wake County Public Schools System per pupil funding is modeled to increase based on inflation and the opening of additional of new schools.

Debt and pay-go capital transfers are separately projected through the long-range debt and capital model, with those results incorporated into high-level county projections. These assumptions are detailed in the Capital and Debt section of the Financial Policies. Finally, the operating budget impacts of capital projects are calculated and included in long-range projections.

# Long-Range Planning

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A multi-year model for the Fleet Internal Services Fund projects personnel costs in line with countywide personnel salary and benefit rates, operating expenditures based on historical trends, and the planned use of reserves for replacement of rolling stock and equipment to provide a well-managed, competitive, environmentally responsible fleet. The model projects replacements of rolling stock based on a multipoint formula that considers mileage, usage, maintenance costs, and expected life of the asset. Departmental charges to recover operating maintenance and future capital replacement costs are recalculated annually.

The Major Facilities Fund, which collects and distributes Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for tourism in Wake County, maintains a cash flow financial model that projects revenues and expenditures in alignment with the governing interlocal agreements. Periodic review of the model is conducted by staff, community and industry stakeholders, municipal jurisdictions, and local partners to update assumptions based on economic climate, local and regional tourism trends, scheduled events, and booked conventions. Projections within this model extend to 2034, the last year for which there is debt to be repaid by hospitality tax proceeds.

For the Fire Tax District, Wake maintains a financial model to provide fire prevention, suppression, and education services within a special district of the unincorporated areas of Wake County and the Town of Wendell. Revenues are generated via a property tax in the special district. The model assumptions, which are updated annually, project conservative annual revenue growth and the property reappraisal each four years. Cost share projections with municipalities are informed by trends in population, property valuation, calls for service, heated square footage, and service area. Expenditure projections include assumptions for personnel growth in line with broader county experience, life cycle replacement for fire apparatus, debt service, and facility needs.

The county maintains a financial model to gauge sustainability of the Solid Waste Management and South Wake Landfill funds. County staff maintain a financial model, which in combination with the Comprehensive Solid Waste Management Plan, helps determine and prioritize needed projects. The financial model is updated annually as part of the

annual budget process, ensuring the enterprise funds budget is realistic and in line with historical costs. Capital projects and appropriate funding sources are identified. Enterprise revenue needs and the corresponding customer rates are projected.

Revenue sources are tracked and projected in line with community growth, tonnage demand, and actuarial guidance. Planned expenditures include waste reduction, reuse, recycling, collection, disposal, maintenance, closure/postclosure improvements, and capital projects.

## Advisory Boards and Long-Range Planning

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

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

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

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

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

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

**Historic Preservation Commission:** Plans for the preservation of Wake County's heritage by preserving districts and landmarks that embody important

# Long-Range Planning

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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.

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

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

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

**Open Space and Parks Advisory Committee:** Makes recommendations to the Board of Commissioners regarding parks, recreation, and open space programs, facilities, resources, and recreation-related

needs of the County. This committee fosters, promotes, and encourages the development of appropriate, wholesome parks, recreation, and open space facilities within the County by the public and private sector. The Committee also reviews long-range plans for the County's parks and reviews land purchases using Open Space bond proceeds.

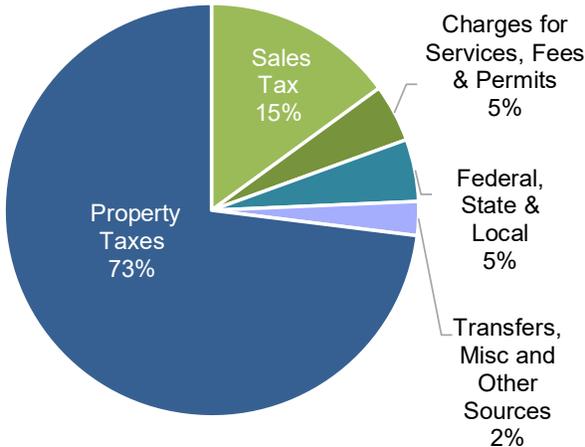
**Planning Board:** Advises the County on planning and zoning matters to ensure that the development and future use of land in Wake County will occur in a planned and harmonious manner that accommodates future population growth, maintains the character of various communities, and respects the values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

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

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

# Budget Overview

## General Fund Revenue Sources



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

### Property Tax

The property tax is Wake County’s largest revenue source, comprising 73% of all General Fund revenues. Property tax is levied against real, personal, public service, and registered vehicle property not exempt from taxation. The values of real property in Wake County were assessed this year based on the current quadrennial cycle. The FY 2021 budget assumed a total tax base of \$188.6 billion and the most recent tax base projection totals \$189.4 billion. The FY 2022 budget assumes a new tax base estimate of \$191.83 billion, an increase of 1.3%. The next property revaluation is scheduled to take effect January 1, 2024.

## Tax Base FY 2021 - 2022 Estimates

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real property assessed valuation is anticipated to increase by 1.6% from the FY 2021 projected assessed valuation to a total of \$167.45 billion, which was used for developing the revenue estimates for the FY 2022 budget.

Personal property includes unlicensed vehicles and business property. The personal property portion of the tax base is projected to decrease in FY 2022 by 5.5% from the assessed valuation projected for FY 2021 to a total of \$7.62 billion.

The public service tax base component includes the taxable assets of public utilities such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2022 valuation is expected to decrease by 3.8% from the assessed value projected for FY 2021.

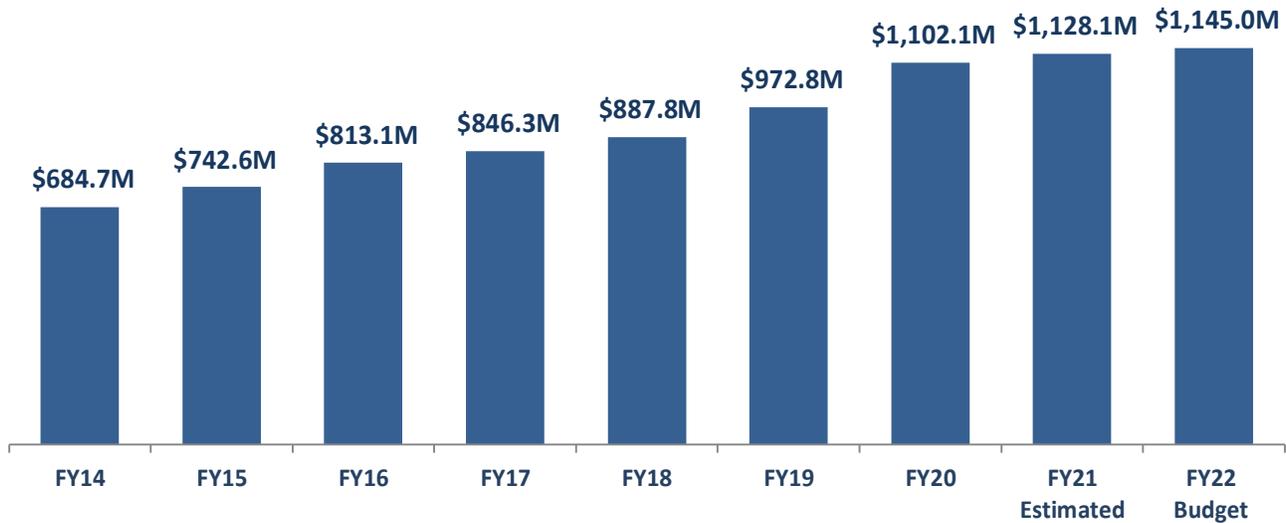
The motor vehicle portion of the tax base is projected in FY 2022 to increase by 3.0% from the estimate for FY 2021.

The County’s property tax collection rate continues to be one of the highest in the State at 99.5% projected for FY 2021. The FY 2022 budget estimates include a collection rate of 99.25% on real property and 99.5% on vehicles.

Tax Base Estimates (in thousands)	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Budget	\$ Change	% Change
Real Property	126,482,476	130,415,760	164,833,716	167,450,000	2,616,284	1.6%
Personal Property	7,430,852	7,890,233	8,069,394	7,625,000	(444,394)	-5.5%
Public Service	3,454,216	3,572,974	3,612,463	3,475,000	(137,463)	-3.8%
Vehicles	10,235,644	11,346,951	12,889,273	13,280,000	390,727	3.0%
<b>Total Valuation</b>	<b>\$147,603,187</b>	<b>\$153,225,918</b>	<b>\$189,404,846</b>	<b>\$191,830,000</b>	<b>\$2,425,154</b>	<b>1.3%</b>

# Revenue Overview

## Property Tax Growth



### Tax Rate

The property tax rate is 60.00 cents per \$100 of assessed value, which maintains the tax rate from FY 2021.

### Sales Tax

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

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-destination basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2021 was received in April 2021).

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

On October 1, 2009, Article 42 changed to a point-of-sale basis from a per capita basis. Because of the large volume of sales within Wake County, this significantly increased the County's revenues from

this Article. By statute, 60% 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 2022, revenues from the State under the hold harmless agreement are expected to be \$33.5 million.

The Medicaid legislation also affects revenues from Article 39, a one-cent sales tax returned to Wake County and its municipalities in a point-of-sale distribution. State law requires counties to hold municipalities "harmless" for their revenue losses from the Medicaid legislation. This began October 1, 2008, when Wake County began losing a portion of Article 39 revenues to hold cities harmless for their Article 44 per capita losses. Hold harmless amounts increased beginning October 1, 2009 sales, when Wake County must also hold cities harmless for the remainder of Article 44.

As a result of state legislation (GS 105-524) first affecting sales tax distributions in FY 2017, a portion of Articles 39, 40 and 42 are redistributed monthly to smaller, rural counties. The impact of this legislative adjustment is budgeted at \$7.4 million in FY 2022.

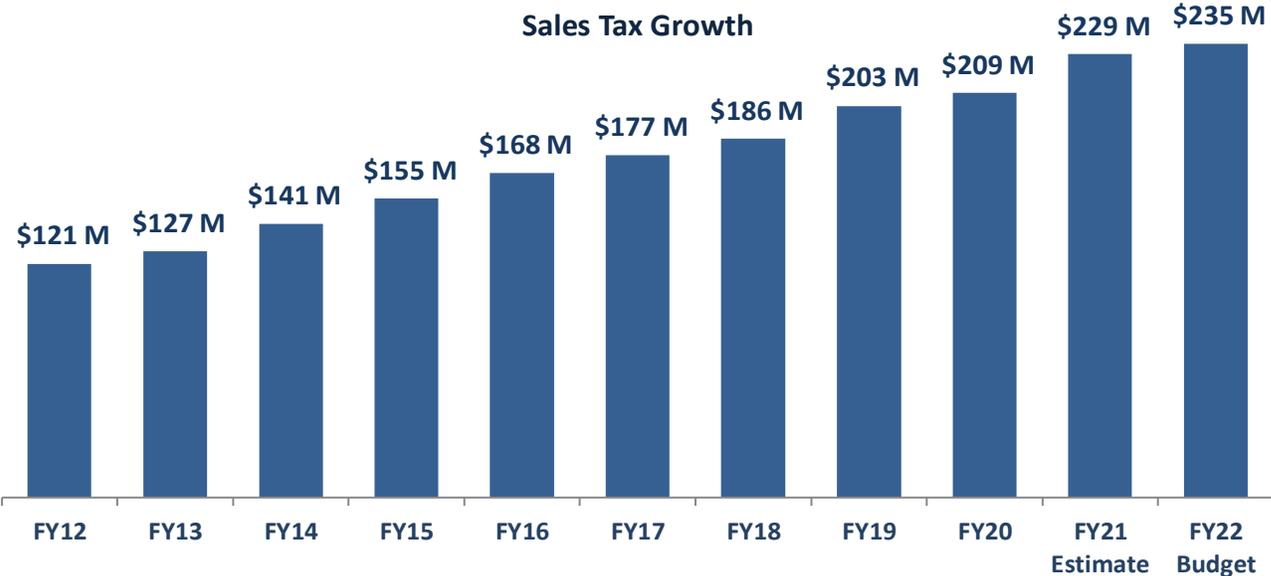
The distribution of all sales tax receipts within the County is currently based on the population of the various governmental units in Wake County.

# Revenue Overview

Sales Tax Revenue is expected to increase in FY 2022 as the global economy continues to recover from the impacts of the COVID-19 pandemic. FY 2022 Sales Tax revenue projections are modeled based long-term growth trends experienced pre-

pandemic. Article 39, Article 40, and Article 42 are each estimated to increase by 2.5% over projected FY 2021 actual revenues.

Article Type	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Budget	\$ Change	% Change
Article 39 (1 cent)	\$85,056,089	\$85,948,951	\$90,246,005	\$92,216,000	\$1,969,995	2.2%
Article 40 (1/2 cent)	\$44,936,213	\$46,936,573	\$51,717,116	\$53,010,000	\$1,292,884	2.5%
Article 42 (1 cent)	\$55,881,220	\$57,194,494	\$61,926,703	\$63,475,000	\$1,548,297	2.5%
Article 44 (expired)	\$(2,329)	\$11,512	—	—	—	0.0%
Medicaid Hold Harmless	\$23,486,483	\$25,769,736	\$32,727,224	\$33,545,000	\$817,776	2.5%
Adjustments to Sales Tax	\$(6,807,590)	\$(6,572,527)	\$(7,239,245)	\$(7,420,000)	\$(180,755)	2.5%
<b>Total Sales Tax</b>	<b>\$202,550,086</b>	<b>\$209,288,738</b>	<b>\$229,377,803</b>	<b>\$234,826,000</b>	<b>\$5,448,197</b>	<b>2.4%</b>



## Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is \$2 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The budget totals \$16.8 million, a 74% increase from the prior year projection.

governments harmless, the legislation provided for an alternative 1.5% gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$3.35 million from this revenue source.

## 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

## 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. Cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75% of the amount collected; for fortified wine, local governments receive 22% of the proceeds; and for wine, local governments receive 62% of the tax proceeds. The current amount budgeted is \$877,200.

# Revenue Overview

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## Licenses and Permits

The largest revenue source in this category is from building and construction permits. Given the increase in housing demand during COVID-19, the budget increased \$602,000 over the prior year budget to a new Licensing and Permits total of \$5.34 million. The budget is based on an anticipated increase in building & construction permits (\$764,000) and new pool permit fees (\$3,500), netted against decreases in marriage licenses (\$141,000), tattoo parlor permit fees (\$12,000), zoning permits (\$2,000), sign permits (\$3,900), minor commercial permits (\$700), and temporary food establishment permits (\$5,600) when compared to the FY 2021 Adopted Budget.

## Federal, State and Local Shared Revenue

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Housing Affordability and Community Revitalization, Emergency Medical Services, Fire Services, and Environmental Services. These revenue sources are dependent upon actions by the federal and state legislative bodies of government, as well as upon administrators of the respective programs. Federal, state, and local dollars total \$75.84 million in FY 2022, an increase of \$2.42 million from FY 2021.

State shared revenues in the General Fund are expected to increase from \$56.71 million in the FY 2021 budget to \$57.75 million in FY 2022. This is primarily from anticipated increases in juvenile justice programming support, administration, child support services, food assistance, Medicaid administration funding, and foster care and adoption assistance.

The FY 2022 budget contains \$11.95 million in federal revenue, a decrease of \$659,000 from the prior year budget. This is primarily due to a decrease in Child Support Enforcement Incentive Funds, which are now budgeted in the Grants and Donations Fund for more flexibility.

Local revenues, consisting primarily of ABC Board revenue, are budgeted at \$6.14 million in FY 2022, an increase of \$2 million from FY 2021.

## Fees and Charges for Services

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

### Board of Elections Fees and Charges

The Board of Elections conducts all elections in Wake County. Municipalities reimburse the County for all costs associated with municipal elections. Candidates also pay filing fees associated with filing their candidacy. In FY 2022, the Board of Elections anticipates receiving \$2.51 million in election fees, \$2.49 million from reimbursements for the October and November municipal elections and \$19,000 from candidate filings.

### Register of Deeds Fees and Charges

The Register of Deeds collects fees for recording official documents and issuing certified copies of vital records. Fees and charges for these services are expected to generate \$6.24 million, a 10% increase from the prior year budget.

### Tax Administration Fees and Charges

Wake County's Tax Administration collects property taxes on behalf of Wake County's municipalities and special districts. In FY22, the fees associated with this collection are estimated to total \$1.2 million.

### Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting, libraries, and parks. Fees associated with these services include planning and inspection fees, park rentals, and fees for damaged books. In FY 2022, the department expects to receive \$873,000 in fees and charges. This is a \$129,000 increase from the prior year's budget due to inspections and reinspection fees.

### Environmental Services Fees and Charges

The Environmental Services Department provides services that protect the natural environment and

# Revenue Overview

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public health and safety. Developers require services to meet regulatory obligations that help protect the environment from harmful effects of development. Service providers of food, lodging, and adult and childcare 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 2022, the department anticipates receiving \$1.70 million.

## General Services Fees and Charges

The General Services Administration Department provides facility maintenance and fleet services for County departments, as well as manages the Wake County Parking Deck. Parking fees are collected for public parking at hourly, daily and monthly rates and employee monthly parking. In FY 2022, the department expects to receive \$900,000 in parking fees. This is a 10% decrease from the prior year's budget. Court facility fees are also collected by GSA, and this budget estimates \$850,000 to be collected, a \$160,000 decrease from the prior year budget.

## Human Services Fees and Charges

In FY 2022, the Human Services Department will earn \$14.28 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.

## Emergency Medical Services Fees and Charges

The Emergency Medical Services Department provides emergency medical services throughout Wake County. This includes ambulance user fees based on established Medicare rates. In FY 2022, the department expects to receive \$21.53 million in ambulance fees, in line with the prior year's budget.

In addition to billing, EMS offers a subscription fee to Wake County residents that relieves the direct cost of 911 ambulance service not paid by insurance. In FY 2022, the department expects to receive \$1.18 million in subscription revenue.

Emergency Medical Services provides coverage at public events each year. These special event fee total \$175,000 in FY 2022 which is a 50% decrease compared to the prior year budget and is the result of an anticipated decrease in special events due to COVID-19. In total, the Emergency Medical Services department revenues are budgeted at \$26.04 million.

## Emergency Communications Fees and Charges

Emergency Communications collects service fees and rent from municipal users of the 800mhz and Computer-Aided Dispatch systems used by 911-responders for fire and law enforcement. The total of these charges in FY 2022 is \$2.13 million.

## Raleigh/Wake City-County Bureau of Identification Revenue

The City/County Bureau of Identification collects fees in the Civil Fingerprinting unit. The public utilizes the Civil Fingerprinting unit to obtain fingerprints required for: background checks, applications for employment, obtaining visas or licenses, or other related private needs. COVID-19 caused a decrease in demand and processing speed for Civil Fingerprinting services, resulting in a lower expected revenue of \$400,000 for FY 2022. The County also receives \$775,000 per year from the City of Raleigh to fund department salaries as currently agreed upon per state statute. In total, the FY 2022 Fees and Charges budget for the City/County Bureau of Identification is \$1.18 million.

## Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for: services of civil process, evictions, executions of writs, pistol and concealed weapon permit fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the federal government for housing detainees awaiting trial in federal court, and jail fees from the State Department of Corrections for housing sentenced state inmates. In total, all fees and charges revenue generated by the Sheriff's Office are budgeted at \$5.28 million, in line with the prior year budget.

## Non-Departmental Fees and Charges

The Non-Departmental budget includes the individual contributions for retiree and COBRA health insurance participants. These contributions are received as revenue to support the County's health insurance benefits. These contributions are budgeted at \$1.45 million in FY 2022.

## Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The budget includes three transfers to the General Fund that total \$2.74 million.

## Revenue Overview

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

The Major Facilities Fund will transfer \$1.40 million to the General Fund to cover collection costs related

to the taxes on Prepared Food and Beverages and on Hotel/Motel Occupancy revenues. The transfer has been capped at a flat amount of \$1.40 million in the most recent interlocal review.

Finally, the Wake County Public School System Capital Fund will transfer approximately \$888,000 to the General Fund for its administrative lease.

# Revenue Overview

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## Debt Service Fund

Debt Service Fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments, and a transfer from the Fire Tax District to cover the cost of bank and self-financing of fire apparatus. The largest of these transfers is property and sales tax which for FY 2022 is estimated to be \$281.9 million. The fund also includes \$10.47 million in state revenues from the North Carolina Education Lottery to support debt service for school construction needs. The budget also includes \$595,000 in anticipated interest income.

## Grants and Donations Fund

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

The FY 2022 budget includes \$2.76 million in the Grants and Donations fund. By department, this revenue represents \$85,000 in Communications, \$223,000 in Fire Services, and \$2.45 million in Human Services.

The majority of the grant revenues are from intergovernmental sources: \$975,000 federal, 1.04 million from state, and \$539,000 from local sources

## Housing and Community Revitalization Fund

The Housing Affordability and Community Revitalization Special Revenue Fund administers programs to preserve, develop, and improve housing affordability for residents. The primary revenue sources are from five Federal Department of Housing and Urban Development programs: Community Development Block Grant, Home Investment Partnership Program, Housing Opportunities for People with AIDS, Emergency Solutions Grant, and Continuum of Care. The fund also earns program income through repayment of portfolio loans. The FY 2022 budget totals \$9.85 million, an increase of \$2.71 million from the FY 2021 Adopted Budget.

## Fire Tax District Fund

The County has a single consolidated Fire Tax District created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund the operating and capital needs of the district.

The FY 2022 tax rate is recommended to be 10.27 cents. This 10.27 cent recommended rate is an increase of 1.17 cent from the previous budget's adopted rate of 9.10 cents. Overall, the FY 2022 Fire Tax District budget is expected to generate \$33.99 million in total revenue, an increase of \$4.34 million, or 14.6% over the FY 2021 Adopted Budget.

## Major Facilities Fund

The Major Facilities Fund was established in 1991 for proceeds levied from a 6% tax on occupancy sales at hotels, motels and guest houses, and from a 1% 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.

Travel restrictions, event cancellations and capacity limitations continued to directly impact these revenue sources throughout FY 2021. Occupancy revenues were especially impacted through lower bookings and average daily room rates. As a result, projected occupancy and prepared food and beverage revenues for FY 2021 total \$40.17 million, which is \$7.89 million below the FY 2021 Adopted Budget amount of \$48.06 million.

The FY 2022 budget includes increases above the FY 2021 projections for both revenue sources. Occupancy tax revenues are projected to increase by 30%, or \$4.03 million, in FY 2022 compared to the FY 2021 projection. Prepared food and beverage revenues are expected to increase by 7%, or \$1.88 million, in FY 2022 compared to the FY 2021 projection.

The FY 2022 Budget for the fund totals \$47.68 million, of which \$17.33 million is from occupancy taxes and \$28.75 million is from prepared food and beverage. A \$1.61 million appropriation of fund

# Revenue Overview

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balance is also included to sustain current expenditure plans.

## Capital Area Workforce Development Fund

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

The primary revenues are federal grants from the Workforce Innovation and Opportunity Act that are awarded by the NC Department of Commerce. Capital Area Workforce Development receives an annual award for four program areas: adult, dislocated worker, youth, and administration. The FY 2022 budget totaling \$5.60 million is based off prior year grant award amounts.

## Human Services Transportation Fund

The Human Services Transportation Fund provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. One-third of the revenue sources for this fund are charges for services which includes Medicaid reimbursement. The rest of the revenues are mostly composed of Federal and State dollars. The fund is expected to total \$12.89 million in FY 2022. This is an increase of \$3.45 million from the prior adopted year. The majority of this increase was the result of federal CARES Act dollars appropriated from the U.S. Department of Transportation and the NC Department of Transportation to continue services in rural communities safely.

## Enterprise Funds

### Solid Waste Operating Fund

The Solid Waste Management Division operates convenience centers, manages household hazardous waste and multi-material recycling programs, provides environmental education programs, monitors environmental protection systems at closed

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

The household fee, set at \$20 per year per household, is the largest funding source and accounts for 54% of total revenues for the fund. State revenues for scrap tires, white goods, electronic recycling and the Solid Waste Disposal tax distributions account for make up another 14%. Revenues from the sale of scrap metal and landfill gas rights are account for another 13%. Rebates, interest income and administrative transfers account for the remainder of revenues. For FY 2022, operating revenues total \$16.94 million, a minimal increase of \$73,000 over the prior year budget. Total fund revenues are \$18.12 million which includes a fund balance appropriation of \$1.17 million to support solid waste capital projects.

### South Wake Landfill Partnership Fund

The South Wake Landfill Partnership operations are accounted for in a separate enterprise fund, supported by tipping fees paid at the East Wake Transfer Station and the South Wake Landfill. The fund is managed by the Solid Waste Division of Environmental Services with input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

For FY 2022, revenues total \$21.28 million based on projected tonnage of 568,000. Revenues that support landfill and transfer station operations come from tipping fees. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a \$3 per ton large volume discount through an Interlocal Agreement, the tipping fee is \$29 per ton.

# User Fee Change Summary

## User Fee Authorization and Overview

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

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

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

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

The following fee changes are included for FY 2022:

Name	Description of Fee	Current Fee	New Fee
<b>Environmental Services: Environmental Health and Safety</b>			
Mobile Food Unit Plan Review Fee	Plan review fee	\$100.00	\$200.00
Push Cart Plan Review Fee	Plan review fee	\$50.00	\$100.00
Temporary Tattoo Permit Fee	Temporary tattoo permit for short term events	\$100.00	\$150.00

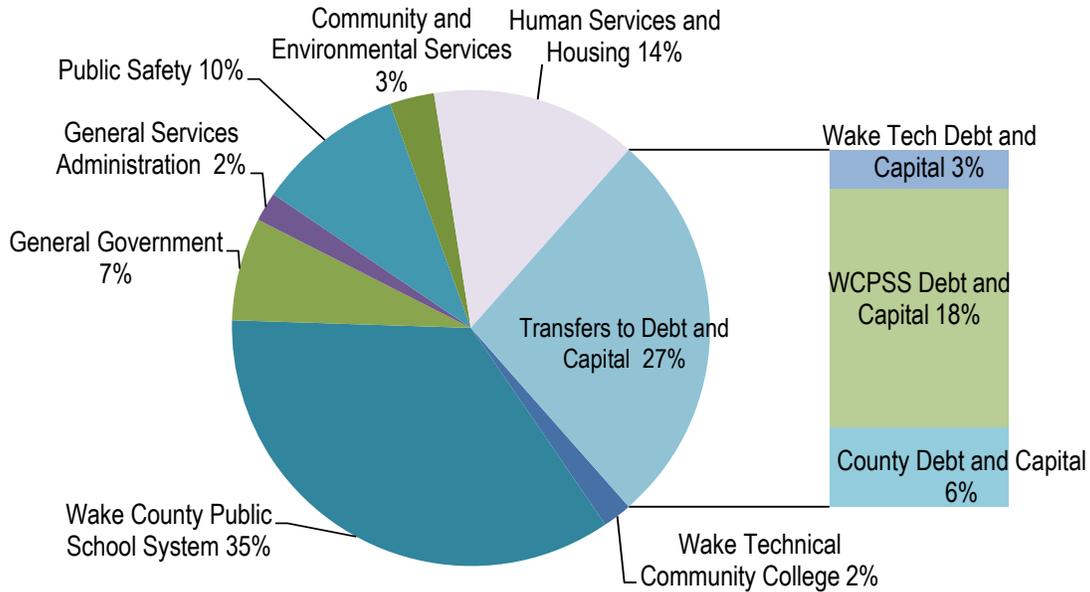
# Expenditure Overview

## Expenditures by Function

Within the General Fund, 43% supports spending for County operations, debt service and capital; 52% supports Wake County Public School System (WCPSS) operating and capital; and 5% supports Wake Technical Community College.

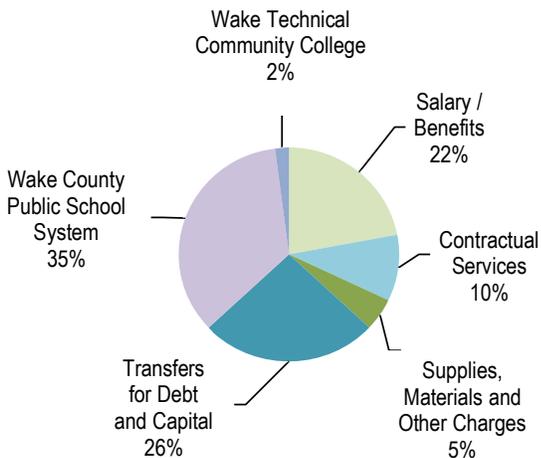
The General Fund supports education through Wake County Public School and Wake Tech operating and capital funding (52% WCPSS and 5% Wake Tech) for a total investment in education of 57%.

	Operating	Debt and Capital	Total
County	\$590.8 M	\$84.3 M	\$675.1 M
Wake Tech	\$28.9 M	\$41.8 M	\$70.7 M
WCPSS	\$544.2 M	\$278.2 M	\$822.4 M
<b>Total</b>	<b>\$1,163.9 M</b>	<b>\$404.3 M</b>	<b>\$1,568.2 M</b>



## Expenditures by Component

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



# Expenditure Overview

## Board of Commissioners

The Board of Commissioners' budget increased by \$77,000, reflecting the addition of a new Senior Executive Assistant position to increase support for the Board of Commissioners in the areas of constituent services, communications, and outreach.

## Communications Office

The Communications Office budget includes the addition of 4.000 FTE to improve the County's internal employee communications, communication related to the South Wake Landfill, and broader communication with the public.

## County Manager

The budget increased by \$1.00 million from the prior year, reflecting the addition of positions and recurring funding to continue a performance management software program piloted in FY 2021. The budget includes three new positions: a Diversity and Inclusion Director to lead the County's work in this area and two Performance Analysts to support performance measure development, training, and year-round performance monitoring. It also includes the transfer in of three existing positions from Information Services to bolster the County's strategy and performance program.

## Behavioral Health

The Behavioral Health budget increased by \$5.95 million from the prior year budget, primarily from the one-time inclusion of an additional \$2.50 million for WakeBrook operations and \$2.00 million for a Behavioral Health Data Sharing Pilot. The Behavioral Health Urgent Care and Mobile Crisis for First Responders programs will transition from pilot programs to permanent services. The pilot program for supportive housing will continue along with a new pilot for substance abuse treatment with funding from prior year unspent funds from previous Behavioral Health budgets.

## County Attorney

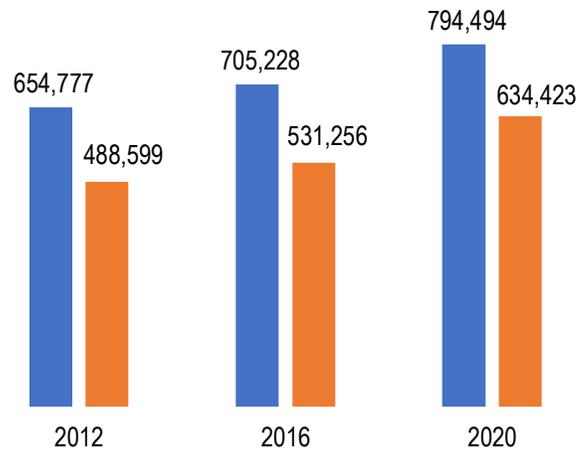
The County Attorney's budget includes funding increases for an additional County Attorney to support Child Protective Services and a Real Estate Paralegal to assist with drafting documents and managing open space bond acquisitions.

## Budget and Management Services

The Budget and Management Services budget includes funding to restore hours for a part-time masters-level assistant who supports the department in daily activities and projects. It also adds two Supervising Senior Analysts to improve supervisory span of control, enabling increased technical, functional, and professional development, guidance, and direction for increased productivity and quality of customer service.

## Board of Elections

Wake County seeing increased voter registration and voter turnout in presidential election



The Board of Elections budget increased \$1.61 million when compared to the prior year. As the budget is established annually based on the number and scale of upcoming elections, funds are included on a one-time basis and revisited each year. The budget includes election-day and early voting funding for the March primary election as well as the reimbursed October and November municipal elections. Board of Elections has increased the stipend for the associated election day and early voting workers up to \$15/hour. The budget also includes 4.000 FTE to support early voting, election security, and management of Precinct Officials. One time funding will support the mailing of updated voter cards following any redistricting changes from the 2020 census.

## Facilities, Design & Construction

The Facilities, Design and Construction budget increased from the prior year from compensation and benefit adjustments.

# Expenditure Overview

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## Finance

The Finance budget includes increases to banking credits, along with upgrades to audit command language software. The budget also includes restoration of an Internal Auditor to manage backlogs and conduct risk assessment, as well as a Senior Accountant to provide process improvements with Emergency Medical Services billing and capital assets.

## Human Resources

The Human Resources budget increased as a result of new positions to support workforce succession planning, salary administration, onboarding, offboarding, and employee relations. The expansion also includes support to manage the volume and complexity of HR systems.

## Information Services

The Information Services department budget has increased by \$800,000 from the prior year. This increase includes new 5.000 FTEs: a Software Architect and an Application Engineer to support Tax Administration's Mass Appraisal platform, a Junior Data Analyst to support the Enterprise Data Management program, a Desktop Support Technician, and a Business Analyst.

The budget also includes funding to match the rising costs of data circuits in County facilities. Software to monitor and prevent spoofing of County email addresses is added. Recurring funding for an enterprise-wide DocuSign subscription to improve and expedite form processing is included. The budget includes a malware analysis tool to allow safe testing of files and URLs without introducing risk to Wake County devices or networks. An automation tool to expedite tasks, create workflows, and support a broad range of functions from the security operation center is included. The budget adds an upgrade to the employee emergency communication service, Everbridge, to send important notifications.

The budget transfers 3.000 FTEs from the Information Services department to County Manager's Office to support the County's Performance and Strategy Program.

The budget eliminates three software platforms no longer needed after the County's migration to an enterprise agreement with Microsoft in FY 2020:

Ivanti PC management, Airwatch mobility management, and Symantec encryption.

## Tax Administration

The Tax Administration budget includes adjustments to the Reappraisal Reserve Sub-Fund, including an increase in the intrafund transfer to fund the next four-year appraisal and funding for contracted appraisers. The budget also includes 4.000 FTEs to support the shortened reappraisal cycle and increase timeliness of property processing and billing.

## Quasi-Governmental

The Quasi-Governmental Department comprises of the Soil and Water Conservation District and Cooperative Extension. The budget for Soil and Water Conservation District increased \$139,000 from the prior year. It includes about \$71,000 in funding for the NextGen program, \$1,000 for client transportation, an additional \$9,000 for travel and training, and funding for a Big Sweep Coordinator (0.5000 FTE). The budget also includes \$3,000 for materials and meals to support resident landowners participating in the annual day-long Keeping the Farm Workshop.

Similarly, the FY 2022 budget for Cooperative Extension increased \$83,000 to include one-time funding to support the update of Wake County comprehensive food security plan and cost share for Food Security VISTA Program.

## Non-Departmental

The Non-Departmental budget includes increases in funding for the historic preservation multi-year service agreement, Wake County Economic Development, and premium insurance for risk and cyber security. One-time funding to support a disparity study is also included, along with services to help the County identify and implement diversity, equity, and inclusion strategies in Wake County. One-time funding is also included for two pilot projects: Behavioral Health data sharing pilot and Sheriff's Office detention medical study.

## Salaries and Benefits

The budget includes a performance pay increase of 4% and up to additional 3% for highest performers, increase of living wage to \$17.33 per hour, salary and benefit reserve to fund wage compression studies. The County will continue to evaluate health and

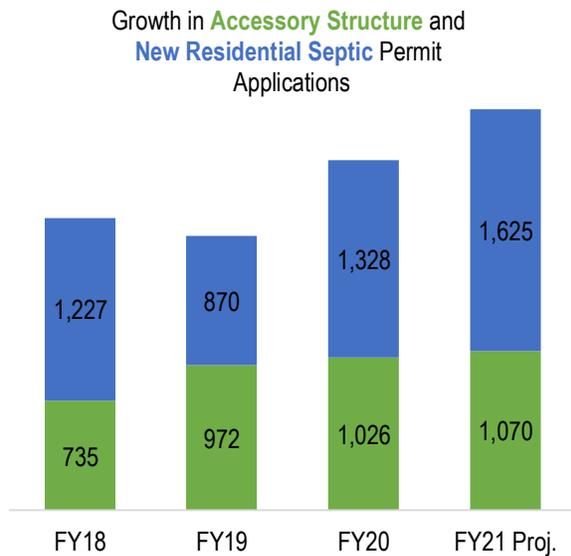
# Expenditure Overview

dental insurance and provide the Board of Commissioners with changes.

## Community Services

The Community Services budget increased \$682,000 from the prior year budget. This increase reflects the addition of 3,500 FTE of parks and open space staff, additional contract costs, and salary and benefit adjustments from staff changes.

## Environmental Services



The Environmental Services budget increased by \$888,000 from the prior year, reflecting expansions across the department. The budget adds five positions: an Environmental Consultant, an onsite Wastewater Environmental Health Consultant, an Environmental Health Specialist, a Watershed Environmental Engineer, and a Plans and Permits Technician. The budget also includes a restoration and increase for card payment bank fees, LDS uses license contractual cost escalation, and an increase to the contracted laboratory services budget to meet the demand for required and voluntary well water testing.

The Animal Services division has restorations for medical supplies for Animal Control operations and overtime to provide daily coverage required at the Animal Center.

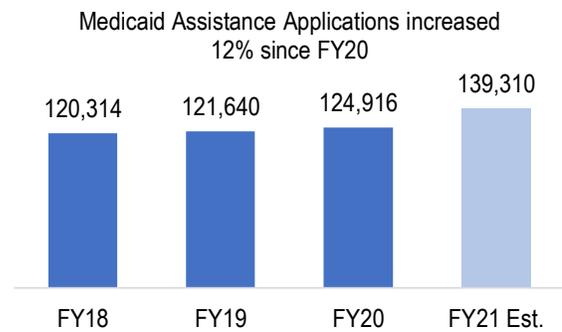
The budget eliminates on-call pay for wastewater system inspections now covered by the State. Software licensing to limit changes and upgrades to

County dashboards while transitioning to a new software system is reduced.

## General Services

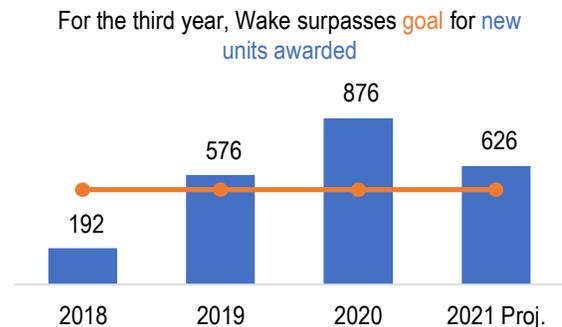
The General Services Administration budget increased by \$572,000 compared to the prior year. The budget includes 1,000 FTE and data analytics software to improve facility maintenance and reduce energy consumption. Additional funding is also included for contract cost escalations and system maintenance. The budget also includes reductions to account for the closing of the Falstaff Building and the transition of Perry Road Elementary School Park to Town of Cary maintenance (\$76,000).

## Human Services



The FY 2022 Human Services budget increased \$4.58 million from the prior year. Increases to the budget include an additional of 36,998 FTE in Public Health, Economic Services, Administration and Operations, and Health Clinics.

## Housing



The budget increased by \$314,000 from the prior year budget. A one-time project to renovate the Cornerstone Building was removed and an ongoing transfer of \$1.45 million to capital for affordable housing development was restored. The budget also

# Expenditure Overview

includes a transfer to capital for rental subsidies for permanent supportive housing. The budget includes 3,000 FTEs for a Deputy Director of Administration and Operations, a Contracts and Compliance Specialist, and a SOAR Specialist. Funding to contract for a single number for residents to access housing services is added.

## Raleigh/Wake City-County Bureau of Identification

The FY 2022 City/County Bureau of Identification (CCBI) budget decreased from the prior year's adopted budget by approximately \$94,000, primarily due to the transfer of 2,000 FTE to the Sheriff's Office for fingerprinting services at the Public Safety Center.

## Office of the Sheriff

The Sheriff's Office budget increased \$2.82 million compared to the prior adopted budget for additional personnel, recruitment funding and inventory asset management.

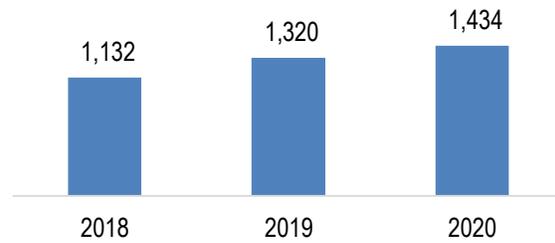
The personnel expansion includes restoration of a Paralegal and County Attorney; additional Deputies and a Sergeant to provide behavioral transportation services; a new System Administrator to support the Video Management System; two Investigators to support the Drugs and Vice Unit and Criminal Analysis Apprehension Team; a Telecommunicator to operate 24/7 dispatch; two IT Specialists to help agency personnel 24/7; and an Inventory Control Specialist to manage and maintain evidence. The budget also includes a new division to reflect the County's payment of benefits for the Law Enforcement Officers Separation Allowance.

## Fire Services

The Fire Services budget increased from the prior year's budget to include a new Emergency Management Outreach and Community Management Specialist. Additional costs also reflect funding for supplies, materials, training, membership fees, and contractual services.

## Emergency Medical Services

EMS ESTAT increased 27% between 2018 and 2020



The Emergency Medical Services expenditure budget increased by \$1.85 million from the prior year adopted budget. The budget restores two 12-hour ambulance resources lost during FY 2021 reductions to address the continuing rise in instances of ESTAT or periods in which EMS has fewer than 10 ambulances free to respond to calls. The budget also includes increased funding to support emergency medical dispatch operations to manage EMS response.

## Education

The County operating budget support for the school system totals \$544.21 million. This is comprised of the direct appropriation of \$543.32 million and \$888,050, which will be transferred from the Wake County Public Schools Capital Projects Fund to the operating budget for the Crossroads Administrative building lease.

The total budget includes a \$16.30 million increase in the WCPSS General Fund appropriation over the prior year budget. The FY 2022 appropriation also includes \$11.95 million in recurring funding that was funded on a one-time basis in FY 2021.

With combined projected enrollment for WCPSS and charter students of 175,736, this brings the County's per pupil funding to \$3,097, an increase of 5.6%, or \$165 per student, from the prior year budgeted per pupil.

## Wake Technical Community College

The County operating budget support for Wake Technical Community College is \$28.84 million, an increase of \$4.09 million from the prior year. Nearly half of the increase relates to facility

# Expenditure Overview

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maintenance and operations costs, for which the County is statutorily responsible. These include costs for opening two new facilities, plus lease, utility, custodial and maintenance increases at existing facilities. The budget also adds funding to bring staff compensation to market rates and eight positions to support increased workload in the areas of facilities and information technology services.

New funds totaling \$500,000 are included to support reimbursements for tuition, fees, books, tools and uniforms associated with the Wake Works Apprenticeship program.

## **Other Education Initiatives**

The budget for Other Education Initiatives totals \$2.04 million. This continues a \$1.69 million allocation to Wake County Smart Start to support an estimated 1,532 NC Pre-K slots for income-eligible four-year-olds in Wake County, plus an additional \$350,000 for Smart Start to begin developing a pilot pre-k program to serve income-eligible three-year-olds in the County.

## **General Fund Transfers**

The budget includes a dedication of an equivalent 18.57 cents of the 60.00 cents of property tax rate for pay-as-you go capital funding and debt service. General Fund property and sales tax transfers represent \$404.3 million of the FY 2022 budget.

# Expenditure Overview

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## Debt Service Fund

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. The Debt Service Fund is used to budget debt service payments for long-term debt outstanding and to retire debt principal. The County currently utilizes debt for three broad purposes: County needs; Wake Technical Community College needs; and Wake county Public School System needs.

The FY 2022 budget includes \$331.06 million funding to pay total projected expenditures of the Debt Service Fund, which includes \$330.66 million for total principal and interest on debt. By purpose, total principal and interest on debt represents \$253.06 million for Wake County Public School System; \$38.98 million for Wake Technical Community College; and \$38.57 million for County.

## Grants and Donations Fund

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

The budget includes \$2.76 million in the Grants and Donations fund. By department, this represents \$85,000 in the County Manager's Office; \$223,000 in Fire Services; and \$2.45 million in Human Services.

## Housing and Community Revitalization Fund

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

Existing programs include the Elderly & Disabled and Emergency Rehabilitation Grant Program to assist low income individuals with repairs to substandard conditions, as well as Public Facility projects that improve infrastructure conditions in low income neighborhoods.

HOME funds and prior County funds are used to preserve and develop additional affordable units across the County. Funds are also used to provide employment training, multifamily rehabilitation, community outreach, rapid rehousing, and supportive services to vulnerable populations targeted in the five-year consolidated plan.

The FY 2022 budget totals \$9.85 million, \$2.71 million more than the prior year, the increase is related to CDBG and HOME expenditures because of program income revenue.

## Fire Tax District Fund

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County and the Town of Wendell. The district is served by 18 contract fire departments. Eight departments are fully-funded by the County and provide services primarily within the district. Ten "cost-share" departments serve municipal areas as well as the unincorporated areas surrounding their respective municipality. The County funds a portion of the cost share department budgets.

The Budget for the Fire Tax District totals \$33.99 million, an increase of \$4.34 million over the prior year. The majority of the increase is in direct appropriations to the contracted departments, which increased by \$1.60 million over the prior year. The majority of increases were for full-time personnel, including retirement and healthcare benefit rate increases and annualization of prior year performance pay.

The budget also includes \$5.42 million to be transferred for capital projects and debt service. These transfers increased by \$2.36 primarily because of increases in cash funded capital projects planned for FY 2022 and repayments made to the Debt Service Fund for the purchase of fire apparatus. The budget also includes \$1.81 million for systemwide expenses such as dispatch services, hazardous materials response and medical exam reimbursements. These expenses increased by \$372,000 from the prior year based on expected increases to the cost of dispatch services from the Raleigh-Wake Emergency Communications center and the implementation the software platform First Due.

## 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 2022, the fund totals \$47.68 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statutes. The following agencies receiving a significant portion of

# Expenditure Overview

required distributions: \$4.42 million to the Greater Raleigh Convention and Visitors Bureau, \$2.76 million to the Centennial Authority (PNC Arena), \$1.68 million to the City of Raleigh, and \$834,000 to the Town of Cary. \$1.40 million is transferred to the General Fund for administration and collection of the Prepared Food and Beverage and Occupancy (Hotel/Motel) Taxes.

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 2022, significant amounts will be directed to the following agencies: \$19.23 million to the Raleigh Convention Center, \$9.00 million to PNC Arena, \$5.36 million to the Town of Cary for sports venues, including \$2.36 million for a new indoor sports facility. In FY 2022, \$3.00 million will be transferred to Major Facilities Capital Fund: \$2.00 million will be awarded through a competitive process and \$1.00 million supports capital improvements at Five County Stadium and the Marbles Kids Museum.

## Capital Area Workforce Development Fund

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

The FY 2022 Capital Area Workforce Development Budget is \$5.60 million. Each year, Workforce Development receives grant awards for four program areas: adult, dislocated workers, youth, and administration. The budget is based off of grant awards received in the prior fiscal years until actual awards are announced.

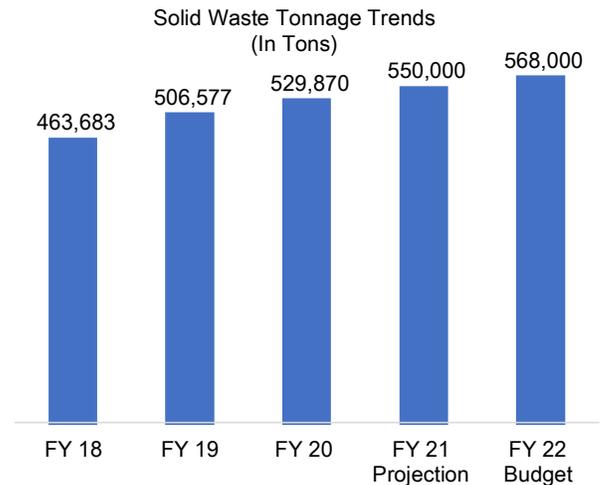
## Solid Waste Operating Fund

The Solid Waste Management Division operates convenience centers, manages household hazardous waste and multi-material recycling facilities, provides environmental education programs, monitors environmental protection systems at closed county landfills (East Wake, Feltonsville, and North Wake Landfills), and performs other solid waste management activities. These initiatives are accounted for in the Solid Waste Operating Fund and funded through an annual household fee, sale of

recyclable materials, state shared revenues, grants and interest income.

The budget totals \$18.12 million. Approximately 68% of the budget, or \$12.33 million, funds convenience centers, multi-material recycling and household hazardous waste programs. The budget includes \$1.44 million in transfers, with \$993,000 to the Solid Waste Capital Projects Fund and \$450,000 of administrative transfers to the General Fund. Administration of the Solid Waste Division programs including staff salaries and benefits totals \$1.75 million. The budget includes \$700,000 for outreach and community programs such as school recycling. State mandated post-closure activities at closed landfills totals \$938,000. Another \$524,000 is budgeted for landfill gas to energy initiatives.

## South Wake Landfill Partnership Fund



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

The budget totals \$21.28 million. Of that, \$13.19 million directly supports operation of the South Wake Landfill and the East Wake Transfer Station. Contributions to capital reserves for the East Wake

# Expenditure Overview

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Transfer Station and landfill closure and post-closure reserves are budgeted on a per-ton basis and total \$2.67 million. The budget includes \$2.28 million in anticipated rebates to partners, which reflect payouts of net revenues following the end of the fiscal year. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and actual tonnages. Transfers totaling \$1.49 million are also included for cost allocation and capital projects in FY 2022. Other items include salary and benefits for staffing at the scalehouse for the landfill and the transfer station, consulting fees, and other minor operating expenses.

The budget includes new funding in FY 2022 to support an additional position within the County's Communications department. The position will

focus on outreach and communications efforts associated with the South Wake Landfill.

## **Human Services Transportation Fund**

The Human Services Transportation Fund provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. This program coordinates Medicaid transportation through contracted vendor agencies operationally supervised by a mobility manager.

The budget totals \$12.89 million, \$3.45 million higher than the prior year. Nearly all of that increase is related to CARES Act grant funds to ensure continued operating services in rural communities and prevent, prepare, and respond to the COVID-19 public health emergency.

# Capital and Debt Service Transfers / Allocations

## Property Tax

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

The County’s FY 2022 tax rate is 60.00 cents (per \$100 of valuation), with an equivalent of 18.57 cents dedicated to support debt and capital.

## Sales Tax

The FY 2022 Sales Tax projection is \$234.83 million and is allocated to the Operating General Fund and debt service 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%).

### Property Tax



### Sales Tax



# Schedule of Interfund Transfers

Transfers From	FY 2022
<b>General Fund</b>	
County Capital CIP	\$56,718,000
Debt Service (Property Tax)	\$229,536,554
Debt Service (Sales Tax)	\$52,318,000
Grants Fund	\$199,966
Housing CIP	\$10,995,000
Intrafund Transfer - Health & Dental	\$8,742,000
Intrafund Transfers	\$1,000,000
Wake Tech CIP	\$7,500,000
WCPSS Capital Fund	\$58,230,000
<b>Total Transfers from General Fund</b>	<b>\$425,239,520</b>
<b>Fire Tax District</b>	
Debt Service From Fire Tax	\$1,565,762
Fire Tax CIP	\$3,859,000
<b>Total Transfers from Fire Tax District</b>	<b>\$5,424,762</b>
<b>Major Facilities</b>	
General Fund	\$1,400,000
Major Facilities CIP	\$3,000,000
<b>Total Transfers from Major Facilities</b>	<b>\$4,400,000</b>
<b>Debt Service</b>	
Fire Tax CIP	\$2,296,000
<b>Total Transfers from Debt Service</b>	<b>\$2,296,000</b>
<b>County Capital Improvement Fund</b>	
Intrafund Transfers	\$0
<b>Total Transfers from County Capital Improvement Fund</b>	<b>\$0</b>
<b>Wake County Public Schools Capital Projects</b>	
General from WCPSS CIP	\$888,050
<b>Total Transfers from Wake County Public Schools Capital Projects</b>	<b>\$888,050</b>
<b>Major Facilities Capital Trust</b>	
County Capital CIP	\$0
<b>Total Transfers from Major Facilities Capital Trust</b>	<b>\$0</b>
<b>Solid Waste Operating</b>	
General Fund	\$450,000
Solid Waste CIP	\$993,000
<b>Total Transfers from Solid Waste Operating</b>	<b>\$1,443,000</b>

# Schedule of Interfund Transfers

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<b>Transfers From</b>	<b>FY 2022</b>
<b>South Wake Landfill</b>	
Solid Waste CIP	\$265,000
Solid Waste Enterprise	\$1,223,406
<b>Total Transfers from South Wake Landfill</b>	<b>\$1,488,406</b>
<b>Total</b>	<b>\$441,179,738</b>

# Schedule of Interfund Transfers

Transfers To	FY 2022
<b>General Fund</b>	
Intrafund Revaluation Reserve	\$1,000,000
Intrafund Transfers - Health & Dental	\$8,742,000
Major Facilities	\$1,400,000
Solid Waste Enterprise	\$450,000
WCPSS CIP	\$888,050
<b>Total Transfers to General Fund</b>	<b>\$12,480,050</b>
<b>Grants and Donations</b>	
General Fund	\$199,966
<b>Total Transfers to Grants and Donations</b>	<b>\$199,966</b>
<b>Debt Service</b>	
Fire Tax District	\$1,565,762
General Fund	\$0
General Fund - Property Tax	\$229,536,554
General Fund - Sales Tax	\$52,318,000
<b>Total Transfers to Debt Service</b>	<b>\$283,420,316</b>
<b>County Capital Improvement Fund</b>	
Capital Reserve	\$0
General Fund	\$56,718,000
Major Facilities CIP	\$0
<b>Total Transfers to County Capital Improvement Fund</b>	<b>\$56,718,000</b>
<b>Wake County Public Schools Capital Projects</b>	
General Fund	\$58,230,000
<b>Total Transfers to Wake County Public Schools Capital Projects</b>	<b>\$58,230,000</b>
<b>Wake Technical Community College Capital Projects</b>	
General Fund	\$7,500,000
<b>Total Transfers to Wake Technical Community College Capital Projects</b>	<b>\$7,500,000</b>
<b>Fire Tax District Capital</b>	
Debt Service	\$2,296,000
Fire Tax District	\$3,859,000
<b>Total Transfers to Fire Tax District Capital</b>	<b>\$6,155,000</b>
<b>Major Facilities Capital Trust</b>	
Major Facilities	\$1,000,000
MF - Competitive Projects	\$2,000,000
MF - Medium Competitive Projects (Section 1)	\$0
MF - Medium Competitive Projects (Section 3)	\$0
<b>Total Transfers to Major Facilities Capital Trust</b>	<b>\$3,000,000</b>

# Schedule of Interfund Transfers

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<b>Transfers To</b>	<b>FY 2022</b>
<b>Solid Waste Capital</b>	
Solid Waste Enterprise	\$993,000
South Wake Landfill Fund	\$265,000
<b>Total Transfers to Solid Waste Capital</b>	<b>\$1,258,000</b>
<b>Affordable Housing CIP</b>	
General Fund	\$10,995,000
<b>Total Transfers to Affordable Housing CIP</b>	<b>\$10,995,000</b>
<b>Solid Waste Operating</b>	
South Wake Landfill Fund	\$1,223,406
<b>Total Transfers to Solid Waste Operating</b>	<b>\$1,223,406</b>
<b>Total</b>	<b>\$441,179,738</b>

# General Fund Requests Funded

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## **TOTAL REQUESTS FUNDED - \$81,667,000**

### **GENERAL GOVERNMENT - \$8,154,000**

#### **Board of Commissioners \$97,000**

- ♦ Senior Executive Assistant (1.000 FTE)

#### **Communications Office \$317,000**

- ♦ Graphic Design Support (1.000 FTE)
- ♦ Senior Consultant – Solid Waste (1.000 FTE)
- ♦ Internal Communications Consultant (1.000 FTE)
- ♦ Communications Consultant – Board of Commissioners (1.000 FTE)

#### **County Manager \$366,000**

- ♦ Continue ClearPoint Strategies system
- ♦ Diversity & Inclusion Director (1.000 FTE)
- ♦ Senior Performance Analysts (2.000 FTE)

#### **County Attorney \$213,000**

- ♦ Restoration of legal services software funding
- ♦ Real Estate Paralegal (1.000 FTE)
- ♦ Child Protective Services Attorney (1.000 FTE)

#### **Board of Elections \$4,231,000**

- ♦ 6 early voting sites for the March 2022 primary election
- ♦ Online, interactive software to train Precinct Officials
- ♦ Mail courier service and postage for increased absentee mail voting
- ♦ Offset from reimbursement from municipalities from October and November 2021 municipal elections
- ♦ One-time voter card mailing notification due to redistricting
- ♦ Increase stipend for Election Day and Early Voting workers
- ♦ Early Voting Coordinator (1.000 FTE)
- ♦ IT Specialist (1.000 FTE)
- ♦ Staffing Specialist (1.000 FTE)
- ♦ Desktop Support Technician to manage election equipment and Board of Elections office technology (1.000 FTE)

#### **Budget & Management Services \$279,000**

- ♦ Restoration for part-time budget support staff
- ♦ Supervising Senior Budget & Management Analysts (2.000 FTEs)

#### **Facilities Design & Construction \$1,000**

- ♦ Three mobile hotspots for teleworking staff

#### **Finance \$387,000**

- ♦ Restoration of banking services credit
- ♦ Lease tracking software for increased reporting requirements issued by the Governmental Accounting Standards Board
- ♦ Restoration of 0.5 FTE Internal Auditor and add a new Internal Auditor (1.000 FTE) to address increased backlog and provide additional risk assessment procedures throughout the county
- ♦ Robotics software to schedule reports and queries
- ♦ Senior Accountant in EMS billing and Capital Assets (1.000 FTE)

#### **Human Resources \$799,000**

- ♦ Systems Administrators (2.000 FTEs)
- ♦ Employee Relations Consultant (1.000 FTE)
- ♦ Onboarding Manager (1.000 FTE)
- ♦ Onboarding Specialists (2.000 FTEs)
- ♦ Consultant to centralize salary administration (1.000 FTEs)
- ♦ Consultant for Workforce Succession Planning (1.000 FTE)

#### **Information Services \$929,000**

- ♦ LandSystems Rewrite staffing (2.000 FTEs)
- ♦ Monthly public wi-fi charges
- ♦ Data circuit increases at County facilities
- ♦ Email monitoring platform that detects and prevent unauthorized spoofing of wakeGOV.com
- ♦ Continue enterprise DocuSign subscription
- ♦ Malware analysis tool to safely test files and URLs associated with security incidents
- ♦ Junior Data Analyst for the Enterprise Data Management program (1.000 FTE)
- ♦ Desktop Support Technician (1.000 FTE)

# General Fund Requests Funded

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- ♦ Restoration of Business Analyst position (1.000 FTE)
- ♦ Security automation tool for security investigations and remediation
- ♦ Security team software deployment tool
- ♦ Emergency communication tool upgrade

## Register of Deeds \$57,000

- ♦ Restoration of Recording Technician (1.000 FTE)

## Tax Administration \$280,000

- ♦ Real Estate Tax Agent (1.000 FTE)
- ♦ Real Estate Appraisers (2.000 FTEs)
- ♦ Personal Property Tax Agent (1.000 FTE)

## Quasi-Governmental \$198,000

- ♦ Soil & Water Keeping the Farm Workshop to promote conservation of farmland, open space, and watershed protection
- ♦ Support for the Wake County comprehensive food security plan
- ♦ Soil & Water Big Sweep Coordinator (0.5000 FTE)
- ♦ Cost share offset to continue Food Security VISTA program
- ♦ Soil & Water Next Generation Farming

## NON-DEPARTMENTAL - \$23,737,000

### Non-Departmental \$23,082,000

- ♦ Disparity study
- ♦ Diversity, equity, and inclusion contracted services
- ♦ Performance pay increase of 4% and up to additional 3% for highest performers
- ♦ Living wage adjustments
- ♦ Salary and benefits reserve for wage compression
- ♦ Host Lead for NC Fellow
- ♦ Additional funding for Wake Economic Development
- ♦ Multi-year service agreement for historic preservation
- ♦ Wake County Sheriff's Office detention medical study

## Risk Management \$313,000

- ♦ Insurance premium increases
- ♦ Cyber insurance premium increases

## Community Organizations \$342,000

- ♦ Increase Community Organization funding

## COMMUNITY SERVICES - \$347,000

### Parks, Recreation, and Open Space \$260,000

- ♦ New Sandy Pines Preserve staffing (3.500 FTEs)

### Libraries \$87,000

- ♦ Regional library daytime restroom cleaning

## ENVIRONMENTAL SERVICES - \$739,000

### Administration \$138,000

- ♦ Restoration of Energov card payment bank fees
- ♦ LDS user license contractual cost escalation
- ♦ Plans and Permits Technician (1.000 FTE)

### Environmental Health & Safety \$228,000

- ♦ Health & Safety Environmental Consultant (1.000 FTE)
- ♦ Health & Safety Environmental Health Specialist (1.000 FTE)

### Water Quality \$293,000

- ♦ Increase Pace Analytical contracted laboratory services
- ♦ Wastewater Environmental Health Consultant (1.000 FTE)
- ♦ Watershed Environmental Engineer (1.000 FTE)

### Animal Care, Control, and Adoption Center \$80,000

- ♦ Restoration of medical supplies
- ♦ Restoration of overtime

## GENERAL SERVICES - \$293,000

### Administration & Support \$105,000

- ♦ Software interface for data analysis of maintenance information
- ♦ Book courier contract increase from anticipated RFP responses and growth in book transports

### Physical Plant \$153,000

- ♦ Preventative maintenance to extend service of critical building UPS systems

# General Fund Requests Funded

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- ♦ Building Maintenance Systems System Engineer (1.000 FTE)

## Leased Buildings \$35,000

- ♦ Mudcats scoreboard maintenance plan

## BEHAVIORAL HEALTH - \$8,372,000

- ♦ Support WakeBrook crisis campus, operated in partnership with Wake County, UNC Health, Alliance, and WakeMed
- ♦ Continue Urgent Care Pilot Program supporting medication management and addressing emergent behavioral health needs to avoid crisis facilities
- ♦ New pilot to expand substance use treatment programs with focus on Medically Assisted Treatment and justice involved individuals
- ♦ Continue Enhanced Mobile Crisis Pilot Program to improve response to psychiatric crisis
- ♦ Continue Short Term Supportive Housing Pilot Program
- ♦ Cover 1% Alliance administrative fee for fund balance supported programs
- ♦ Funds for services and individuals not covered by Medicaid or private insurance
- ♦ Technical consulting for Behavioral Health Programs
- ♦ Adult outpatient services to Departure Drive Human Services site
- ♦ Data sharing pilot

## HUMAN SERVICES - \$3,261,000

### Economic and Social Services \$854,000

- ♦ Food and Nutrition Services Supervisors (3.000 FTEs)
- ♦ Economic Benefits Technicians (3.000 FTEs)
- ♦ Medicaid Services Supervisors (3.000 FTEs)
- ♦ Adult Medicaid Eligibility Team Lead (1.000 FTE)
- ♦ Family & Children's Medicaid Caseworker (1.000 FTE)

### Public Health \$2,144,000

- ♦ Hepatitis C Social Workers (2.000 FTEs)
- ♦ Communicable Diseases Nurses (4.000 FTEs)

- ♦ School Health Nurses (8.998 FTEs)
- ♦ School Health Nurse Supervisors (2.000 FTE)
- ♦ School Health Program Manager (1.000 FTE)
- ♦ Disease Intervention Specialist Social Worker (1.000 FTE)
- ♦ Epidemiologist (1.000 FTE)
- ♦ Senior Epidemiologist (1.000 FTE)

## Health Clinics \$41,000

- ♦ SRC Certified Medical Assistant (1.000 FTE)

## Administration and Operations \$222,000

- ♦ Departure Drive Customer Service Representatives (2.000 FTEs)
- ♦ Finance Billing & Coding Specialist (1.000 FTE)
- ♦ Human Resources Analyst (1.000 FTE)

## HOUSING - \$1,453,000

### Operations \$1,130,000

- ♦ Deputy Director of Administration and Operations (1.000 FTE)
- ♦ Contracts and Compliance Specialist (1.000 FTE)
- ♦ Offset for Housing expansions within existing level of General Fund contributions
- ♦ CIP Transfer to restore support for tax credit and non-tax credit affordable rental housing projects
- ♦ CIP Transfer for permanent supportive housing services rental subsidies/assistance

### Permanent Housing & Supportive Services \$73,000

- ♦ SOAR Specialist (1.000 FTE)

### Homeless & Prevention Services \$250,000

- ♦ Funding to contract a single number for residents to access housing services

## SHERIFF - \$1,440,000

- ♦ Inventory Asset Management System upgrade
- ♦ Restoration of recruitment funding
- ♦ Administration Inventory Control Specialist (1.000 FTE)
- ♦ Judicial Deputies for Behavioral Transport Services (6.000 FTEs)

# General Fund Requests Funded

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- ♦ Judicial Sergeant to supervise coverage for Behavioral Transport Services (1.000 FTE)
- ♦ Restoration of Attorney (1.000 FTE)
- ♦ Restoration of Paralegal (1.000 FTE)
- ♦ IT and Records System Administrator (1.000 FTE)
- ♦ IT and Records Specialists (2.000 FTEs)
- ♦ Patrol / Communications Telecommunicators (1.000 FTEs)
- ♦ Technical Operations Investigators (2.000 FTEs)

## **FIRE SERVICES - \$169,000**

- ♦ Emergency Management Outreach & Community Engagement specialist (1.000 FTE)
- ♦ Restoration of overtime salaries
- ♦ Restoration of training budget
- ♦ Service agreement contract with the Town of Creedmoor for fire response

## **EMERGENCY MEDICAL SERVICES – \$1,010,000**

- ♦ Emergency medical dispatch funding

- ♦ Restoration of two 12-hour ambulance resource for call volume growth (8.000 FTEs)

## **WAKE COUNTY PUBLIC SCHOOL SYSTEM - \$28,250,000**

## **WAKE TECHNICAL COMMUNITY COLLEGE - \$4,092,000**

- ♦ Tuition, fees, books, tools, and uniforms for Wake Works apprentices
- ♦ Facility lease, and maintenance, and operation
- ♦ Information technology services compensation study
- ♦ Facilities Design and Construction compensation study
- ♦ 5% salary increase for non-ITS staff

## **OTHER EDUCATION INITIATIVES - \$350,000**

- ♦ Smart Start 3-Year-Old Pre-K

# General Fund Requests Not Funded

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## TOTAL REQUESTS NOT FUNDED - \$15,347,000

### GENERAL GOVERNMENT – \$652,000

#### County Manager \$47,000

- ♦ Community Perception Survey

#### Human Resources \$495,000

- ♦ Organizational assessment
- ♦ Service Center ticketing system
- ♦ Organizational chart application
- ♦ Onboarding Specialist (1.000 FTE)
- ♦ Salary Administration Consultant (1.000 FTE)
- ♦ Workforce and Succession Planning Specialist (1.000 FTE)

#### Information Services \$110,000

- ♦ Enterprise survey solution

### HUMAN SERVICES - \$126,000

#### Administration and Operations

- ♦ Departure Drive Customer Service Representatives (2.000 FTEs)

### HOUSING - \$1,620,000

#### Operations \$1,547,000

- ♦ Affordable housing development CIP transfer beyond reduction restoration

#### Permanent Housing & Supportive Services \$73,000

- ♦ Social Worker (1.000 FTE)

### SHERIFF – \$6,716,000

#### Law Enforcement \$2,377,000

- ♦ Administration Customer Service Representatives for Pistol Permits Unit (2.000 FTEs)

- ♦ Administration retention awards program
- ♦ Criminal Investigators (5.000 FTEs)
- ♦ Criminal Investigative Supervisor (1.000 FTE)
- ♦ Technical Operations Investigators (8.000 FTEs)
- ♦ Patrol/Communications Telecommunicator (1.000 FTE)
- ♦ IT and Records System Administrator (1.000 FTE)
- ♦ IT and Records Crime Analysts (2.000 FTEs)
- ♦ IT and Records Specialists (2.000 FTEs)

### Detention \$4,339,000

- ♦ Detention Medical Holding Area Officers (10.000 FTEs)
- ♦ Detention Medical Holding Area Nurses (4.000 FTEs)
- ♦ Detention Medical Pre-Screen Nurses (4.000 FTEs)
- ♦ Detention Officers (40.000 FTEs)
- ♦ Detention Medical Office Assistants (2.000 FTEs)
- ♦ Detention Medical Physician (1.000 FTE)

### WAKE TECHNICAL COMMUNITY COLLEGE – \$688,000

- ♦ First year costs for State-funded personnel for new buildings

# General Fund Reductions

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## **TOTAL REDUCTIONS - \$645,000**

### **GENERAL GOVERNMENT - \$232,000**

#### **Board of Commissioners \$12,000**

- ♦ Contracted Services (\$12,000)

#### **Information Services \$220,000**

- ♦ PC Management Module (\$105,000)
- ♦ Telecom – Mobility Management Licenses (\$102,000)
- ♦ Encryption Licenses and Maintenance (\$13,000)

### **ENVIRONMENTAL SERVICES- \$38,000**

- ♦ On-call pay for wastewater system inspections now covered by the State (\$5,000)
- ♦ QlikView Programming and License (\$33,000)

### **GENERAL SERVICES- \$75,000**

- ♦ Penny Rose Environmental Services Park Maintenance (\$5,000)
- ♦ Falstaff Buildings Services (\$70,000)

### **HUMAN SERVICES - \$300,000**

#### **Administration and Operations - \$300,000**

- ♦ Juvenile Detention Center Contract (\$300,000)

# Personnel Summary

	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended or Transferred Positions	FY 2021 Amended	FY 2022 Amended Positions	FY 2022 Adopted
<b>General Government</b>						
Board of Commissioners	4.000	3.000	0.000	3.000	1.000	4.000
Communications	10.000	10.000	0.000	10.000	4.000	14.000
County Manager	11.000	11.000	(1.000)	10.000	6.000	16.000
County Attorney	20.000	20.000	0.000	20.000	2.000	22.000
Board of Elections	32.000	32.000	0.000	32.000	4.000	36.000
Budget and Management Services	10.000	10.000	0.000	10.000	2.000	12.000
Facilities Design and Construction	16.000	15.000	0.000	15.000	0.000	15.000
Finance	31.000	30.500	1.000	31.500	2.500	34.000
Human Resources	38.000	36.000	1.000	37.000	8.000	45.000
Information Services	115.750	111.750	0.000	111.750	2.000	113.750
Register of Deeds	41.000	40.000	0.000	40.000	1.000	41.000
Tax Administration	76.000	76.000	0.000	76.000	4.000	80.000
Quasi-Governmental	6.000	6.000	0.000	6.000	0.500	6.500
<b>General Fund Total</b>	<b>410.750</b>	<b>401.250</b>	<b>1.000</b>	<b>402.250</b>	<b>37.000</b>	<b>439.250</b>
<b>Debt Service</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>	<b>3.000</b>	<b>0.000</b>	<b>3.000</b>
<b>General Government Total</b>	<b>413.750</b>	<b>404.250</b>	<b>1.000</b>	<b>405.250</b>	<b>37.000</b>	<b>442.250</b>
<b>Community Services</b>						
Management and Budget	7.000	7.000	0.000	7.000	0.000	7.000
Parks, Recreation, and Open Space	36.000	36.000	0.000	36.000	3.500	39.500
Veterans Services	4.000	4.000	0.000	4.000	0.000	4.000
Geographic Information Services	19.000	17.000	0.000	17.000	0.000	17.000
Libraries	284.500	252.500	0.000	252.500	0.000	252.500
Planning and Development	58.000	58.000	0.000	58.000	0.000	58.000
<b>Community Services Total</b>	<b>408.500</b>	<b>374.500</b>	<b>0.000</b>	<b>374.500</b>	<b>3.500</b>	<b>378.000</b>
<b>Environmental Services</b>						
Administration	12.000	12.000	0.000	12.000	1.000	13.000
Environmental Health & Safety	43.000	43.000	0.000	43.000	2.000	45.000
Water Quality	45.000	44.000	0.000	44.000	2.000	46.000
Animal Care, Control and Adoption	46.000	45.000	0.000	45.000	0.000	45.000
<b>General Fund Total</b>	<b>146.000</b>	<b>144.000</b>	<b>0.000</b>	<b>144.000</b>	<b>5.000</b>	<b>149.000</b>
<b>Solid Waste Operating</b>	<b>15.000</b>	<b>15.000</b>	<b>0.000</b>	<b>15.000</b>	<b>0.000</b>	<b>15.000</b>
<b>South Wake Landfill</b>	<b>5.000</b>	<b>5.000</b>	<b>0.000</b>	<b>5.000</b>	<b>0.000</b>	<b>5.000</b>
<b>Environmental Services Total</b>	<b>166.000</b>	<b>164.000</b>	<b>0.000</b>	<b>164.000</b>	<b>5.000</b>	<b>169.000</b>

# Personnel Summary

	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended or Transferred Positions	FY 2021 Amended	FY 2022 Amended Positions	FY 2022 Adopted
<b>General Services Administration</b>						
Administration/Support	19.000	19.000	0.000	19.000	0.000	19.000
Facility and Field Services	37.000	37.000	0.000	37.000	0.000	37.000
Physical Plant	69.000	69.000	0.000	69.000	1.000	70.000
Safety and Security	7.000	7.000	0.000	7.000	0.000	7.000
<b>General Fund Total</b>	<b>132.000</b>	<b>132.000</b>	<b>0.000</b>	<b>132.000</b>	<b>1.000</b>	<b>133.000</b>
<b>Corporate Fleet Fund</b>	<b>18.000</b>	<b>18.000</b>	<b>0.000</b>	<b>18.000</b>	<b>2.000</b>	<b>20.000</b>
<b>General Services Administration Total</b>	<b>150.000</b>	<b>150.000</b>	<b>0.000</b>	<b>150.000</b>	<b>3.000</b>	<b>153.000</b>
<b>Human Services</b>						
Child Welfare	315.800	314.800	0.000	314.800	0.000	314.800
Public Health	345.797	339.797	5.000	344.797	20.998	365.795
Health Clinics	175.400	176.400	0.000	176.400	1.000	177.400
Administration and Operations	195.500	196.500	1.000	197.500	4.000	201.500
Social Services	596.500	596.500	1.000	597.500	11.000	608.500
<b>General Fund Total</b>	<b>1,628.997</b>	<b>1,623.997</b>	<b>7.000</b>	<b>1,630.997</b>	<b>36.998</b>	<b>1,667.995</b>
<b>Grants and Donations</b>	<b>21.000</b>	<b>20.000</b>	<b>0.000</b>	<b>20.000</b>	<b>0.000</b>	<b>20.000</b>
<b>Transportation</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>	<b>4.000</b>	<b>0.000</b>	<b>4.000</b>
<b>Human Services Total</b>	<b>1,653.997</b>	<b>1,647.997</b>	<b>7.000</b>	<b>1,654.997</b>	<b>36.998</b>	<b>1,691.995</b>
<b>Housing Affordability &amp; Community Revitalization</b>						
Housing Operations	9.000	9.000	0.000	9.000	2.000	11.000
Equitable Housing & Community Development	3.000	3.000	0.000	3.000	0.000	3.000
Permanent Housing & Supportive Services	21.000	24.000	0.000	24.000	1.000	25.000
Homeless & Prevention Services	35.000	46.000	0.000	46.000	0.000	46.000
<b>General Fund Total</b>	<b>68.000</b>	<b>82.000</b>	<b>0.000</b>	<b>82.000</b>	<b>3.000</b>	<b>85.000</b>
<b>Housing and Community Revitalization</b>	<b>8.000</b>	<b>9.000</b>	<b>0.000</b>	<b>9.000</b>	<b>3.000</b>	<b>12.000</b>
<b>Housing Affordability &amp; Community Revitalization Total</b>	<b>76.000</b>	<b>91.000</b>	<b>0.000</b>	<b>91.000</b>	<b>6.000</b>	<b>97.000</b>
<b>City-County Bureau of Identification Total</b>	<b>83.000</b>	<b>81.000</b>	<b>(2.000)</b>	<b>79.000</b>	<b>0.000</b>	<b>79.000</b>
<b>Sheriff</b>						
Law Enforcement	461.000	453.000	8.000	461.000	16.000	477.000
Detention	571.000	533.000	(6.000)	527.000	0.000	527.000
<b>Sheriff Total</b>	<b>1,032.000</b>	<b>986.000</b>	<b>2.000</b>	<b>988.000</b>	<b>16.000</b>	<b>1,004.000</b>
<b>Emergency Medical Services Total</b>	<b>341.000</b>	<b>333.000</b>	<b>92.000</b>	<b>425.000</b>	<b>8.000</b>	<b>433.000</b>

# Personnel Summary

	FY 2020 Amended	FY 2021 Adopted	FY 2021 Amended or Transferred Positions	FY 2021 Amended	FY 2022 Amended Positions	FY 2022 Adopted
<b>Fire Services</b>						
General Fund	22.000	22.000	0.000	22.000	1.000	23.000
Grants and Donations	2.000	2.000	0.000	2.000	0.000	2.000
<b>Fire Services Total</b>	<b>24.000</b>	<b>24.000</b>	<b>0.000</b>	<b>24.000</b>	<b>1.000</b>	<b>25.000</b>
<b>Capital Area Workforce Development Total</b>	<b>18.000</b>	<b>18.000</b>	<b>0.000</b>	<b>18.000</b>	<b>0.000</b>	<b>18.000</b>
<b>Grand Total</b>	<b>4,366.247</b>	<b>4,273.747</b>	<b>100.000</b>	<b>4,373.747</b>	<b>116.498</b>	<b>4,490.245</b>

# Personnel Changes Summary

## Position Changes from FY 2021 Adopted to FY 2021 Amended Budget

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

### GENERAL FUND: 100.000 FTEs

#### General Government: 1.000 FTE

##### County Manager: (1.000 FTE)

- ♦ (1.000 FTE) – Transferred Assistant County Manager for Transit position from County Manager’s Office to Finance to create a Finance Director

##### Finance Department: 1.000 FTE

- ♦ 1.000 FTE – Transferred Assistant County Manager for Transit position from County Manager’s Office to Finance to create a Finance Director

##### Human Resources: 1.000 FTE

- ♦ 1.000 FTE – Increased position for a Business Officer

##### Environmental Services: 0.000 FTE

##### Environmental Services Administration: 0.000 FTE

- ♦ 1.000 FTE – Transferred Environmental Consultant from Water Quality Division to Administration Division to focus on department wide analytical projects and process improvements
- ♦ (1.000 FTE) – Transferred Plans and Permits Technician from Administration Division to Water Quality Division

##### Water Quality Division: 0.000 FTE

- ♦ (1.000) FTE – Transferred Environmental Consultant from Water Quality Division to Administration Division to focus on department wide analytical projects and process improvements
- ♦ 1.000 FTE – Transferred Plans and Permits Technician from Administration Division to Water Quality Division

##### Human Services: 7.000 FTEs

##### Economic Services: 1.000 FTE

- ♦ 1.000 FTE – Increased position to conduct eligibility determination for Medicaid benefits

### Public Health: 5.000 FTEs

- ♦ 6.000 FTEs – Increased positions to support pandemic response, future mass vaccination operations, and enhance public health infrastructure
- ♦ (1.000) FTE – Transferred from Public Health to Administration and Operations due to enough staffing in WIC Applications and demand in the Call Center.

### Administration and Operations: 1.000 FTE

- ♦ 1.000 FTE – Transferred from Public Health to Administration and Operations due to enough staffing in WIC Applications and demand in the Call Center.

### Emergency Medical Services: 92.000 FTEs

- ♦ 92.000 FTEs – Increased positions for contract agency consolidation

### Sheriff: 2.000 FTEs

#### Law Enforcement: 8.000 FTEs

- ♦ 6.000 FTEs – Transferred Detention Officers to Law Enforcement Sheriff
- ♦ 2.000 FTEs – Transferred two Identification Specialists from CCBI to the Wake County Sheriff’s Office for fingerprinting services at the Public Safety Center

#### Detention: (6.000) FTEs

- ♦ (6.000) FTEs – Transferred Detention Officers to Law Enforcement Sheriff

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

- ♦ (2.000) FTEs – Transferred two Identification Specialists from CCBI to the Wake County Sheriff’s Office for fingerprinting services at the Public Safety Center

### TOTAL POSITION CHANGE:

- ♦ 100.000

# Personnel Changes Summary

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## **\*Departments with no change to FTE authorization FY 2021 Adopted to FY 2021 Amended Budget:**

- ◆ Board of Commissioners
- ◆ Communications
- ◆ County Attorney
- ◆ Board of Elections
- ◆ Budget and Management Services
- ◆ Facilities Design and Construction
- ◆ Information Services
- ◆ Register of Deeds
- ◆ Tax Administration
- ◆ Quasi-Governmental
- ◆ Non-Departmental
- ◆ Community Services
- ◆ General Services Administration
- ◆ Housing Affordability and Community Revitalization
- ◆ Fire Services
- ◆ Capital Area Workforce Development
- ◆ Position Changes from Prior Year Amended to Adopted

# Personnel Changes Summary

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## Position Changes from FY 2021 Amended to FY 2022 Adopted

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

### GENERAL FUND: 111.498 FTEs

#### General Government 37.000 FTEs

##### Board of Commissioners: 1.000 FTE

- ♦ 1.000 FTE – Senior Executive Assistant to support the Board of Commissioners and conduct outreach

##### Communications: 4.000 FTEs

- ♦ 1.000 FTE – Graphic Designer to support marketing and public relations
- ♦ 1.000 FTE – Senior Consultant for Solid Waste to support the South Wake Land Fill Communications Plan
- ♦ 1.000 FTE – Internal Communications Consultant to expand capacity for developing and sharing internal employee communications focused on human resources policies, programs, and initiatives
- ♦ 1.000 FTE – Communications Consultant for the Board of Commissioners to increase capacity for board-related functions

##### County Manager: 6.000 FTEs

- ♦ 3.000 FTEs – Innovation Program Management Director and Project Managers Transfer from Information Services to County Manager's Office to further build out a countywide performance management and strategy program. The Innovation Program Management Director is reclassified to an Innovation Strategist
- ♦ 2.000 FTEs – Senior Performance Analysts for performance measure development, training, and year-round monitoring
- ♦ 1.000 FTE – Diversity and Inclusion Director to promote diversity, cultivate inclusive leadership, and enhance employee engagement

##### County Attorney: 2.000 FTEs

- ♦ 1.000 FTE – Real Estate Paralegal to assist with drafting documents and managing open space acquisition
- ♦ 1.000 FTE – Child Protective Services Attorney to meet increase case load and demand

##### Board of Elections: 4.000 FTEs

- ♦ 1.000 FTE – Early Voting Coordinator to address workload increase from early voting, turnout, population growth, and legislative changes
- ♦ 1.000 FTE – IT Specialist to manage voting machines
- ♦ 1.000 FTE – Staffing Specialist to support Precinct Officials
- ♦ 1.000 FTE – Desktop Support Technician to manage inventory for voting equipment

##### Budget and Management Services: 2.000 FTEs

- ♦ 2.000 FTEs – Supervising Senior Budget and Management Analysts

##### Finance: 2.500 FTEs

- ♦ 1.500 FTEs – Restore 0.500 FTE and increase 1.000 FTE for an Internal Auditor to address backlog and provide additional risk assessment
- ♦ 1.000 FTE – Senior Accountant to provide business process improvements in Emergency Medical Services Billing and Capital Assets

##### Human Resources: 8.000 FTEs

- ♦ 2.000 FTEs – System Administrators to assist in managing the Human Resource systems
- ♦ 1.000 FTE – Employee Relations Consultant to provide guidance, coaching, training and investigation services related to employee relations.
- ♦ 1.000 FTE – Onboarding Manager to oversee and centralize onboarding program
- ♦ 2.000 FTEs – Onboarding Specialists to support the Onboarding Manager
- ♦ 1.000 FTE – Salary Administration Consultant to centralize salary administration and ensure consistent compensation
- ♦ 1.000 FTE – Workforce Succession Planning Consultant to support workforce planning, succession planning, and reward and recognition services

# Personnel Changes Summary

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## Information Services: 2.000 FTEs

- ♦ 2.000 FTEs – IT Architects to rewrite the Tax Administration’s Computer Aided Mass Appraisal System
- ♦ 1.000 FTE – Junior Data Analyst to support the Enterprise Data Management Program
- ♦ 1.000 FTE – Desktop Support Technician to keep pace with IT support needs
- ♦ 1.000 FTE – Restore Business Analyst position on the Solution Development team
- ♦ (3.000 FTEs) – Innovation Program Management Director and Project Managers Transfer from Information Services to County Manager’s Office to further build out a countywide performance management and strategy program

## Register of Deeds: 1.000 FTE

- ♦ 1.000 FTE – Restore Recording Technician to provide direct customer support in the areas of vital and land records

## Tax Administration: 4.000 FTEs

- ♦ 1.000 FTE – Real Estate Tax Agent to increase timeliness of real property and building permit information to the public and increase efficiencies of appraisal site visits
- ♦ 2.000 FTEs – Appraisers to increase permanent staffing to assist with 4-year revaluation cycle
- ♦ 1.000 FTE – Tax Agent to increase timeliness and accuracy of personal property billings

## Soil and Water Conservation District: 0.500 FTE

- ♦ 0.500 FTE – Big Sweep Coordinator to promote healthy streams and watersheds

## Community Services: 3.500 FTEs

### Parks Recreation and Open Space: 3.500 FTEs

- ♦ 3.500 FTEs – Sandy Pines Staffing to assist with new preserve operations

## Environmental Services: 5.000 FTEs

### Administration: 1.000 FTE

- ♦ 1.000 FTE – Plans and Permits Technician to maintain consistent 2-day or less permit application check

### Environmental Health and Safety: 2.000 FTE

- ♦ 1.000 FTE – Environmental Health Specialist to close coverage gap for State mandated health inspections

- ♦ 1.000 FTE – Environmental Consultant to reduce permit turnaround and increase safety standard compliance

## Water Quality: 2.000 FTE

- ♦ 1.000 FTE – Environmental Health Consultant to meet increased workload
- ♦ 1.000 FTE – Watershed Environmental Engineer to perform development plan review

## General Services Administration: 1.000 FTE

### Physical Plant: 1.000 FTE

- ♦ 1.000 FTE – Energy Management Controls to progress County energy efficiency goals and create knowledge redundancy

## Human Services: 36.998 FTEs

### Economic Services: 11.000 FTEs

- ♦ 3.000 FTEs – Food and Nutrition Services Supervisors to reduce supervisor to staff ratio and ensure effective monitoring of State standards
- ♦ 3.000 FTEs – Economic Benefits Technicians to serve clients at the new Human Services Departure Drive Center and Somerset locations
- ♦ 3.000 FTEs – Medicaid Services Supervisors to ensure effective monitoring of timeliness, quality assurance, troubleshooting and customer interactions
- ♦ 1.000 FTE – Adult Medicaid Eligibility Team Lead to assist supervisor
- ♦ 1.000 FTE – Family and Children Medicaid Caseworker to ensure access to care and Medicaid benefits to eligible patients

### Public Health: 20.998 FTEs

- ♦ 2.000 FTEs – Transition current contract positions to full-time Hepatitis C Social Workers to continue program that links patients to recovery and medical care
- ♦ 4.000 FTEs – Communicable Diseases Nurses to complete investigations for all reportable diseases
- ♦ 1.000 FTE – Disease Intervention Specialist Social Worker to comply with mandated staff to population ratio

# Personnel Changes Summary

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- ♦ 8.998 FTEs – School Health Nurses to improve the school to nurse staffing ratio
- ♦ 2.000 FTE – School Health Nurse Supervisors to improve the supervisor to staff ratio
- ♦ 1.000 FTE – School Health Program Manager to oversee an effective school health system that enables access to services and care
- ♦ 2.000 FTE – One Epidemiologist and one Senior Epidemiologist to help the County investigate, diagnose, and address health problems and hazards affecting the population

### Health Clinics: 1.000 FTE

- ♦ 1.000 FTE – Convert temporary position to full-time Certified Medical Assistant

### Administration and Operations: 4.000 FTEs

- ♦ 2.000 FTEs – Departure Drive Customer Service Representatives to support daily operations
- ♦ 1.000 FTE – Convert temporary position to full-time Finance and Coding Specialist to achieve highest level of reimbursement
- ♦ 1.000 FTE – Human Resources Analyst

### Housing: 3.000 FTEs

#### Operations: 2.000 FTEs

- ♦ 1.000 FTE – Deputy Director of Administration and Operations to enhance critical departmentwide operations
- ♦ 1.000 FTE – Contracts and Compliance Specialist to provide contracting, monitoring and federal compliance services

#### Permanent Housing & Supportive Services: 1.000 FTE

- ♦ 1.000 FTE – SOAR Specialist to help eligible adults to apply for social security and social security disability benefits

### Sheriff: 16.000 FTEs

#### Law Enforcement: 16.000 FTEs

- ♦ 1.000 FTE – Restore Deputy County Attorney
- ♦ 1.000 FTE – Restore Paralegal
- ♦ 6.000 FTEs – Judicial Deputies to provide 24/7 coverage for Behavioral Transport Services
- ♦ 1.000 FTE - Judicial Sergeant to supervise Deputies

- ♦ 1.000 FTE – System Administrator for the Video Management System in IT and Records
- ♦ 2.000 FTEs – Two technicians to provide 24/7 agency personnel support in IT and Records
- ♦ 2.000 FTEs – Investigators for the Drugs and Vice Unit and Criminal Analysis Apprehension Team in Technical Operations
- ♦ 1.000 FTE – Telecommunicator to operate 24/7 dispatch calls
- ♦ 1.000 FTE – Inventory Control Specialist to assist in collecting, inventory and maintaining evidence

### Fire Services: 1.000 FTE

- ♦ 1.000 FTE – Emergency Management Outreach and Community Engagement Specialist to support ongoing emergency preparedness and community outreach

### Emergency Medical Services: 8.000 FTEs

- ♦ 8.000 FTEs – Restore two 12-hour ambulance to account for call volume growth

### HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION SPECIAL REVENUE FUND: 3.000 FTEs

- ♦ 1.000 FTE – Social Worker to increase capacity for permanent supportive housing services
- ♦ 2.000 FTEs – Housing Inspectors to complete all inspections required across the department

### CORPORATE FLEET FUND: 2.000 FTEs

- ♦ 1.000 FTE – Operations Manager to promote alternative fuel vehicles and strategies for Fleet systems and operations
- ♦ 1.000 FTE – Automotive Senior Technician to maintain the vehicle equivalent units (VEUs) to technician ratio

### TOTAL POSITION CHANGE:

- ♦ 116.498 FTEs

# Personnel Changes Summary

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## **Departments with no change to FTE authorization FY 2021 Amended to FY 2022 Adopted Budget:**

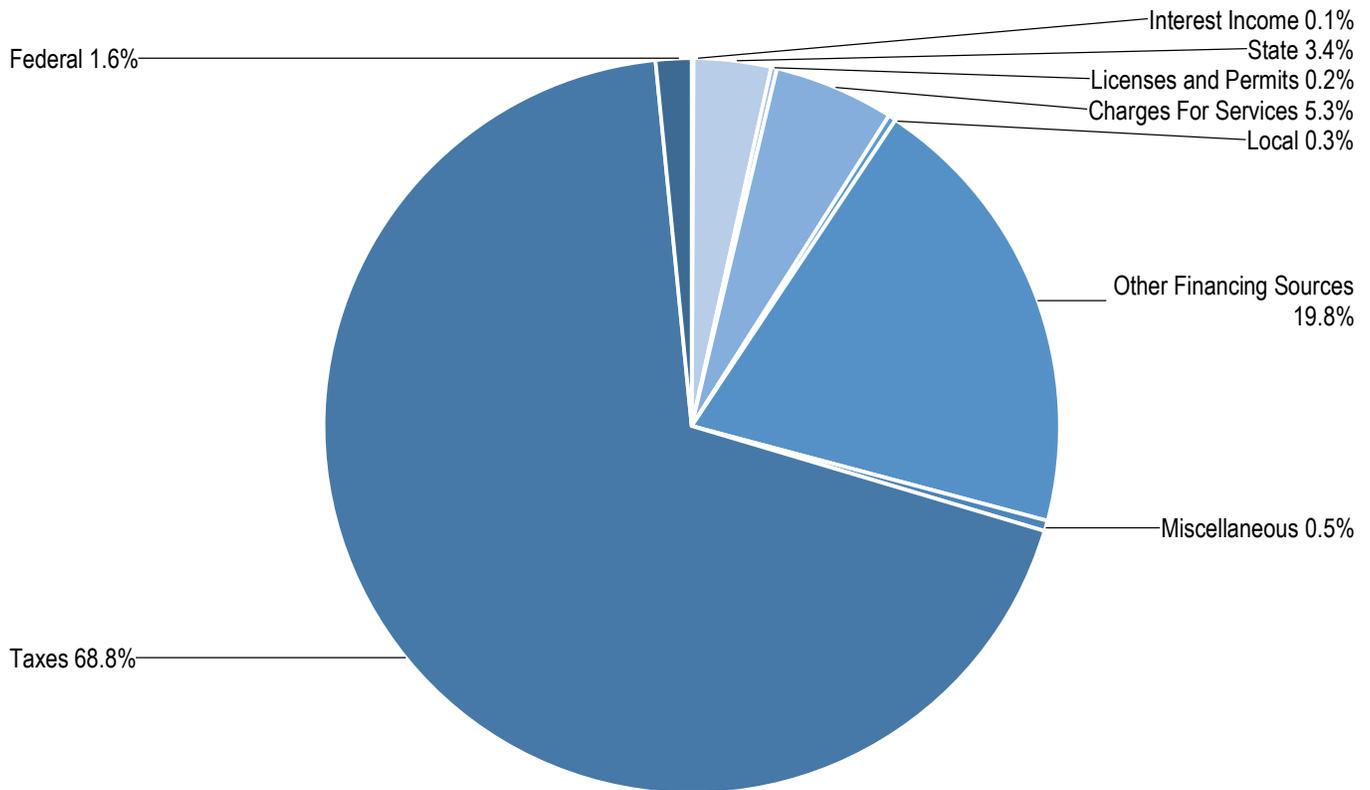
- ♦ Facilities Design & Construction
- ♦ Non-Departmental
- ♦ Capital Area Workforce Development
- ♦ City-County Bureau of Identification

# Total Revenues by Fund

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>General Fund</b>				
General Fund	\$1,492,436,434	\$1,466,080,000	\$1,479,156,783	\$1,568,178,000
<b>Debt Service</b>				
Debt Service	\$404,158,291	\$307,345,000	\$307,345,000	\$331,063,000
<b>Special Revenue Funds</b>				
Capital Area Workforce Development	\$7,836,683	\$6,396,250	\$6,396,251	\$5,603,000
Coronavirus Relief Fund	\$28,128,684	\$0	\$131,262,021	\$0
Fire Tax District	\$27,043,882	\$29,646,000	\$29,786,000	\$33,989,000
Grants and Donations	\$4,377,881	\$4,427,000	\$12,734,626	\$2,758,000
Human Services Client	\$0	\$0	\$0	\$2,750,000
Housing and Community Revitalization	\$4,864,987	\$7,135,000	\$29,736,265	\$9,845,000
Major Facilities	\$51,949,907	\$48,594,000	\$48,594,000	\$47,681,000
Fines & Forfeiture	\$0	\$0	\$0	\$2,750,000
Transportation	\$6,022,485	\$9,434,000	\$13,660,024	\$12,888,000
<b>Capital Improvement Funds</b>				
Affordable Housing CIP	\$13,387,633	\$10,951,000	\$10,951,000	\$10,995,000
County Capital Improvement Fund	\$93,500,286	\$38,108,450	\$47,096,272	\$58,098,000
Fire Tax District Capital	\$3,015,240	\$3,081,000	\$3,448,593	\$6,155,000
Major Facilities Capital Trust	\$1,211,295	\$3,271,000	\$3,268,168	\$3,176,700
Solid Waste Capital	\$3,275,766	\$4,136,000	\$13,534,817	\$2,485,000
Wake County Public Schools Capital Projects	\$268,586,309	\$323,692,207	\$362,697,731	\$345,228,379
Wake Technical Community College Capital Projects	\$55,250,916	\$98,506,000	\$98,506,004	\$98,873,000
<b>Internal Service Fund</b>				
Corporate Fleet Fund	\$10,079,174	\$10,319,000	\$12,008,955	\$11,263,000
<b>Enterprise Funds</b>				
Solid Waste Operating	\$15,490,323	\$19,051,000	\$19,060,803	\$18,116,000
South Wake Landfill	\$29,266,804	\$20,816,000	\$20,847,000	\$21,277,000
<b>Total Revenues</b>	<b>\$2,519,882,979</b>	<b>\$2,410,988,907</b>	<b>\$2,650,090,313</b>	<b>\$2,593,172,079</b>
Less Interfund Transfers	\$(426,195,731)	\$(408,410,053)	\$(456,587,626)	\$(441,179,738)
<b>Total Revenues All Funds Net of Interfund Transfers</b>	<b>\$2,093,687,248</b>	<b>\$2,002,578,854</b>	<b>\$2,193,502,687</b>	<b>\$2,151,992,341</b>

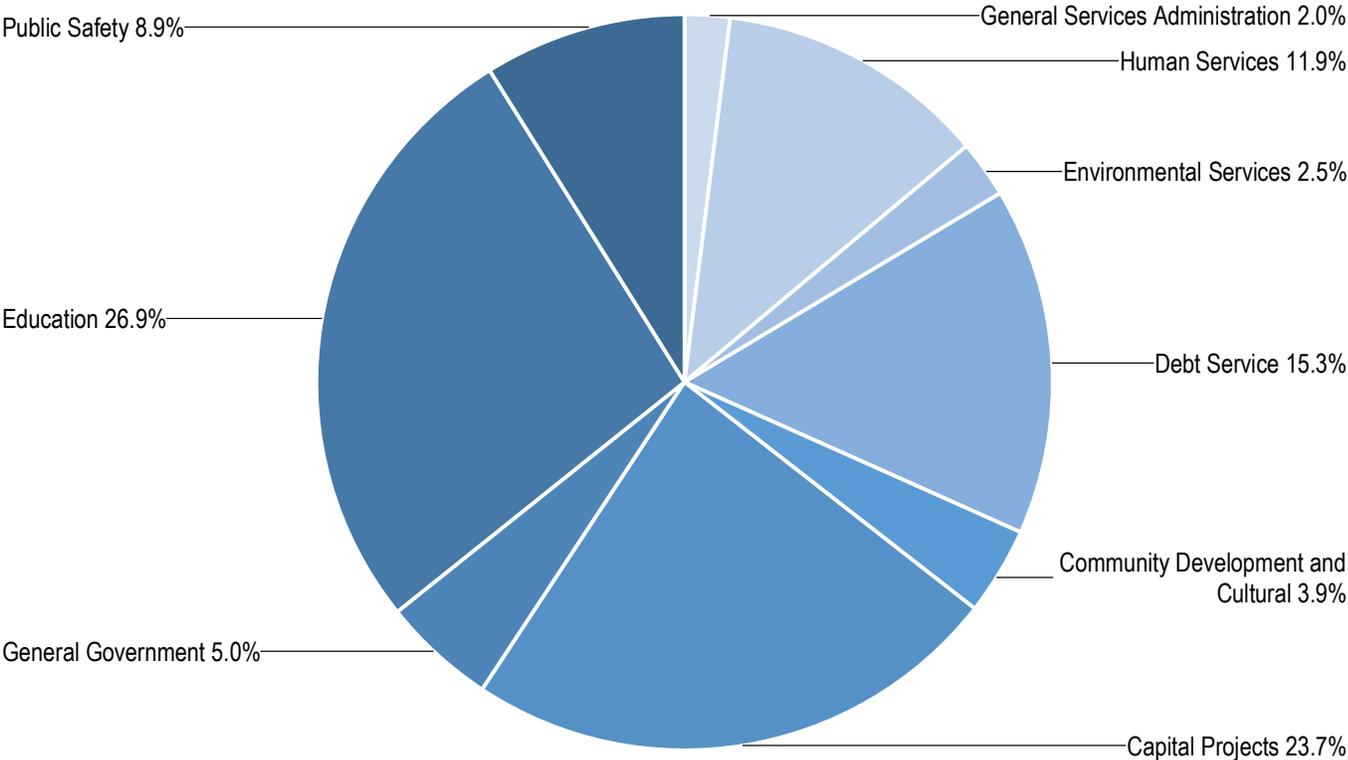
# Total Revenue by Source

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Taxes	\$1,410,853,724	\$1,381,926,003	\$1,381,930,987	\$1,481,219,889	68.8%
Federal	\$58,505,469	\$32,865,600	\$199,334,591	\$33,800,257	1.6%
State	\$73,808,621	\$71,530,107	\$71,204,516	\$72,944,964	3.4%
Local	\$14,301,567	\$5,440,001	\$7,530,962	\$7,195,520	0.3%
Charges For Services	\$115,443,432	\$108,172,319	\$109,766,180	\$113,495,221	5.3%
Licenses & Permits	\$5,577,843	\$4,746,520	\$4,746,520	\$5,349,056	0.2%
Interest Income	\$15,088,346	\$4,455,303	\$3,619,199	\$2,030,271	0.1%
Miscellaneous	\$3,133,991	\$3,946,123	\$15,063,708	\$9,688,021	0.5%
Other Financing Sources	\$396,974,256	\$389,496,878	\$400,306,024	\$426,269,142	19.8%
<b>Total Revenues by Source</b>	<b>\$2,093,687,248</b>	<b>\$2,002,578,854</b>	<b>\$2,193,502,687</b>	<b>\$2,151,992,341</b>	



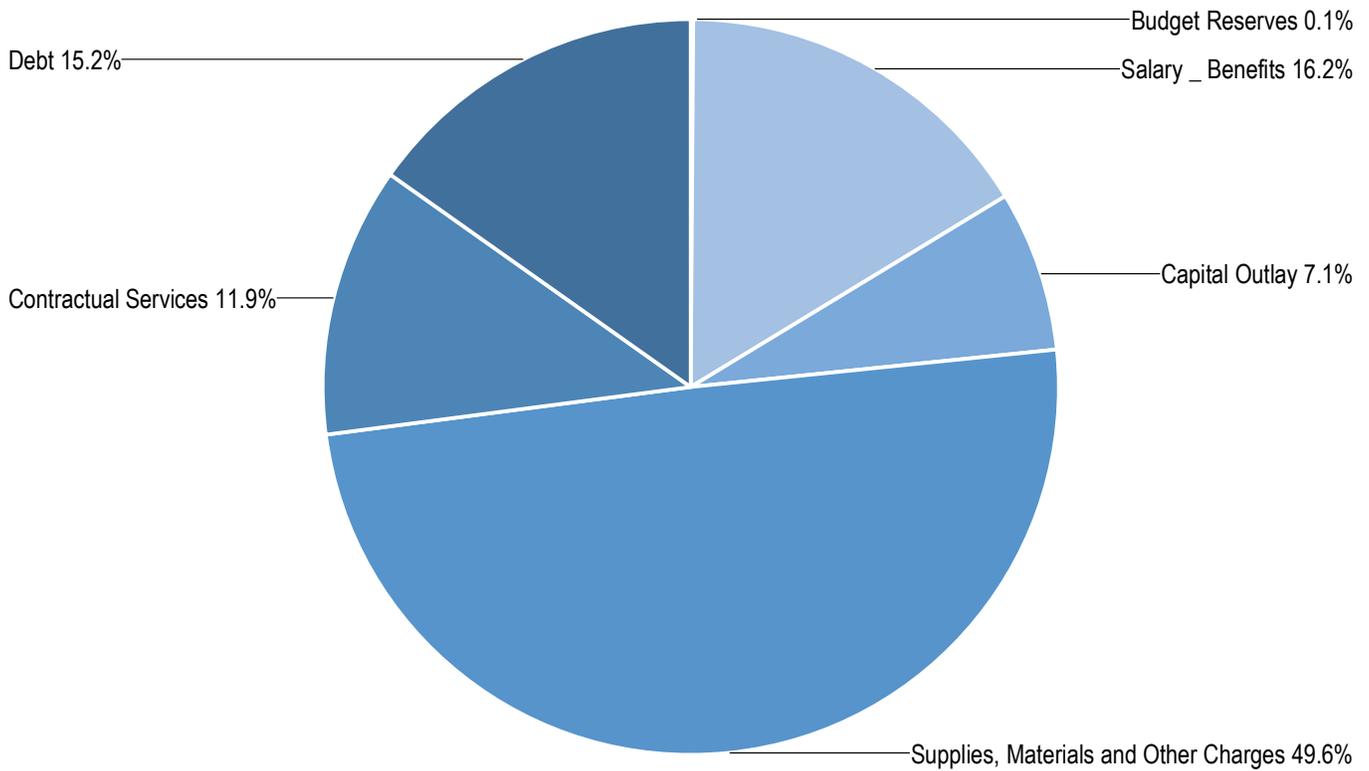
# Expenditures by Use

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Capital Projects	\$401,675,574	\$465,728,929	\$515,016,764	\$510,643,029	23.7%
Community Development and Cultural	\$87,307,702	\$83,600,000	\$84,296,922	\$83,368,630	3.9%
Debt Service	\$376,114,880	\$305,951,000	\$305,951,000	\$328,767,000	15.3%
Environmental Services	\$45,979,122	\$53,231,278	\$62,709,022	\$53,712,163	2.5%
General Government	\$100,146,755	\$75,747,486	\$210,270,266	\$107,078,998	5.0%
General Services Administration	\$37,755,610	\$41,312,455	\$43,641,142	\$42,828,660	2.0%
Human Services	\$206,401,689	\$238,331,611	\$271,804,375	\$256,474,325	11.9%
Public Safety	\$186,336,421	\$184,335,936	\$178,582,466	\$191,286,619	8.9%
COVID-19 Response	—	—	\$6,769,869	—	0.0%
Education	\$540,535,537	\$554,340,159	\$554,340,159	\$577,832,917	26.9%
<b>Total Operating Expenses</b>	<b>\$1,982,253,291</b>	<b>\$2,002,578,854</b>	<b>\$2,233,381,985</b>	<b>\$2,151,992,341</b>	



# Expenditures by Type

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$304,882,831	\$304,984,734	\$314,512,339	\$348,504,372	16.2%
Contractual Services	\$212,881,475	\$234,459,921	\$355,268,828	\$255,328,425	11.9%
Supplies, Materials and Other Charges	\$1,039,801,457	\$1,020,176,115	\$1,315,324,107	\$1,066,404,014	49.6%
Capital Outlay	\$45,885,446	\$138,480,810	\$(55,381,591)	\$152,192,399	7.1%
Debt	\$378,802,082	\$290,777,363	\$290,777,516	\$327,174,616	15.2%
Budget Reserves	—	\$13,699,911	\$12,880,786	\$2,388,515	0.1%
<b>Total Expenditures by Type</b>	<b>\$1,982,253,291</b>	<b>\$2,002,578,854</b>	<b>\$2,233,381,985</b>	<b>\$2,151,992,341</b>	



# Summary of Revenue, Expenditures and Changes in Fund Balance

## General Fund

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Operating Revenues</b>				
Taxes	\$1,332,107,626	\$1,304,273,003	\$1,304,273,003	\$1,401,207,889
Federal	\$12,450,929	\$12,608,641	\$12,616,381	\$11,949,319
State	\$56,931,304	\$56,711,872	\$56,790,688	\$57,755,314
Local	\$12,312,886	\$4,101,444	\$4,112,684	\$6,138,460
Charges For Services	\$66,015,256	\$62,451,361	\$62,480,120	\$65,325,448
Licenses & Permits	\$5,568,943	\$4,737,920	\$4,737,920	\$5,340,156
Fines & Forfeitures	—	—	—	—
Interest Income	\$187,677	\$5,220	\$5,220	\$15,588
Miscellaneous	\$546,226	\$385,826	\$393,326	\$385,326
<b>Revenue Totals</b>	<b>\$1,486,120,847</b>	<b>\$1,445,275,287</b>	<b>\$1,445,409,342</b>	<b>\$1,548,117,500</b>
<b>Operating Expenses</b>				
General Government	\$72,019,553	\$75,662,631	\$76,464,337	\$106,994,255
Human Services	\$184,968,436	\$200,293,579	\$201,629,835	\$211,943,075
Education	\$540,535,537	\$554,340,159	\$554,340,159	\$575,082,917
Community Development and Cultural	\$39,588,640	\$39,406,000	\$40,074,146	\$40,087,630
Environmental Services	\$13,984,227	\$13,877,389	\$13,915,513	\$14,765,569
Public Safety	\$159,675,573	\$157,538,133	\$151,134,087	\$162,499,374
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$29,727,238	\$30,993,455	\$31,632,187	\$31,565,660
COVID-19 Response	—	—	\$6,769,869	—
<b>Expenditure Totals</b>	<b>\$1,040,499,204</b>	<b>\$1,072,111,346</b>	<b>\$1,075,960,133</b>	<b>\$1,142,938,480</b>
<b>Revenues Over(Under) Expenditures</b>	<b>\$445,621,643</b>	<b>\$373,163,941</b>	<b>\$369,449,209</b>	<b>\$405,179,020</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	\$3,800,427	\$10,760,728	\$10,760,728	\$12,480,050
Transfers Out	\$(404,902,813)	\$(393,968,654)	\$(403,196,648)	\$(425,239,520)
Bond Proceeds and other financing transactions	\$2,515,159	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>\$(398,587,227)</b>	<b>\$(383,207,926)</b>	<b>\$(392,435,920)</b>	<b>\$(412,759,470)</b>
<b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>\$47,034,417</b>	<b>\$(10,043,985)</b>	<b>\$(22,986,711)</b>	<b>\$(7,580,450)</b>
Fund Balance at Beginning of Year	\$352,630,715	\$399,665,132	\$399,665,132	\$376,678,421
<b>Fund Balance at End of Year</b>	<b>\$399,665,132</b>	<b>\$389,621,147</b>	<b>\$376,678,421</b>	<b>\$369,097,971</b>

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Debt Service Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	\$2,832,186	\$2,783,013	\$2,783,013	—
State	\$12,061,403	\$10,000,000	\$10,000,000	\$10,467,000
Local	—	—	—	—
Charges For Services	\$12,917	—	—	—
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$12,977,062	\$3,000,427	\$3,000,427	\$594,915
Miscellaneous	—	—	—	—
<b>Revenue Totals</b>	<b>\$27,883,567</b>	<b>\$15,783,440</b>	<b>\$15,783,440</b>	<b>\$11,061,915</b>
<b>Operating Expenses</b>				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Debt Service	\$376,114,880	\$305,951,000	\$305,951,000	\$328,767,000
Capital Projects	—	—	—	—
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
<b>Expenditure Totals</b>	<b>\$376,114,880</b>	<b>\$305,951,000</b>	<b>\$305,951,000</b>	<b>\$328,767,000</b>
<b>Revenues Over(Under) Expenditures</b>	<b>\$(348,231,313)</b>	<b>\$(290,167,560)</b>	<b>\$(290,167,560)</b>	<b>\$(317,705,085)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	\$298,862,221	\$291,561,560	\$291,561,560	\$283,420,316
Transfers Out	\$(1,539,898)	\$(1,394,000)	\$(1,394,000)	\$(2,296,000)
Bond Proceeds and other financing transactions	\$77,412,502	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>\$374,734,825</b>	<b>\$290,167,560</b>	<b>\$290,167,560</b>	<b>\$281,124,316</b>
<b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>\$26,503,512</b>	<b>—</b>	<b>—</b>	<b>\$(36,580,769)</b>
Fund Balance at Beginning of Year	\$111,303,046	\$137,806,558	\$137,806,558	\$137,806,558
<b>Fund Balance at End of Year</b>	<b>\$137,806,558</b>	<b>\$137,806,558</b>	<b>\$137,806,558</b>	<b>\$101,225,789</b>

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Special Revenue Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Operating Revenues</b>				
Taxes	\$78,746,050	\$77,653,000	\$77,653,000	\$80,012,000
Federal	\$41,901,857	\$17,473,946	\$181,244,887	\$21,850,938
State	\$2,233,901	\$2,464,067	\$2,059,660	\$2,376,669
Local	\$1,888,680	\$1,338,557	\$3,418,278	\$1,057,060
Charges For Services	\$4,743,621	\$4,807,026	\$5,119,902	\$5,347,026
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$306,524	\$51,000	\$63,634	\$51,000
Miscellaneous	\$135,062	\$138,000	\$128,782	\$5,637,062
<b>Revenue Totals</b>	<b>\$129,955,696</b>	<b>\$103,925,596</b>	<b>\$269,688,143</b>	<b>\$116,331,755</b>
<b>Operating Expenses</b>				
General Government	\$28,127,203	\$84,855	\$133,805,929	\$84,743
Human Services	\$20,191,885	\$27,087,032	\$59,223,540	\$33,536,250
Education	—	—	—	\$2,750,000
Community Development and Cultural	\$47,719,062	\$44,194,000	\$44,222,776	\$43,281,000
Environmental Services	\$49,404	—	—	—
Public Safety	\$26,660,848	\$26,797,803	\$27,448,379	\$28,787,245
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$5,412	—	—	—
COVID-19 Response	—	—	—	—
<b>Expenditure Totals</b>	<b>\$122,753,813</b>	<b>\$98,163,690</b>	<b>\$264,700,624</b>	<b>\$108,439,238</b>
<b>Revenues Over(Under) Expenditures</b>	<b>\$7,201,883</b>	<b>\$5,761,906</b>	<b>\$4,987,519</b>	<b>\$7,892,517</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	\$268,813	\$1,045,654	\$1,145,744	\$199,966
Transfers Out	\$(4,954,146)	\$(7,468,560)	\$(7,468,560)	\$(9,824,762)
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>\$(4,685,333)</b>	<b>\$(6,422,906)</b>	<b>\$(6,322,816)</b>	<b>\$(9,624,796)</b>
<b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>\$2,516,550</b>	<b>\$(661,000)</b>	<b>\$(1,335,297)</b>	<b>\$(1,732,279)</b>
Fund Balance at Beginning of Year	\$40,951,866	\$43,468,416	\$43,468,416	\$42,133,119
<b>Fund Balance at End of Year</b>	<b>\$43,468,416</b>	<b>\$42,807,416</b>	<b>\$42,133,119</b>	<b>\$40,400,840</b>

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Internal Service Fund

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	—	—	—	—
State	—	—	—	—
Local	—	—	—	—
Charges For Services	\$9,456,221	\$9,551,525	\$9,551,525	\$9,734,979
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$72,760	\$20,000	\$20,000	\$20,000
Miscellaneous	\$550,193	\$397,147	\$397,147	\$528,856
<b>Revenue Totals</b>	<b>\$10,079,174</b>	<b>\$9,968,672</b>	<b>\$9,968,672</b>	<b>\$10,283,835</b>
<b>Operating Expenses</b>				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	—	—	—	—
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	\$8,022,961	\$10,319,000	\$12,008,955	\$11,263,000
COVID-19 Response	—	—	—	—
<b>Expenditure Totals</b>	<b>\$8,022,961</b>	<b>\$10,319,000</b>	<b>\$12,008,955</b>	<b>\$11,263,000</b>
<b>Revenues Over(Under) Expenditures</b>	<b>\$2,056,213</b>	<b>\$(350,328)</b>	<b>\$(2,040,283)</b>	<b>\$(979,165)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	—	—	—	—
Transfers Out	—	—	—	—
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>\$2,056,213</b>	<b>\$(350,328)</b>	<b>\$(2,040,283)</b>	<b>\$(979,165)</b>
Fund Balance at Beginning of Year	\$3,403,639	\$5,459,852	\$5,459,852	\$3,419,569
<b>Fund Balance at End of Year</b>	<b>\$5,459,852</b>	<b>\$5,109,524</b>	<b>\$3,419,569</b>	<b>\$2,440,404</b>

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Enterprise Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Operating Revenues</b>				
Taxes	—	—	—	—
Federal	—	—	—	—
State	\$2,330,916	\$2,354,168	\$2,354,168	\$2,345,981
Local	—	—	—	—
Charges For Services	\$29,990,005	\$30,536,407	\$30,536,407	\$31,681,068
Licenses & Permits	\$8,900	\$8,600	\$8,600	\$8,900
Fines & Forfeitures	—	—	—	—
Interest Income	\$623,756	\$448,928	\$448,928	\$460,718
Miscellaneous	\$1,536,280	\$2,767,150	\$2,767,150	\$2,499,777
<b>Revenue Totals</b>	<b>\$34,489,858</b>	<b>\$36,115,253</b>	<b>\$36,115,253</b>	<b>\$36,996,444</b>
<b>Operating Expenses</b>				
General Government	—	—	—	—
Human Services	—	—	—	—
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	\$30,854,905	\$35,217,889	\$35,258,692	\$36,461,594
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	—	—	—	—
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
<b>Expenditure Totals</b>	<b>\$30,854,905</b>	<b>\$35,217,889</b>	<b>\$35,258,692</b>	<b>\$36,461,594</b>
<b>Revenues Over(Under) Expenditures</b>	<b>\$3,634,952</b>	<b>\$897,364</b>	<b>\$856,561</b>	<b>\$534,850</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	\$10,267,270	\$1,209,838	\$1,209,838	\$1,223,406
Transfers Out	\$(13,879,270)	\$(4,649,111)	\$(4,649,111)	\$(2,931,406)
Bond Proceeds and other financing transactions	—	—	—	—
<b>Total Other Financing Sources (Uses)</b>	<b>\$(3,612,000)</b>	<b>\$(3,439,273)</b>	<b>\$(3,439,273)</b>	<b>\$(1,708,000)</b>
<b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>\$22,952</b>	<b>\$(2,541,909)</b>	<b>\$(2,582,712)</b>	<b>\$(1,173,150)</b>
Fund Balance at Beginning of Year	\$33,219,003	\$33,241,955	\$33,241,955	\$30,659,243
<b>Fund Balance at End of Year</b>	<b>\$33,241,955</b>	<b>\$30,700,046</b>	<b>\$30,659,243</b>	<b>\$29,486,093</b>

# Summary of Revenue, Expenditures and Changes in Fund Balance

## Capital Improvement Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Operating Revenues</b>				
Taxes	\$48	—	\$4,984	—
Federal	\$1,320,497	—	\$2,690,310	—
State	\$251,097	—	—	—
Local	\$100,000	—	—	—
Charges For Services	\$5,225,412	\$826,000	\$2,078,226	\$1,406,700
Licenses & Permits	—	—	—	—
Fines & Forfeitures	—	—	—	—
Interest Income	\$920,567	\$929,728	\$80,990	\$888,050
Miscellaneous	\$366,229	\$258,000	\$11,377,303	\$637,000
<b>Revenue Totals</b>	<b>\$8,183,851</b>	<b>\$2,013,728</b>	<b>\$16,231,813</b>	<b>\$2,931,750</b>
<b>Operating Expenses</b>				
General Government	—	—	—	—
Human Services	\$1,241,367	\$10,951,000	\$10,951,000	\$10,995,000
Education	—	—	—	—
Community Development and Cultural	—	—	—	—
Environmental Services	\$1,090,586	\$4,136,000	\$13,534,817	\$2,485,000
Public Safety	—	—	—	—
Debt Service	—	—	—	—
Capital Projects	\$401,675,574	\$465,728,929	\$515,016,764	\$510,643,029
General Services Administration	—	—	—	—
COVID-19 Response	—	—	—	—
<b>Expenditure Totals</b>	<b>\$404,007,527</b>	<b>\$480,815,929</b>	<b>\$539,502,581</b>	<b>\$524,123,029</b>
<b>Revenues Over(Under) Expenditures</b>	<b>\$(395,823,677)</b>	<b>\$(478,802,201)</b>	<b>\$(523,270,768)</b>	<b>\$(521,191,279)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	\$112,997,000	\$103,832,273	\$151,909,756	\$143,856,000
Transfers Out	\$(919,604)	\$(929,728)	\$(929,728)	\$(888,050)
Bond Proceeds and other financing transactions	\$317,046,594	\$372,330,479	\$371,361,016	\$377,483,329
<b>Total Other Financing Sources (Uses)</b>	<b>\$429,123,990</b>	<b>\$475,233,024</b>	<b>\$522,341,044</b>	<b>\$520,451,279</b>
<b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>\$33,300,313</b>	<b>\$(3,569,177)</b>	<b>\$(929,724)</b>	<b>\$(740,000)</b>
Fund Balance at Beginning of Year	\$327,067,145	\$360,367,458	\$360,367,458	\$359,437,734
<b>Fund Balance at End of Year</b>	<b>\$360,367,458</b>	<b>\$356,798,281</b>	<b>\$359,437,734</b>	<b>\$358,697,734</b>

# Summary of Revenue, Expenditures and Changes in Fund Balance

## All Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Operating Revenues</b>				
Taxes	\$1,410,853,724	\$1,381,926,003	\$1,381,930,987	\$1,481,219,889
Federal	\$58,505,469	\$32,865,600	\$199,334,591	\$33,800,257
State	\$73,808,621	\$71,530,107	\$71,204,516	\$72,944,964
Local	\$14,301,567	\$5,440,001	\$7,530,962	\$7,195,520
Charges For Services	\$115,443,432	\$108,172,319	\$109,766,180	\$113,495,221
Licenses & Permits	\$5,577,843	\$4,746,520	\$4,746,520	\$5,349,056
Fines & Forfeitures	—	—	—	—
Interest Income	\$15,088,346	\$4,455,303	\$3,619,199	\$2,030,271
Miscellaneous	\$3,133,991	\$3,946,123	\$15,063,708	\$9,688,021
<b>Revenue Totals</b>	<b>\$1,696,712,992</b>	<b>\$1,613,081,976</b>	<b>\$1,793,196,663</b>	<b>\$1,725,723,199</b>
<b>Operating Expenses</b>				
General Government	\$100,146,755	\$75,747,486	\$210,270,266	\$107,078,998
Human Services	\$206,401,689	\$238,331,611	\$271,804,375	\$256,474,325
Education	\$540,535,537	\$554,340,159	\$554,340,159	\$577,832,917
Community Development and Cultural	\$87,307,702	\$83,600,000	\$84,296,922	\$83,368,630
Environmental Services	\$45,979,122	\$53,231,278	\$62,709,022	\$53,712,163
Public Safety	\$186,336,421	\$184,335,936	\$178,582,466	\$191,286,619
Debt Service	\$376,114,880	\$305,951,000	\$305,951,000	\$328,767,000
Capital Projects	\$401,675,574	\$465,728,929	\$515,016,764	\$510,643,029
General Services Administration	\$37,755,610	\$41,312,455	\$43,641,142	\$42,828,660
COVID-19 Response	—	—	\$6,769,869	—
<b>Expenditure Totals</b>	<b>\$1,982,253,291</b>	<b>\$2,002,578,854</b>	<b>\$2,233,381,985</b>	<b>\$2,151,992,341</b>
<b>Revenues Over(Under) Expenditures</b>	<b>\$(285,540,299)</b>	<b>\$(389,496,878)</b>	<b>\$(440,185,322)</b>	<b>\$(426,269,142)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	\$426,195,731	\$408,410,053	\$456,587,626	\$441,179,738
Transfers Out	\$(426,195,731)	\$(408,410,053)	\$(417,638,047)	\$(441,179,738)
Bond Proceeds and other financing transactions	\$396,974,256	\$372,330,479	\$371,361,016	\$377,483,329
<b>Total Other Financing Sources (Uses)</b>	<b>\$396,974,256</b>	<b>\$372,330,479</b>	<b>\$410,310,595</b>	<b>\$377,483,329</b>
<b>Revenue and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>\$111,433,957</b>	<b>\$(17,166,399)</b>	<b>\$(29,874,727)</b>	<b>\$(48,785,813)</b>
Fund Balance at Beginning of Year	\$868,575,414	\$980,009,371	\$980,009,371	\$950,134,644
<b>Fund Balance at End of Year</b>	<b>\$980,009,371</b>	<b>\$962,842,972</b>	<b>\$950,134,644</b>	<b>\$901,348,831</b>

# Overview of Changes in Fund Balance

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## Overview of Changes in Fund Balance

For FY 2022, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types. Typically when a fund does not use fund balance there is a contribution to fund balance and when applicable this is illustrated in the following sections.

### General Fund

Behavioral Health appropriated \$3.95 million in fund balance to continue a supportive housing pilot program, start substance abuse pilot programming, and continue WakeBrook operations.

Tax Administration is projected to use \$126,000 in fund balance to support the 2025 property reappraisal which updates property values effective January 1, 2024. This appropriation is part of the County's long-term funding strategy for a four year appraisal cycle.

The Non-Departmental budget includes the use of \$3.50 million in fund balance. \$1.00 million will support health insurance costs; \$2.00 million will support a behavioral health pilot project to help front-line responders encountering persons with behavioral health issues; and \$500,000 in fund balance will support a WCSO Detention Medical Study to review the current medical and dental services offered to detention center residents and evaluate operating practices.

### Debt Service

The County utilizes a Debt Service Fund for payment of all principal and interest on short-term and long-term debt. Portions of property tax and sales tax are specifically dedicated as funding sources for the debt service fund. While these tax revenue streams can be relatively consistent, debt service expenditures do fluctuate from year to year. To accommodate expenditure fluctuations, excess fund balance in the Debt Service Fund is planned to be strategically utilized as a funding source in certain years when revenues are not expected to fully fund debt service

expenditures, all while ensuring minimum fund balance is maintained at desired levels to support the County's triple-A bond ratings.

The County's fund balance policies include: (1) maintain fund balance of at least 19% of following year's projected debt service expenditures, and (2) maintain fund balance of at least 30% of combined general fund and debt service fund revenues. The County's long-range Debt and Capital Financial Model ("model") projects long-term revenues and expenditures to ensure the dedicated portions of property tax and sales tax will be sufficient to fund the County's existing debt and future capital needs. The FY 2022 Budget anticipates using \$36.58 million in fund balance to support debt service expenditures. This projected change in fund balance for FY 2022 is considered in the County's model and is a component of the County's overall long-term debt and capital plan.

### Special Revenue Funds

The Human Services Transportation budget includes \$125,000 in appropriated fund balance in FY 2022.

The Major Facilities budget includes a \$1.61 million appropriation of fund balance to sustain current expenditure plans.

### Internal Service Fund

The FY 2022 Corporate Fleet Fund budget increased over the prior year from increases in projected vehicle operating costs. Operating departments are charged on an annual basis for a portion of the future vehicle replacement costs as well as a proportional share of the operating expenses for maintenance and repair. These charges are also the primary source of revenues in the Fleet Fund. The projected beginning unreserved fund balance for FY 2022 is \$3.42 million. The Fleet Fund includes \$980,000 of appropriated fund balance to help fund lease replacements.

### Enterprise Funds

The use of fund balance is included in the budget to support long-term capital needs for solid waste collection and disposal systems. The Solid Waste Operating Fund budget includes a \$1.17 million appropriation of fund balance in FY 2022 to support capital expenditures and sustain current expenditure plans.

# General Fund Revenue Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% Change
<b>Taxes</b>					
Property Taxes	\$1,102,133,709	\$1,127,859,000	\$1,127,859,000	\$1,144,975,000	1.5%
Sales Tax	\$209,288,738	\$162,189,000	\$162,189,000	\$234,826,000	44.8%
Lease/Rental Vehicle Tax	\$3,300,292	\$3,350,000	\$3,350,000	\$3,350,000	0.0%
Lease/Rental Heavy Equipment Tax	\$(128,465)	—	—	—	0.0%
Payment in Lieu of Taxes	\$2,158,555	\$1,222,003	\$1,222,003	\$1,222,003	0.0%
Real Property Transfer Tax	\$15,354,797	\$9,653,000	\$9,653,000	\$16,834,886	74.4%
<b>Subtotal</b>	<b>\$1,332,107,626</b>	<b>\$1,304,273,003</b>	<b>\$1,304,273,003</b>	<b>\$1,401,207,889</b>	<b>7.4%</b>
<b>Federal</b>					
Environmental	\$90,476	—	—	—	0.0%
Human Services	\$11,142,004	\$12,308,303	\$12,307,043	\$11,613,981	(5.6)%
Public Safety	\$552,770	\$200,338	\$200,338	\$200,338	0.0%
Transportation	\$25,673	\$100,000	\$100,000	\$100,000	0.0%
CARES Act	\$640,005	—	—	—	0.0%
Other	—	—	\$9,000	\$35,000	0.0%
<b>Subtotal</b>	<b>\$12,450,929</b>	<b>\$12,608,641</b>	<b>\$12,616,381</b>	<b>\$11,949,319</b>	<b>(5.2)%</b>
<b>State</b>					
ABC 5 Cent Bottle	\$393,585	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$886,345	\$877,200	\$877,200	\$877,200	0.0%
Environmental	\$152,591	\$125,000	\$125,000	\$142,500	14.0%
Human Services	\$53,479,830	\$53,329,172	\$53,407,988	\$54,330,626	1.9%
Libraries	\$596,449	\$600,000	\$600,000	\$600,000	0.0%
Other - State	\$1,422,504	\$1,525,500	\$1,525,500	\$1,549,988	1.6%
<b>Subtotal</b>	<b>\$56,931,304</b>	<b>\$56,711,872</b>	<b>\$56,790,688</b>	<b>\$57,755,314</b>	<b>1.8%</b>
<b>Local</b>					
ABC Board	\$12,061,826	\$4,000,000	\$4,000,000	\$6,000,000	50.0%
Libraries	\$17	\$28,334	\$28,334	—	(100.0)%
Public Safety	\$6,560	—	—	\$350	0.0%
Transit	\$34,753	\$34,000	\$34,000	\$34,000	0.0%
Other Local	\$209,730	\$39,110	\$50,350	\$104,110	166.2%
<b>Subtotal</b>	<b>\$12,312,886</b>	<b>\$4,101,444</b>	<b>\$4,112,684</b>	<b>\$6,138,460</b>	<b>49.7%</b>
<b>Charges For Services</b>					
Environmental	\$330,625	\$371,423	\$371,423	\$371,423	0.0%
Client Fees	\$974,641	\$1,324,279	\$1,324,279	\$1,276,558	(3.6)%
Insurance	\$462,709	\$614,635	\$614,635	\$614,635	0.0%
Medicaid Fees	\$12,677,447	\$11,468,830	\$11,468,830	\$11,468,830	0.0%
Medicare Fees	\$41,022	\$44,203	\$44,203	\$44,203	0.0%
HS Reimbursements	\$770,960	\$825,081	\$853,840	\$865,979	5.0%
Other	\$3,133	\$7,500	\$7,500	\$7,500	0.0%
Inspection Fees	\$1,203,833	\$891,272	\$891,272	\$1,062,147	19.2%
Library Fees	\$117,854	\$111,000	\$111,000	\$109,000	(1.8)%

# General Fund Revenue Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% Change
Parks & Recreation Fees	\$50,242	\$89,000	\$89,000	\$89,000	0.0%
EMS Fees	\$26,968,635	\$26,215,000	\$26,215,000	\$26,040,000	(0.7)%
Facility Use Fees	\$104,099	\$22,000	\$22,000	\$22,000	0.0%
Fire/Rescue Fees	\$141,345	\$141,474	\$141,474	\$172,474	21.9%
Sheriff Fees	\$5,492,263	\$4,589,300	\$4,589,300	\$4,589,300	0.0%
Planning Fees	\$1,004,221	\$980,751	\$980,751	\$947,626	(3.4)%
Court Facility Fees	\$874,910	\$1,010,000	\$1,010,000	\$850,000	(15.8)%
Parking Fees	\$1,060,269	\$1,215,000	\$1,215,000	\$1,115,000	(8.2)%
Rental/Lease Income	\$283,152	\$285,325	\$285,325	\$274,384	(3.8)%
Record Fees	\$6,088,594	\$5,412,284	\$5,412,284	\$5,963,863	10.2%
Reimbursements	\$3,649,941	\$2,745,798	\$2,745,798	\$5,372,644	95.7%
Tax Collection Fees	\$1,039,643	\$1,035,000	\$1,035,000	\$1,193,000	15.3%
Vending Income	\$472,386	\$655,000	\$655,000	\$645,000	(1.5)%
Other - Charges for Services	\$2,203,333	\$2,397,206	\$2,397,206	\$2,230,882	(6.9)%
<b>Subtotal</b>	<b>\$66,015,256</b>	<b>\$62,451,361</b>	<b>\$62,480,120</b>	<b>\$65,325,448</b>	<b>4.6%</b>
<b>Licenses &amp; Permits</b>					
Licenses	\$243,260	\$280,814	\$280,814	\$139,556	(50.3)%
Permits	\$5,325,683	\$4,457,106	\$4,457,106	\$5,200,600	16.7%
<b>Subtotal</b>	<b>\$5,568,943</b>	<b>\$4,737,920</b>	<b>\$4,737,920</b>	<b>\$5,340,156</b>	<b>12.7%</b>
<b>Interest Income</b>					
Interest	\$187,677	\$5,220	\$5,220	\$15,588	198.6%
<b>Subtotal</b>	<b>\$187,677</b>	<b>\$5,220</b>	<b>\$5,220</b>	<b>\$15,588</b>	<b>198.6%</b>
<b>Miscellaneous</b>					
Sale of Materials & Fixed Assets	\$77,400	\$155,000	\$155,000	\$160,000	3.2%
Miscellaneous Revenue	\$468,826	\$230,826	\$238,326	\$225,326	(2.4)%
<b>Subtotal</b>	<b>\$546,226</b>	<b>\$385,826</b>	<b>\$393,326</b>	<b>\$385,326</b>	<b>(0.1)%</b>
<b>Other Financing Sources</b>					
Capital Lease/Installment Purchases	\$2,515,159	—	—	—	0.0%
Appropriated Fund Balance	—	\$10,043,985	\$22,986,713	\$7,580,450	(24.5)%
<b>Subtotal</b>	<b>\$2,515,159</b>	<b>\$10,043,985</b>	<b>\$22,986,713</b>	<b>\$7,580,450</b>	<b>(24.5)%</b>
<b>Transfers</b>					
Transfers From	\$3,800,427	\$10,760,728	\$10,760,728	\$12,480,050	16.0%
<b>Subtotal</b>	<b>\$3,800,427</b>	<b>\$10,760,728</b>	<b>\$10,760,728</b>	<b>\$12,480,050</b>	<b>16.0%</b>
<b>Total</b>	<b>\$1,492,436,434</b>	<b>\$1,466,080,000</b>	<b>\$1,479,156,783</b>	<b>\$1,568,178,000</b>	<b>7.0%</b>

# General Fund Expenditure Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% Change
<b>General Government</b>					
Board of Commissioners	\$707,548	\$619,951	\$619,951	\$697,396	12.5%
Communications Office	\$1,110,716	\$1,105,941	\$1,105,941	\$1,522,901	37.7%
County Manager	\$2,159,139	\$2,008,511	\$2,008,511	\$3,011,545	49.9%
County Attorney	\$3,100,478	\$3,141,593	\$3,141,593	\$3,421,057	8.9%
Board of Elections	\$7,525,334	\$7,852,497	\$8,052,287	\$9,459,642	20.5%
Budget and Management Services	\$1,127,597	\$1,154,100	\$1,180,100	\$1,469,145	27.3%
Facilities Design and Construction	\$1,817,059	\$2,025,791	\$2,050,791	\$2,053,865	1.4%
Finance Department	\$3,084,795	\$3,106,106	\$3,118,606	\$3,503,469	12.8%
Human Resources	\$3,668,650	\$3,731,458	\$3,791,390	\$4,757,015	27.5%
Information Services	\$19,522,490	\$20,220,695	\$20,359,645	\$21,021,077	4.0%
Register of Deeds	\$3,213,656	\$3,251,978	\$3,257,452	\$3,386,175	4.1%
Tax Administration	\$11,093,699	\$10,419,899	\$10,497,899	\$11,178,267	7.3%
Quasi-Government	\$732,723	\$803,428	\$812,428	\$1,025,465	27.6%
<b>Subtotal</b>	<b>\$58,863,885</b>	<b>\$59,441,948</b>	<b>\$59,996,594</b>	<b>\$66,507,019</b>	<b>11.9%</b>
<b>Community Services</b>					
Community Services Management and Budget Office	\$900,381	\$895,482	\$895,482	\$886,959	(1.0)%
Parks, Recreation and Open Space	\$3,359,380	\$3,420,047	\$3,427,097	\$3,690,760	7.9%
Planning, Development and Inspections	\$6,030,463	\$5,975,783	\$6,014,516	\$6,043,443	1.1%
Veterans Services	\$305,471	\$313,155	\$313,155	\$368,248	17.6%
Geographic Information Services	\$1,886,444	\$2,039,170	\$2,157,384	\$2,059,915	1.0%
Libraries	\$27,133,001	\$26,762,363	\$27,266,512	\$27,038,305	1.0%
<b>Subtotal</b>	<b>\$39,615,140</b>	<b>\$39,406,000</b>	<b>\$40,074,146</b>	<b>\$40,087,630</b>	<b>1.7%</b>
<b>Environmental Services</b>					
Environmental Services Administrations	\$1,470,980	\$1,562,978	\$1,578,284	\$1,735,941	11.1%
Environmental Health & Safety	\$3,724,185	\$3,744,529	\$3,750,768	\$3,996,179	6.7%
Water Quality	\$5,019,436	\$4,856,481	\$4,856,481	\$5,185,376	6.8%
Animal Care, Control and Adoption Center	\$3,769,626	\$3,713,401	\$3,729,980	\$3,848,073	3.6%
<b>Subtotal</b>	<b>\$13,984,227</b>	<b>\$13,877,389</b>	<b>\$13,915,513</b>	<b>\$14,765,569</b>	<b>6.4%</b>
<b>General Services Administration</b>					
Administration/Support	\$2,451,161	\$2,707,242	\$2,863,998	\$3,034,559	12.1%
Physical Plant	\$9,101,347	\$8,936,972	\$9,093,085	\$9,235,352	3.3%
Safety and Security	\$3,953,250	\$3,723,595	\$3,913,703	\$3,807,743	2.3%
Criminal Justice/Central Government	\$887,811	\$917,691	\$935,165	\$917,691	0.0%
Facility and Field Services	\$7,510,891	\$8,155,263	\$8,264,875	\$8,217,504	0.8%
Utilities	\$5,783,243	\$6,360,924	\$6,369,593	\$6,272,043	(1.4)%
County Building Agreements	\$39,535	\$191,768	\$191,768	\$80,768	(57.9)%
<b>Subtotal</b>	<b>\$29,727,238</b>	<b>\$30,993,455</b>	<b>\$31,632,187</b>	<b>\$31,565,660</b>	<b>1.8%</b>

# General Fund Expenditure Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% Change
<b>Human Services</b>					
Social Services Economic Self-Sufficiency	\$53,661,849	\$54,822,981	\$54,574,752	\$55,609,122	1.4%
Child Welfare	\$31,425,999	\$34,291,677	\$34,397,687	\$34,644,055	1.0%
Public Health	\$29,802,523	\$31,204,274	\$31,469,977	\$33,562,401	7.6%
Health Clinics	\$19,392,896	\$20,837,055	\$21,032,635	\$20,813,875	(0.1)%
Administration and Operations	\$19,686,016	\$21,298,988	\$22,031,946	\$22,409,345	5.2%
Human Services Reserved	—	—	\$180,915	—	0.0%
<b>Subtotal</b>	<b>\$153,969,284</b>	<b>\$162,454,975</b>	<b>\$163,687,912</b>	<b>\$167,038,798</b>	<b>2.8%</b>
<b>Housing Affordability &amp; Community Revitalization</b>					
Housing Operations	\$14,630,564	\$10,839,560	\$10,858,069	\$12,300,360	13.5%
Equitable Housing & Community Development	—	\$319,074	\$319,074	\$320,144	0.3%
Permanent Housing & Supportive Services	\$1,724,771	\$3,495,837	\$3,548,637	\$2,370,451	(32.2)%
Homeless & Prevention Services	\$3,905,544	\$5,789,399	\$5,799,659	\$5,767,050	(0.4)%
<b>Subtotal</b>	<b>\$20,260,880</b>	<b>\$20,443,870</b>	<b>\$20,525,439</b>	<b>\$20,758,005</b>	<b>1.5%</b>
<b>Behavioral Health - Managed Care</b>					
Behavioral Health-Managed Care Organization	\$23,925,239	\$29,391,388	\$29,413,138	\$35,341,238	20.2%
<b>Subtotal</b>	<b>\$23,925,239</b>	<b>\$29,391,388</b>	<b>\$29,413,138</b>	<b>\$35,341,238</b>	<b>20.2%</b>
<b>Emergency Medical Services</b>					
Emergency Medical Services	\$46,824,980	\$48,483,052	\$42,007,028	\$50,332,568	3.8%
<b>Subtotal</b>	<b>\$46,824,980</b>	<b>\$48,483,052</b>	<b>\$42,007,028</b>	<b>\$50,332,568</b>	<b>3.8%</b>
<b>Fire Services</b>					
Fire Services	\$2,800,982	\$2,820,561	\$2,820,561	\$3,068,920	8.8%
<b>Subtotal</b>	<b>\$2,800,982</b>	<b>\$2,820,561</b>	<b>\$2,820,561</b>	<b>\$3,068,920</b>	<b>8.8%</b>
<b>Emergency Communications</b>					
PS Communications	\$1,316,125	\$1,992,077	\$1,992,077	\$2,125,751	6.7%
<b>Subtotal</b>	<b>\$1,316,125</b>	<b>\$1,992,077</b>	<b>\$1,992,077</b>	<b>\$2,125,751</b>	<b>6.7%</b>
<b>CCBI</b>					
CCBI	\$7,166,265	\$7,138,798	\$7,004,370	\$7,044,950	(1.3)%
<b>Subtotal</b>	<b>\$7,166,265</b>	<b>\$7,138,798</b>	<b>\$7,004,370</b>	<b>\$7,044,950</b>	<b>(1.3)%</b>
<b>Sheriff</b>					
Law Enforcement	\$49,266,624	\$46,993,895	\$45,650,863	\$48,496,627	3.2%
Detention	\$51,578,128	\$50,109,750	\$50,159,188	\$50,130,558	0.0%
LEO Special Separation Allowance	\$764,816	—	\$1,500,000	\$1,300,000	0.0%
<b>Subtotal</b>	<b>\$101,609,568</b>	<b>\$97,103,645</b>	<b>\$97,310,051</b>	<b>\$99,927,185</b>	<b>2.9%</b>
<b>Non-Departmental</b>					
Community Organizations	\$3,494,028	\$1,750,000	\$2,012,000	\$2,092,480	19.6%
Memberships	\$516,947	\$573,500	\$573,500	\$579,500	1.0%
Non-Departmental	\$3,061,994	\$10,720,669	\$19,834,018	\$34,844,742	225.0%

# General Fund Expenditure Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% Change
Health Benefits	\$3,058,228	\$9,609,368	\$9,609,368	\$10,851,368	12.9%
Risk Management - Cost of Claims	\$1,516,260	\$1,548,146	\$1,647,851	\$1,861,146	20.2%
COVID-19 Response	—	—	\$6,769,869	—	0.0%
<b>Subtotal</b>	<b>\$11,647,457</b>	<b>\$24,201,683</b>	<b>\$40,446,606</b>	<b>\$50,229,236</b>	<b>107.5%</b>
<b>Capital Lease</b>					
Capital Lease	\$2,508,211	—	—	—	0.0%
<b>Subtotal</b>	<b>\$2,508,211</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>0.0%</b>
<b>Transfers to Other Funds</b>					
Transfers	\$390,647,000	\$373,991,000	\$373,991,000	\$404,302,554	8.1%
<b>Subtotal</b>	<b>\$390,647,000</b>	<b>\$373,991,000</b>	<b>\$373,991,000</b>	<b>\$404,302,554</b>	<b>8.1%</b>
<b>Education</b>					
Wake County Public School System	\$515,955,101	\$527,904,101	\$527,904,101	\$544,205,101	3.1%
Wake Technical Community College	\$24,580,436	\$24,748,030	\$24,748,030	\$28,839,788	16.5%
Other Education Initiatives	—	\$1,688,028	\$1,688,028	\$2,038,028	20.7%
<b>Subtotal</b>	<b>\$540,535,537</b>	<b>\$554,340,159</b>	<b>\$554,340,159</b>	<b>\$575,082,917</b>	<b>3.7%</b>
<b>Total</b>	<b>\$1,445,402,017</b>	<b>\$1,466,080,000</b>	<b>\$1,479,156,781</b>	<b>\$1,568,178,000</b>	<b>7.0%</b>



# General Government

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Board of Commissioners	\$707,548	\$619,951	\$619,951	\$697,396	1.0%
Communications Office	\$1,110,716	\$1,105,941	\$1,105,941	\$1,522,901	2.3%
County Manager	\$2,159,139	\$2,008,511	\$2,008,511	\$3,011,545	4.5%
County Attorney	\$3,100,478	\$3,141,593	\$3,141,593	\$3,421,057	5.1%
Board of Elections	\$7,525,334	\$7,852,497	\$8,052,287	\$9,459,642	14.2%
Budget & Management Services	\$1,127,597	\$1,154,100	\$1,180,100	\$1,469,145	2.2%
Facilities Design & Construction	\$1,817,059	\$2,025,791	\$2,050,791	\$2,053,865	3.1%
Finance	\$3,084,795	\$3,106,106	\$3,118,606	\$3,503,469	5.3%
Human Resources	\$3,668,650	\$3,731,458	\$3,791,390	\$4,757,015	7.2%
Information Services	\$19,522,490	\$20,220,695	\$20,359,645	\$21,021,077	31.6%
Register of Deeds	\$3,213,656	\$3,251,978	\$3,257,452	\$3,386,175	5.1%
Tax Administration	\$11,093,699	\$10,419,899	\$10,497,899	\$11,178,267	16.8%
Quasi-Governmental	\$732,723	\$803,428	\$812,428	\$1,025,465	1.5%
<b>Expenditure Totals</b>	<b>\$58,863,885</b>	<b>\$59,441,948</b>	<b>\$59,996,594</b>	<b>\$66,507,019</b>	

# Board of Commissioners

Board of  
Commissioners

## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$629,447	\$491,271	\$491,271	\$572,329	82.1%
Contractual Services	\$13,771	\$50,548	\$50,548	\$32,511	4.7%
Supplies, Materials and Other Charges	\$64,330	\$78,132	\$78,132	\$92,556	13.3%
<b>Expenditure Totals</b>	<b>\$707,548</b>	<b>\$619,951</b>	<b>\$619,951</b>	<b>\$697,396</b>	
<b>Number of FTEs</b>	<b>4.000</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>	

## Department Purpose and Goals

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

## Major Accomplishments

Wake County allocated coronavirus relief funds across several notable areas. The Board of Commissioners allocated \$5 million in CARES Act funding for the Wake Forward initiative, providing loans of up to \$50,000 to eligible small businesses. The board also focused on providing housing support, including programs such as the COVID-19 Loan Relief Program and House Wake! COVID-19 Eviction Prevention and Financial Assistance Programs to help residents struggling with rent or utility bills due to COVID-19. The County distributed \$1 million to 53 local nonprofit arts organizations that support artists, present cultural attractions, provide education, and more.

The Board of Commissioners underscored their commitment to diversity, equity, and inclusion through several policy changes during FY 2021. Wake County became the first North Carolina county to make Juneteenth a paid holiday for its employees.

The holiday provides an opportunity for employees and their families to learn more about the end of slavery in the United States and work towards making today's society equitable and inclusive. By unanimous vote, the Board of Commissioners also added protection for natural hair and hairstyles historically associated with race to the Wake County employee discrimination policy.

The Board of Commissioners reaffirmed the County's commitment to WakeWorks, which had 311 applicants across six different programs. The largest cohorts are the EMT Pre-Apprenticeship (nine), National Center for Construction Education and Research Pre-apprenticeship (17) (HVAC, Electrical, Inspectors), and the North Carolina Triangle Apprenticeship Program (23).

During the 2020 - 2021 program year, the Board of Commissioners approved funding to provide 1,532 North Carolina Pre-K slots to the Smart Start program.

## FY22 Discussion

The Board of Commissioners budget increased by \$77,000, primarily reflected by expansions and reductions.

# Board of Commissioners

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A Senior Executive Assistant is added to increase support for the Board of Commissioners in the areas of constituent services, communications, and outreach (1.000 FTE, \$97,000).

Less contractual services are needed than initially anticipated to help transition administrative staff as a result of the FY 2020 retirement of the Clerk to the Board (-\$12,000).

## Horizon Issues

The Board of Commissioners updates their goals, objectives, and strategies each year to prioritize policies, emphasize specific programs, and guide budget recommendations and resource allocations. Creating affordable housing options and supporting efforts to end homelessness remains one of the Board of Commissioner's top priorities. Wake County will continue to track progress towards eliminating veteran homelessness and increasing the number of affordable housing units.

The Commission aims to improve access to affordable, high-quality care for residents experiencing medical or behavioral health challenges. To achieve this goal, the Commission will continue to support behavioral health urgent care that implements strategies to reduce infant mortality and

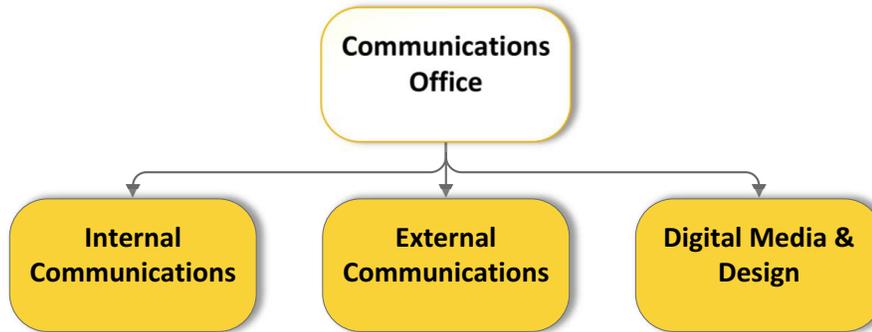
provide more sustainable support for behavioral healthcare efforts.

The County is poised to continue--and build on--its economic development efforts, including those that encourage socially responsible business practices. It will focus primarily on creating workforce development opportunities for middle- and working-class families, helping justice-involved persons re-enter the workforce, and combating racial inequities, including through the recently announced "A Better Wake" partnership.

The Commission will continue to improve access to excellent educational opportunities for toddlers in Pre-K to adults embarking on college careers at Wake Tech. The County will build on the groundbreaking WakeWorks program pioneered with Wake Tech and continue to discuss a multi-year plan for expanding Pre-K options for underserved children.

Finally, the Board of Commission will preserve open space and protect our water supply while planning future growth. This includes exploring new greenspace projects, and developing Wake County's cutting-edge "One Water" plan to better integrate strategies for handling drinking water, groundwater, stormwater, and other water sources.

# Communications Office



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Transfers	\$12,000	\$12,000	\$12,000	\$12,000	100.0%
<b>Revenue Totals</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,019,898	\$1,028,728	\$1,028,728	\$1,401,644	92.0%
Contractual Services	\$64,994	\$51,016	\$51,016	\$51,016	3.3%
Supplies, Materials and Other Charges	\$25,824	\$26,197	\$26,197	\$70,241	4.6%
<b>Expenditure Totals</b>	<b>\$1,110,716</b>	<b>\$1,105,941</b>	<b>\$1,105,941</b>	<b>\$1,522,901</b>	
<b>Number of FTEs</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	<b>14.000</b>	

## Department Purpose and Goals

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

## Major Accomplishments

Led the county's COVID-19 communications and marketing response from March 2020 to present, helping hundreds of thousands of people learn how to get tested for the virus and vaccinated against COVID-19.

Launched the new external-facing website, [wakegov.com](http://wakegov.com), with an improved search function,

better content organization, and vastly improved user experience.

Directed the 2020 Census communications and marketing campaign, which despite a global pandemic yielded a 73.3% response rate - the second highest in the state and 16th highest in the country.

Grew the county's social media presence by 5% on Twitter, 34% on Facebook and 30% on Instagram.

Created "The Huddle" internal video series and projected three episodes, which garnered more than 3,840 combined views.

## FY22 Discussion

The Communications budget increased \$417,000 from the prior year budget with the addition of four new staff members as well as salary and benefit adjustments of current staff.

# Communications Office

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A Senior Communications Consultant (1.000 FTE) is included to improve communications with the community surrounding the South Wake Landfill. Ongoing costs are fully funded by the South Wake Landfill Enterprise Fund, and one-time costs of \$5,000 are funded in the Communications budget.

A Communications Consultant is included to work closely with the Human Resources department to develop and execute an internal employee communications strategy (1.000 FTE, \$109,000).

A Communications Consultant is included to increase capacity for board-related communications support (1.000 FTE, \$101,000).

A Graphic Designer is added to support the increased demand for visual public relations and marketing

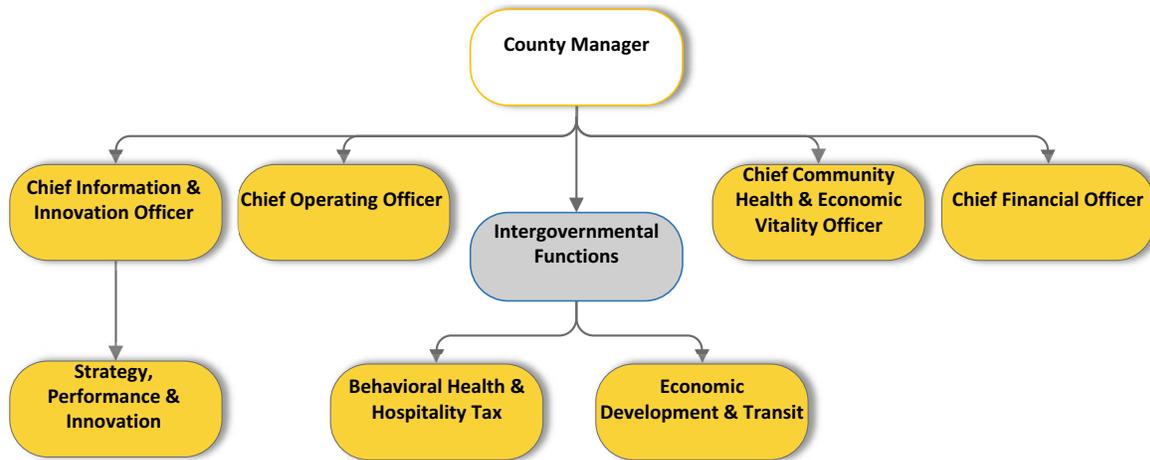
products countywide and increase staff capacity (1.000 FTE, \$103,000).

## Horizon Issues

Over the past year, the Communications team has worked nearly exclusively on communicating to the public about stopping the spread of the virus and the importance of getting vaccinated. We do not know how long our focus will need to remain on COVID-19 in the months or years ahead, which makes planning for future projects, campaigns and initiatives challenging.

Several departments have shifted programming to the virtual environment using videos. If programmatic videos continue, this will impact future planning for communication.

# County Manager



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Other Financing Sources	\$6,948	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$6,948</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,085,873	\$1,942,288	\$1,901,288	\$2,879,218	95.6%
Contractual Services	\$6,821	\$2,000	\$43,000	\$30,500	1.0%
Supplies, Materials and Other Charges	\$56,196	\$62,921	\$62,921	\$100,525	3.3%
Capital Outlay	\$6,948	—	—	—	0.0%
Debt	\$3,301	\$1,302	\$1,302	\$1,302	0.0%
<b>Expenditure Totals</b>	<b>\$2,159,139</b>	<b>\$2,008,511</b>	<b>\$2,008,511</b>	<b>\$3,011,545</b>	
<b>Number of FTEs</b>	<b>11.000</b>	<b>11.000</b>	<b>10.000</b>	<b>16.000</b>	

## Department Purpose and Goals

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

## Major Accomplishments

Lead the County's response to the COVID pandemic and vaccine rollout. This includes leadership of public health resources, sustaining County operations, organizing economic assistance programs, and coordinating regional partnerships.

Organized and planned for the effective use federal assistance funds from the CARES Act, American Rescue Plan Act, and other legislation.

Assisted economic development partners with attracting and recruiting major business investments in Wake County, including Fujifilm and Apple.

Organized and hosted the Behavioral Health Summit, bringing together a wide array of stakeholders to plan

# County Manager

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the future of behavioral health and substance abuse services.

Organized and conducted successful remote Board retreat January 2021, enabling the Commissioners to update and refine their policy goals.

## FY22 Discussion

The budget increased by \$1.00 million from the prior year, reflecting salary and benefit adjustments from staff changes as well as the position transfers and expansions detailed below.

Three positions transferred in from the Information Services department will support the County's Performance and Strategy Program. The transfers include two Innovation Project Managers, and an Innovation Program Management Director, which is reclassified to an Innovation Strategist (3.000 FTEs, \$410,000).

Two Senior Performance Analysts are added to support performance measure development, training, and year-round monitoring (2.000 FTEs, \$239,000).

The budget includes \$131,000 for a Diversity and Inclusion Director to lead the County's efforts on diversity, equity, and inclusion (1.000 FTE).

Funding is added for a countywide performance management software subscription, which was piloted in FY 2021 (\$29,000).

## Horizon Issues

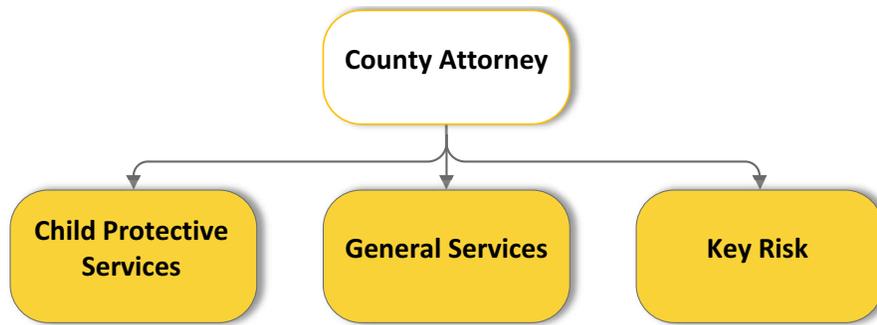
Upcoming opportunities and challenges for the County include:

Leading the County's transition to a "new normal." As more residents receive their vaccine and the COVID era gradually passes, County departments have an opportunity to create new processes and protocols to provide high quality services.

Continuing to advance the core Wake County value, Embrace Diversity. To further this goal, the County Manager will hire a Diversity and Inclusion Director and launch a new Diversity, Equity and Inclusion program.

Planning and implementing a new town hall program for the Board of Commissioners. The Manager's Office will work with Communications staff to launch this new outreach service.

# County Attorney



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$2,958,443	\$3,004,500	\$3,004,500	\$3,256,332	95.2%
Contractual Services	\$26,872	\$60,408	\$60,408	\$60,408	1.8%
Supplies, Materials and Other Charges	\$115,163	\$76,685	\$76,685	\$104,317	3.0%
<b>Expenditure Totals</b>	<b>\$3,100,478</b>	<b>\$3,141,593</b>	<b>\$3,141,593</b>	<b>\$3,421,057</b>	
<b>Number of FTEs</b>	<b>20.000</b>	<b>20.000</b>	<b>20.000</b>	<b>22.000</b>	

## Department Purpose and Goals

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

## FY22 Discussion

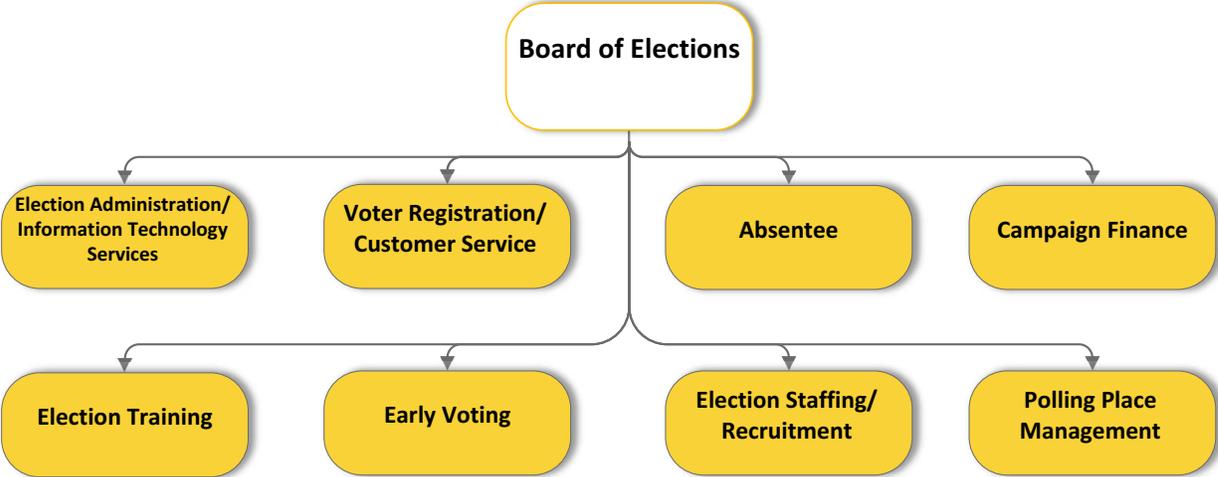
The budget increased \$279,000 from the prior year from the following expansions as well as salary and benefit adjustments from staff changes.

The budget includes a Real Estate Paralegal to help manage open space bond acquisitions and expedite title searches (1.000 FTE, \$70,000).

A Child Protective Services Attorney will distribute the Child Protective Services workload and support the transition of establishing permanency for children in custody. (1.000 FTE, \$119,000).

The budget restores funding for software providing access to online legal resources (\$23,000).

# Board of Elections



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$1,581,544	\$5,000	\$5,000	\$2,510,513	100.0%
<b>Revenue Totals</b>	<b>\$1,581,544</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$2,510,513</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,526,525	\$2,597,850	\$2,597,850	\$3,084,953	32.6%
Contractual Services	\$3,066,227	\$3,836,748	\$3,992,383	\$4,239,554	44.8%
Supplies, Materials and Other Charges	\$1,851,198	\$1,417,899	\$1,455,541	\$2,135,135	22.6%
Capital Outlay	\$81,384	—	\$6,513	—	0.0%
<b>Expenditure Totals</b>	<b>\$7,525,334</b>	<b>\$7,852,497</b>	<b>\$8,052,287</b>	<b>\$9,459,642</b>	
<b>Number of FTEs</b>	<b>32.000</b>	<b>32.000</b>	<b>32.000</b>	<b>36.000</b>	

## Department Purpose and Goals

The Wake County Board of Elections conducts all federal, state, county, municipal, and special elections in accordance with the mandates set by federal and state law and State Board of Elections policy. Its mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters. The major functions of the Wake County Board of Elections are to register eligible voters, maintain accurate voter registration lists, conduct elections and report election results, process provisional ballots, recruit and train precinct officials, secure polling places, ensure polling place ADA-compliant accessibility, maintain voting equipment and election records, file candidates for elective office, audit campaign finance reports, manage voting precincts, manage absentee by-mail voting and Early Voting,

and administer State Board of Elections policies that interpret federal and state statutes.

## Major Accomplishments

Successfully conducted the 2020 General Election.

Completed mandatory election training and assigned 10,167 precinct officials for the 2020 General Election.

Processed 174,494 absentee votes for the 2020 General Election.

Maintained 43,440 voter address district segments and 267 updated individual street segments in response to Wake County population growth.

Performed logic and accuracy testing on 547 voting and tabulator machines.

# Board of Elections

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## FY22 Discussion

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

The FY 2022 budget includes funding for the March primary election (\$722,000 for early voting) as well as the reimbursed October and November municipal elections. The FY 2021 budget contained funding for the November general election.

The budget includes one-time funding for a mail courier service and postage to account for an increase in absentee by mail requests (\$73,000). Board of Elections will continue to analyze absentee voting trends to determine the impact on future budgets.

New software will improve the training and management of the County's 15,000 Precinct Officials (\$20,000).

One Early Voting Coordinator will help manage increased early voting turnout (1.000 FTE, \$80,000). Statutory changes to early voting hours have also required a shift schedule for early voting, which has increased early voting support needs.

One Desktop Support Technician and one IT Specialist will provide additional IT support and voting machine maintenance (2.000 FTE, \$187,000).

An additional staffing specialist will help support the management of Precinct Officials (1.000 FTE, \$70,000). Since December 2017, the number of active Precinct Officials has increased 153%.

The budget includes \$259,000 of one-time funding to send updated voter cards to all active voters notifying them of any redistricting changes resulting from the 2020 census.

The budget adds \$324,000 to bring the stipend for election day and early voting workers up to \$15/hour. This funding includes ongoing funding for election day workers as well as one time funding for early voting workers. Wake County re-budgets early voting annually based on the number and type of elections scheduled for that fiscal year.

## Horizon Issues

The Wake County Board of Elections evaluates new legislation and the impact it has on funding and staffing level requirements, including election timeline changes, voter identification, absentee-by-mail procedures, and census redistricting.

Current events and media heighten public interest in elections. The Board of Elections anticipates an increase in public records requests, absentee participation trends, and a need for additional election security measures.

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

# Board of Elections

## Summary of Services and Performance Measures

### Service Area: Voter Registration

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of voters registered	762,584	780,000	800,000	800,000

### Service Area: Election Equipment Maintenance

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Number of election equipment incidents on election day and early voting	23	3	20	—

### Service Area: Precinct Management

**Description:** State law requires that all precincts containing eligible voters be open for each election. Wake County currently has over 200 polling places that must be staffed and operated. A large number of equipment, supplies and furniture must be packed and delivered to each polling place prior to each election. A significant amount of planning and execution is required to make sure supplies are fully and accurately packed for each polling place.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Percent of polling places with accurate supplies for election day and/or early voting	95	94	97	100

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

**Description:** State law requires that all precincts containing eligible voters be open for each election. Wake County has over 200 polling places that must be adequately staffed. Wake County currently has a pool of over 5,500 precinct officials which require a significant amount of planning and execution to make sure officials are prepared for election assignments.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Number of recruited active officials for election day and/or early voting	7,543	15,000	15,000	15,000

# Board of Elections

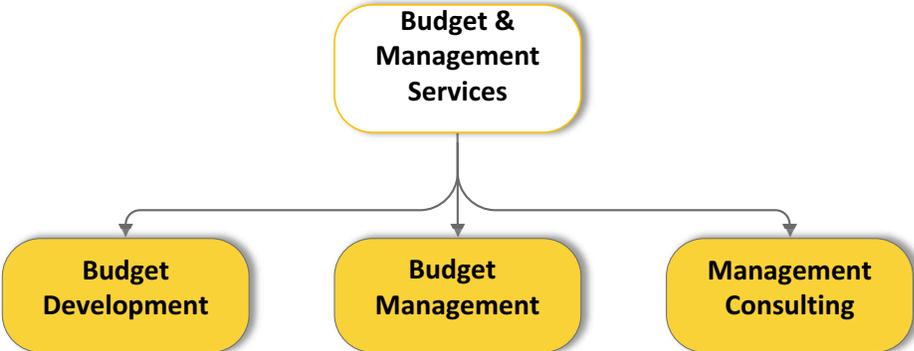
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## Service Area: Training

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	93	92	96	100

# Budget & Management Services



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$1,088,162	\$1,123,379	\$1,123,379	\$1,418,148	96.5%
Contractual Services	\$9,061	—	\$26,000	—	0.0%
Supplies, Materials and Other Charges	\$29,617	\$30,721	\$30,721	\$50,997	3.5%
Debt	\$757	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$1,127,597</b>	<b>\$1,154,100</b>	<b>\$1,180,100</b>	<b>\$1,469,145</b>	
<b>Number of FTEs</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	<b>12.000</b>	

## Department Purpose and Goals

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

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

## Major Accomplishments

Budget and Management Services designed a budget process to accommodate the uncertainty in the economic climate in light of the COVID-19 response and regulations. The County began budget planning for FY22 in the fall, when limited revenue data was available to project available funding. Departments were asked to prepare a combination of strategies including identifying two percent (2%) reduction options and priority expansion needs.

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

The Budget and Management Services leadership serves on the eWake Team with Information Services,

# Budget & Management Services

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Finance, and Human Resources staff to discuss current topics and issues, as well as plan for future enhancements and upgrades to ensure Wake County's enterprise resource planning systems are functioning at the highest level of performance.

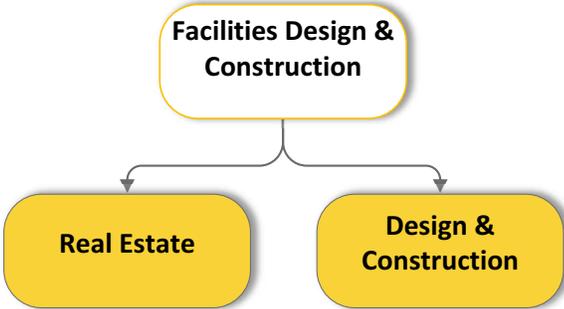
## **FY22 Discussion**

The Budget and Management Services budget increased \$315,000 from the prior year budget based on the following expansions and salary and benefit adjustments from staff changes.

The budget restores hours for a part-time masters-level graduate assistant who supports the Budget and Management department in daily activities and projects (\$12,000).

Budget and Management Services includes two Supervising Senior Analysts to improve supervisory span of control, enabling increased technical, functional, and professional development, guidance, and direction for increased productivity and quality of customer service (2.000 FTEs, \$267,000).

# Facilities Design & Construction



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Transfers	\$100,000	\$100,000	\$100,000	\$100,000	100.0%
<b>Revenue Totals</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,753,091	\$1,927,607	\$1,927,607	\$1,955,241	95.2%
Contractual Services	\$31	\$78	\$25,500	\$78	0.0%
Supplies, Materials and Other Charges	\$58,129	\$98,106	\$97,684	\$98,546	4.8%
Capital Outlay	\$5,809	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$1,817,059</b>	<b>\$2,025,791</b>	<b>\$2,050,791</b>	<b>\$2,053,865</b>	
<b>Number of FTEs</b>	<b>16.000</b>	<b>15.000</b>	<b>15.000</b>	<b>15.000</b>	

## Department Purpose and Goals

Facilities Design & Construction plays a leadership role in developing and implementing a fiscally responsible capital improvement program for Wake County. A proactive approach is taken to build successful partnerships with other local governments, state and federal institutions, and private and non-profit groups to leverage resources and maximize results from the expenditure of County resources. Facilities Design & Construction focuses on successful outcomes through four key service functions: long-term Capital Improvement Program planning; Capital Improvement Program implementation; real estate and land rights management; and project collaboration and partnerships.

## Major Accomplishments

Completed schematic design for the new Beech Bluff County Park, which was enthusiastically approved by the Board. This will be the first county facility to incorporate public art, renewable energy, green stormwater infrastructure and community and demonstration gardens all on the same project. In addition, completed construction of the new Sandy Pines Nature Preserve and completed the master plan for Kellum Wyatt Preserve.

Completed advanced planning and began schematic design for a new Public Health Center to eventually be located adjacent to the Human Services Swinburne Center. This is a key component of the Human Services Master Plan. In addition, completed upfit renovations for newly leased space for Human Services at Somerset Office Center, and completed

# Facilities Design & Construction

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purchase of property for a future Western Regional Center adjacent to Dorcas Ministries in Cary.

Began a new Master Plan study to evaluate the space requirements, adjacencies, and capacities for administrative space currently in and around the downtown area, with an eye toward future staff relocations. This plan will incorporate a reimagined way of working, as the County simultaneously integrates a new hybrid remote work model through its Wake 2.0 initiative. This study will continue through FY 2021 and through the first half of FY 2022 and will influence how the County thinks about facility workspaces for years to come.

Began planning efforts on a variety of new EMS station types. Most notably, planning agreements were negotiated with municipal partners for four different co-located Fire/EMS stations in Garner, Morrisville, Fuquay-Varina, and Zebulon. In addition, design work began on the first regional EMS prototype station, also planned for Garner, and property acquisitions were pursued for future stations in Apex, Cary, New Hill, and the North Hills area of Raleigh.

## FY22 Discussion

The Facilities Design & Construction budget increased \$28,000 from the prior year budget from salary and benefit adjustments for staff changes.

The budget also includes funding for three mobile hotspots as staff continues to telework (\$1,500).

## Horizon Issues

Over the past four years construction and commodity costs have increased. Even during the pandemic, costs have escalated as both private and public sectors continue significant development programs around the Triangle Area. Continued cost increases may impact the County's future construction and development plans.

The Human Services Master Plan defines several major projects over the next five years, including a new public health center, new regional center, expansions to regional centers, and renovations to the Swinburne Center.

The new downtown administrative plan serves as a road map for locations of downtown offices and staff space, which includes the future location of General Services Administration (GSA) Headquarters. The plan will also include recommendations whether the office will serve as a co-location space (or campus type of arrangement) outside of the downtown area.

The Library System will also be working on an updated Master Plan for the next library building program, anticipated to begin in the next 3-4 years. The Master Plan will impact the departments workload for the next several years.

# Facilities Design & Construction

## Summary of Services and Performance Measures

### Service Area: Capital Program Planning and Implementation

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

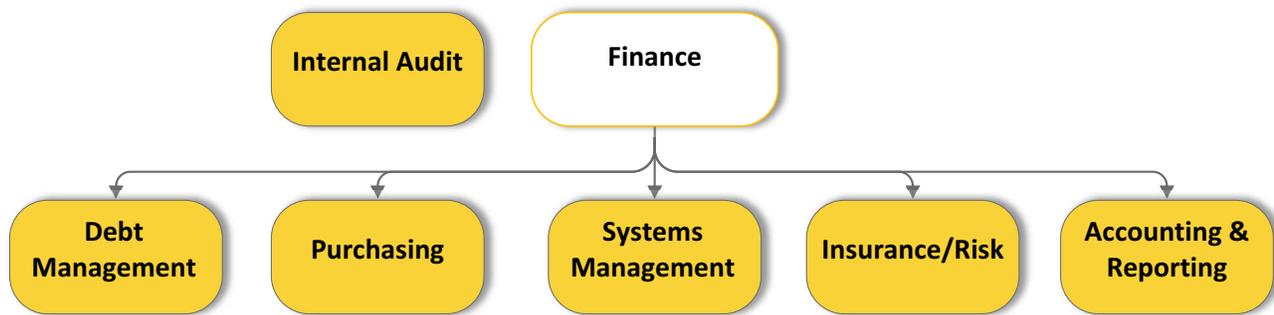
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Average percentage of minority business enterprise participation on construction projects	14	11	15	15
Percent of actively managed projects with financial partnerships	27	42	30	30
<b>Effectiveness</b>				
Percent of construction projects completed within budget	100	98	100	100
Percent of construction projects completed within schedule	94	86	90	90
Percent of projects designed per design guidelines	98	96	98	95
Percent of projects designed per energy guidelines	90	100	100	100

### Service Area: Real Estate and Landrights Management

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Percent of land acquisitions within 10% of appraised value	100	70	100	95
Percent of leases below market rate	100	100	100	100
<b>Effectiveness</b>				
Number of real estate landrights assignments	415	383	363	225

# Finance



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$1,750	\$2,600	\$2,600	\$2,600	1.3%
Miscellaneous	\$221,636	\$204,260	\$204,260	\$204,260	98.7%
<b>Revenue Totals</b>	<b>\$223,386</b>	<b>\$206,860</b>	<b>\$206,860</b>	<b>\$206,860</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,981,599	\$3,006,441	\$3,006,441	\$3,255,704	92.9%
Contractual Services	\$(15,135)	\$13,276	\$25,776	\$113,276	3.2%
Supplies, Materials and Other Charges	\$115,977	\$86,389	\$86,389	\$134,489	3.8%
Capital Outlay	\$2,243	—	—	—	0.0%
Debt	\$111	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,084,795</b>	<b>\$3,106,106</b>	<b>\$3,118,606</b>	<b>\$3,503,469</b>	
<b>Number of FTEs</b>	<b>31.000</b>	<b>30.500</b>	<b>31.500</b>	<b>34.000</b>	

## Department Purpose and Goals

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

## Major Accomplishments

The Finance Department continues to emphasize and transition the County to e-commerce with the goal of

providing departments and customers with a better experience through easier and more efficient methods of doing business and making payments to the County.

Staff developed and implemented electronic management and automation enhancements to improve invoice, contract, and bid processes which was instrumental in allowing employees to work remotely during the COVID-19 pandemic. Business processes for contract automation facilitated initiation, document development, approval, and signature application.

The department managed and accounted for the \$194 million received through the Coronavirus Relief Fund. These funds provided most of the support for

# Finance

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the County's COVID-19 response. This included food, housing and utility assistance, mass testing and vaccine response, facility modifications to allow for social distancing, funds for Wake County Public Schools to enhance remote learning, and many other partnerships throughout the County to assist our residents.

Finance processed 97 bid packages in calendar year 2020. Wake County Procurement division received the 2020 Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing for the 17th consecutive year.

Wake County received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for its annual comprehensive financial report for the fiscal year ending June 30, 2020. This marks the 37th consecutive year in which the County has received this recognition.

## FY22 Discussion

The Finance department budget increased \$397,000 from the prior year budget, largely resulting from positions and banking fee offsets outlined below.

The budget includes partial restoration of banking service credits to allow the County to utilize low-rate banking rates to offset bank fees (\$100,000).

An add-on service for a technology software to enhance audit capabilities and allow automation of time intensive, repetitive data analysis (\$28,000).

Restore Internal Auditor positions to full-time to address increased backlog and provide additional risk

assessment procedures throughout the County (1.500 FTE, \$153,000).

A lease tracking software will help meet increased reporting requirements issued by the Governmental Accounting Standards Board (\$15,000).

A Senior Accountant to provide business process improvements in Emergency Medical Services billing and capital assets. This position will create capacity for current staff to focus on vendor management and other areas of accounts receivables (1.000 FTE, \$91,000).

## Horizon Issues

The ever-evolving business environment and the impacts of the COVID-19 challenge the ways the County transacts its business. Finance department will continue its efforts to further payment solutions and electronic processing, all while mitigating risk. These efforts continue to accelerate as we navigate through the pandemic and its lasting effects.

The County anticipates additional Coronavirus relief funding in the near future. Finance will assist in the oversight and expenditure compliance as funds are made available.

As part of the push towards innovation and automation, the Finance department is currently working with Information Systems to automate the procurement card approval process and eliminate paper statements. The department is also exploring a vendor management system that will improve the efficiency along with mitigating risk. Other future efforts include an invoice automation system to enhance the disbursement process.

# Finance

## Summary of Services and Performance Measures

### Service Area: Accounting

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Percentage of county collections sites with a receipting system	58	70	100	100
<b>Effectiveness</b>				
Percent of time that deposits are reconciled in the system within 5 business days	82	88	95	100
Percent of vendors enrolling via VSS	72	75	80	90

### Service Area: Procurement

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of solicitations posted electronically using the County's VSS portal	10	10	15	20

# Finance

## Service Area: Systems Management

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of credit card/on-line payment implementations	1	5	5	5
Number of departments utilizing ECM for contract processing	21	23	23	23
Number of departments utilizing eTravel	21	23	23	23
Number of departments utilizing P-Card electronic approval processing	0	0	23	23
<b>Effectiveness</b>				
Percent of employees completing Payment Card Industry training	100	100	100	100

## Service Area: Disbursements

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Number of days required to process invoices	10	9	8	7
<b>Effectiveness</b>				
Percent of vendor payments that are made electronically.	73	75	80	90

# Finance

## Service Area: Reporting

**Description:** Required timely completion of annual comprehensive financial report (ACFR) using Generally Accepted Accounting Principles (GAAP) reporting and receiving unmodified opinion from external auditors. Timely, accurate completion of single audit report for grant compliance reporting and monthly interim statements for key management. Timely, accurate completion of additional yearly reports for compliance and grant reporting, including the annual financial report, indirect cost plan, and EMS Medicaid cost report. Research and implement new pronouncements from the Governmental Accounting Standards Board (GASB). Continue to work with departments to enhance reporting functionality by utilizing our new reporting tools and technologies.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of annual audit that is issued an unmodified audit opinion	100	100	100	100

## Service Area: Risk Management

**Description:** Support the Risk Management function in accordance with the Service Level Agreement with General Services, the County Attorney's Office, and Human Resources. 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Average number of days after month end to complete claims chargebacks	28	27	28	30
<b>Effectiveness</b>				
Number of auto claims per million miles driven	30.3	28.0	28.0	27.0
Number of worker's compensation claims per 100,000 worked	5.6	5.9	5.5	5.3

## Service Area: Internal Audit

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of internal audit projects completed	24	20	22	24
<b>Effectiveness</b>				
Percent of projects that resulted in value add	95	95	95	90

# Human Resources



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$184	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$184</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Expenditures</b>					
Salary / Benefits	\$3,428,269	\$3,541,271	\$3,594,271	\$4,511,053	94.8%
Contractual Services	\$99,537	\$41,464	\$41,464	\$41,464	0.9%
Supplies, Materials and Other Charges	\$135,986	\$148,723	\$155,655	\$204,498	4.3%
Capital Outlay	\$4,858	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,668,650</b>	<b>\$3,731,458</b>	<b>\$3,791,390</b>	<b>\$4,757,015</b>	
<b>Number of FTEs</b>	<b>38.000</b>	<b>36.000</b>	<b>37.000</b>	<b>45.000</b>	

## Department Purpose and Goals

The mission of Human Resources is to strategically partner with employees and leadership to provide quality, innovative, data and customer-driven human resource programs and services. Human Resources is dedicated to meeting human resource needs in a manner that is collaborative, results-oriented and customer focused. HR values the diversity of their employees and works collectively to make Wake County Government an employer of choice. HR continually seeks and uses innovative approaches that are models in the industry.

The purpose of Wake County Human Resources is to support the County in creating and maintaining a work environment that allows employees to effectively deliver services to citizens. The department has six central goals that guide their work objectives: deliver services and programs which are

highly valued by the customers and viewed by other organizations as a model; aggressively manage benefit plans so that they are competitive and affordable; recruit, reward and retain diverse top talent as evidenced by being an employer of choice; champion the career and professional growth of employees to enhance the performance of the organization; promote a culture of diversity, equity, inclusion, respect, health and well-being; and maintain the integrity and compliance of Human Resources’ policies, procedures and programs.

## Major Accomplishments

Beginning in Fall of 2018, Human Resources partnered with Mercer and the Wake County leadership team to modernize the County’s classification, compensation and employee performance management systems, to transform the County’s approach to pay and performance

# Human Resources

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management and create a culture of high performance and accountability. As part of this project, Human Resources updated the job classification and compensation systems to provide clarity on individual career growth at Wake County. Organized by career streams, job families, job sub-families, and job titles, the new career structure better captures the diverse and important work being done by each member of Team Wake. The new career structure became effective January 1, 2020, and the new performance process was implemented in October 2020.

As part of the department's goal to champion the career and professional growth of its employees, Human Resources developed and implemented new training modules and training programs. The department tripled e-learning training sessions from 4,000 in 2016 to just over 13,013 in 2020. The department also created a new supervisor training program called Foundations of Supervision, a concentrated, one-week training based on core competencies identified as essential for supervisors. Pre- to post-course test scores have shown remarkable improvement, and over 40% of supervisors have completed the required training.

Benefits were also extended in many ways. The option for virtual appointments during normal hours of operations at the employee health clinic and 24/7 telehealth services were important additions as employees navigated COVID-19. The department also expanded community involvement leave to allow employees to volunteer in the elections process and added Juneteenth as a paid holiday.

## FY22 Discussion

The budget increased by \$1.03 million from the prior year, reflecting salary and benefit changes from staff changes, salary and benefits for a Business Officer position added during FY 2021, and several expansions detailed below.

Two Systems Administrators will support the maintenance, troubleshooting and customer service

necessary for Human Resource Information Systems. (2.000 FTEs, \$216,000).

An Employee Relations Consultant is added to enhance coordination and support with employee grievances, exit interviews and organizational analysis (1.000 FTE, \$114,000).

An Onboarding Manager will oversee and centralize offboarding and onboarding. The position will also ensure policies and procedures comply with federal, state, and best-practices (1.000 FTE, \$141,000).

Two HR Onboarding Specialists to support onboarding and offboarding procedures throughout the County (2.000 FTEs, \$85,000).

A Salary Administration Consultant will ensure consistent compensation best practices for County employees while reducing long-term parity issues and turnover (1.000 FTE, \$125,000).

A Workforce Succession Planning Consultant to support workforce planning, succession, and reward and recognition services. The position will help the County meet future human capital needs by managing the skill gaps (1.000 FTE, \$119,000).

## Horizon Issues

Human Resources will continue exploring innovative opportunities to realize operational efficiencies and improve customer experience for all employees.

Human Resources aims to centralize functions across the County to further the integrity and compliance of specific programs and services, streamline communication across departments, and allow for strategic, data-driven service models. Human Resources will create a committee of engaged Wake County employees who will help identify opportunities to enhance the communication of existing programs. The committee will also provide valuable information to develop the Wake University curriculum for long-term, guided development of Wake County talent.

# Human Resources

## Summary of Services and Performance Measures

### Service Area: Recruitment, Classification and Compensation

**Description:** Surveys, analyzes, and recommends pay plan changes based on market trend data to maintain recruitment and retention competitiveness; ensures the County’s classification system is in compliance with Board approved pay philosophy; and assists departments with recruiting strategies. Maintains records management of employees and positions for compliance, accuracy, and Fair Labor Standards Act (FLSA) compliance.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of days to fill position from posting (average)	61	55	50	45
<b>Efficiency</b>				
Percent of voluntary turnover	9	10	8	8
<b>Effectiveness</b>				
Percent of new hires retained through probation	90	90	95	95

### Service Area: Benefits and Wellness

**Description:** Designs, selects, implements, administers, and evaluates all benefit and wellness programs for employees and retirees; communicates, coaches, and educates employees on benefit plan details; develops cost containment strategies; and encourages a work/life balance within a healthier lifestyle.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of employees using Employee Health Center	74	80	80	80
Percent of participation in biometric health screening	96	96	96	96
Percent of participation in health risk assessment	93	90	90	93

### Service Area: Employee Relations

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of grievances resolved internally	82	85	85	85
Percent of employees participating in exit interviews	26	30	40	40
Percent of Unemployment Insurance Liability Reduced	93	90	90	90

# Human Resources

## Service Area: Training and Organizational Development

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of training sessions completed by employees	13,313	10,000	10,000	10,000
<b>Effectiveness</b>				
Score for training evaluation out of 5 (average)	4	4	4	4

## Service Area: Payroll

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

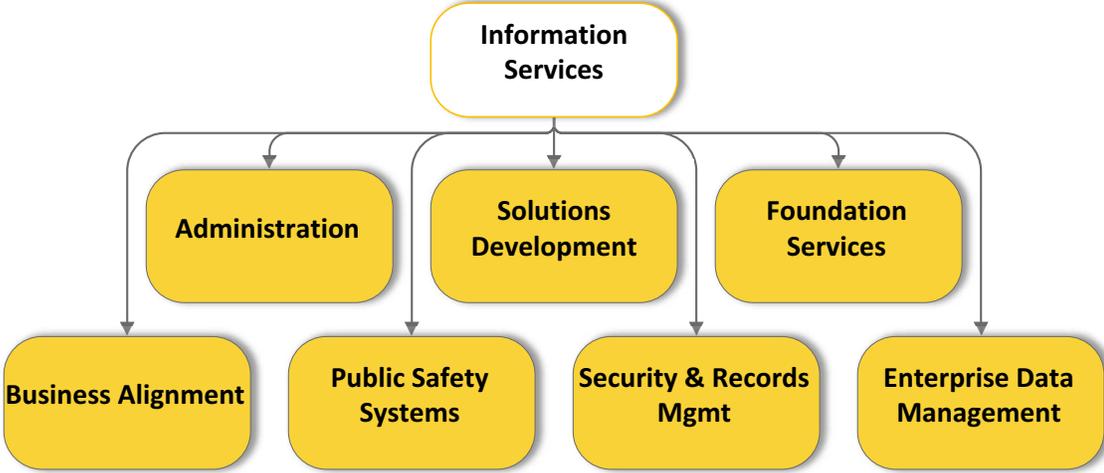
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Percent of time payroll is accurate	99	99	99	99
<b>Efficiency</b>				
Percent of paper checks reduced	11	10	10	10

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Percent of electronic W-2 participation	35	40	40	40

# Information Services



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$13,663,602	\$13,541,696	\$13,541,696	\$13,900,815	66.1%
Contractual Services	\$4,307,659	\$5,983,373	\$6,122,323	\$6,362,963	30.3%
Supplies, Materials and Other Charges	\$402,467	\$695,626	\$695,626	\$737,499	3.5%
Capital Outlay	\$34,368	—	—	\$19,800	0.1%
Debt	\$1,114,394	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$19,522,490</b>	<b>\$20,220,695</b>	<b>\$20,359,645</b>	<b>\$21,021,077</b>	
<b>Number of FTEs</b>	<b>115.750</b>	<b>111.750</b>	<b>111.750</b>	<b>113.750</b>	

## Department Purpose and Goals

Information Services provides innovative, reliable, and responsible technology solutions. As the primary technology provider for County departments, Information Services is responsible for managing and administrating technology systems and services. The department provides leadership in business process re-engineering and works with the County Manager’s Office to develop long-term technology strategies.

The department has four goals: provide, maintain, update, and expand technical infrastructure to create a foundation for the County’s business operations; collaborate with customers to design and implement effective and sustainable solutions in support of business needs; identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by County departments; and improve access to County information and services.

## Major Accomplishments

Wake County is consistently recognized as an innovative nationwide technology leader among large counties. The Information Services Department continually ranks high among the top counties with populations of 1 million or more in the annual Digital Counties Survey, a competition sponsored by the National Association of Counties and the Center for Digital Government. A strong focus on increasing transparency and boosting data-driven decision-making are among the reasons Wake County ranked second place in 2020.

In February 2021, a new WakeGOV.com website was launched, the culmination of a year-long effort led by Information Services. The new website is built on a more modern platform. It is well-designed, provides a dynamically relevant and useful experience, and reflects the spirit of an organization focused on the effective and innovative delivery of services and information.

# Information Services

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Information Services helped more than 2,500 County employees transition to remote work as part of the County's COVID-19 pandemic response efforts. They ensured employees have equipment, network access, telecommunications tools, technical support, and training on online meeting platforms. This includes setting up IT hardware and equipment and relocating the Emergency Operations Center as it evolved and grew to staffing levels of more than 100 employees.

Information Services acted swiftly to provide County Commissioners with the ability to conduct live virtual Board meetings, with Board members and staff participating from their homes and a portal for public input. Meetings are broadcast, livestreamed, recorded, and archived just like in-person meetings. Live virtual meeting capability has since been expanded to the County's Planning Board and Fire Commission.

Information Services quickly implemented telehealth services for Human Services health clinics. Nearly 3,000 telehealth visits were conducted between March and May. The department also developed multiple applications to support Public Health's COVID-19 response work, including web-based forms for citizens to register for utility assistance and COVID-19 testing and vaccinations. Information Services developed custom applications that manage contract tracing, patient assessment management, and data and financial assistance for local families living in hotels who have experienced income loss due to COVID-19.

## FY22 Discussion

The Information Services budget increased \$800,000 from prior year. The budget changes accepted in the Information Services budget include:

Full-year funding for an IT Architect and half-year funding for an IT Engineer to rewrite the Tax Administration department's computer aided mass appraisal platform (2.000 FTEs, \$308,000).

Funding to maintain the public wi-fi service level at several County buildings (\$22,000).

Funding to match rising costs of data circuits in County facilities (\$15,000).

A domain-based message authentication reporting and conformance software to monitor and prevent spoofing of County email addresses (\$10,000).

Recurring funding for an enterprise-wide DocuSign subscription to improve and expedite form processing (\$95,000).

A malware analysis tool, ANY.RUN, to allow safe testing of files and URLs without introducing risk to Wake County devices or networks (\$12,000).

A junior data analyst for the Enterprise Data Management Program to centralize data collection, validation, and application throughout the County. The new position will establish institutional norms and policies as part of the County's long-term data management vision (1.000 FTE, \$99,000).

A desktop support technician to keep pace with IT Support needs. The expansion includes materials and equipment needed for the technician to work in remote locations (1.000 FTE, \$101,000).

Restoration of a Solutions Development Business Analyst lost during FY 2021 reductions to provide support and analysis for requests submitted to Solutions Development (1.000 FTE, \$102,000).

An automation tool to expedite tasks, create workflows, and support a broad range of functions from the security operation center (\$160,000).

Funding for a push-based remote software deployment tool that will push security software and tools to workstations and servers (\$2,500).

An upgrade to the emergency communication tool, Everbridge, that allows the County to send employees and citizens important alerts and notifications about urgent events, such as COVID-19 vaccination appointments and unexpected County facility closures (\$2,500).

Elimination of Ivanti PC management module (\$105,000).

Elimination of Airwatch mobility management licenses (\$102,000).

Elimination of Symantec encryption licenses and maintenance (\$13,000).

# Information Services

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The budget transfers three positions out of the Information Services department into the County Manager's Office to support the County's Performance and Strategy Program. The transfers include two Innovation Project Managers and an Innovation Program Management Director (3.000 FTEs, \$440,000).

## Horizon Issues

The Raleigh metro area is consistently rated one of the best places to work in the United States. Hiring IT professionals in an increasingly competitive job market continues to prove difficult, particularly in

attracting Security, SQL and .Net Developer resources.

As regulations regarding privacy and protection of information increases, the County will continue to adapt and enhance its storage model to maintain confidentiality, integrity and information availability.

With 67% of employees reporting that they can continue to fully or partially work remote, Information Services will provide long-term support, tools, and processes as the workforce continues to change as a result of COVID-19.

# Information Services

## Service Area: Network Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of network Support Requests: requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent).	94.74	97.62	99.00	99.00
Percent of time Internet is available, except for published maintenance periods	100.00	100.00	99.90	99.90
Percent of time network is available for critical facilities and campuses, except for published maintenance periods	99.99	99.99	99.90	99.90

## Service Area: Server Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of server support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	99.79	99.65	99.00	99.00

## Service Area: Security Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of security support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	100.00	99.58	99.00	99.00
Percent of staff that have completed mandatory security awareness training modules	99.79	99.42	100.00	100.00

# Information Services

## Service Area: Enterprise Messaging

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of enterprise messaging support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	95.82	96.75	99.00	99.00

## Service Area: Telecom Services

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of mobile device support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	100.00	100.00	99.00	99.00
Percent of telecom support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	95.88	97.67	99.00	99.00

## Service Area: Desktop Support

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of time desktop support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	97.98	94.51	99.00	99.00

# Information Services

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of helpdesk support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	99.98	99.97	99.00	99.00

## Service Area: Applications Development

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of time SharePoint support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	99.48	93.46	99.00	99.00
Percent of time WakeGOV application is available, 24/7, except for published maintenance periods	99.99	99.99	99.90	99.90

## Service Area: eWake - ERP

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of time Advantage finance and budget application is available, except for published maintenance periods	99.98	99.69	99.75	99.75
Percent of time Advantage human resources application is available, except for published maintenance periods	99.82	99.69	99.75	99.75
Percent of time eWake Enterprise support requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	96.94	100.00	99.00	99.00
Percent of time Information Advantage application is available, except for published maintenance periods	99.80	99.69	99.75	99.75
Percent of time Self-Service application is available, except for published maintenance periods	100.00	99.89	99.75	99.75

# Information Services

## Service Area: Human Services Systems

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

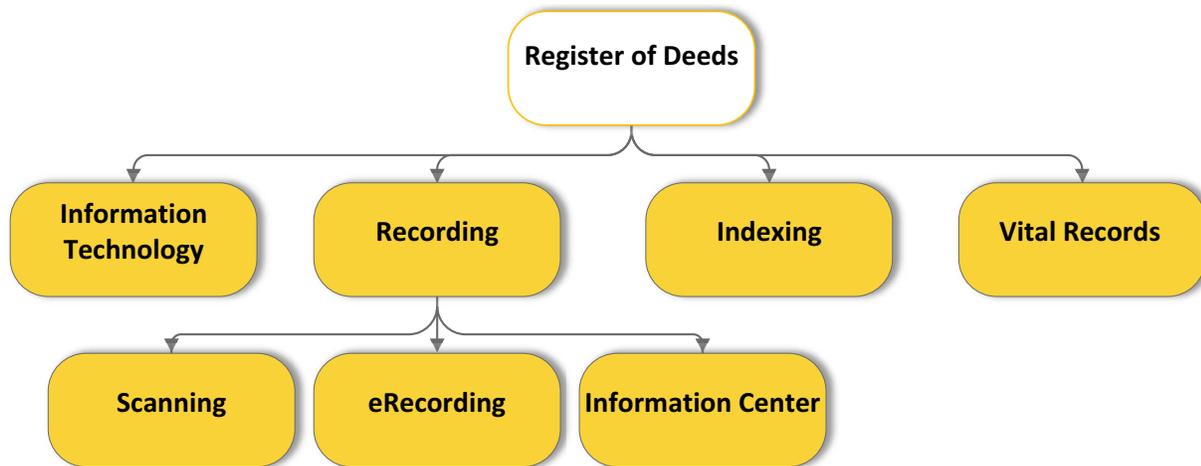
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of time GE Centricity requests for service resolved based on published service level agreements per request priority (Low/Normal/Important/Urgent)	93.02	65.52	99.00	99.00

## Service Area: Innovation

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of information technology projects completed within the last year	53	35	75	75

# Register of Deeds



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Taxes	\$15,354,797	\$9,653,000	\$9,653,000	\$16,834,886	72.7%
Charges For Services	\$6,395,539	\$5,682,890	\$5,682,890	\$6,244,845	27.0%
Licenses & Permits	\$158,875	\$208,814	\$208,814	\$67,556	0.3%
Interest Income	\$13,423	\$5,020	\$5,020	\$15,388	0.1%
Miscellaneous	\$244	—	—	—	0.0%
Other Financing Sources	—	\$119,838	\$125,312	—	0.0%
<b>Revenue Totals</b>	<b>\$21,922,879</b>	<b>\$15,669,562</b>	<b>\$15,675,036</b>	<b>\$23,162,675</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,631,363	\$2,747,277	\$2,747,277	\$2,881,474	85.1%
Contractual Services	\$417,608	\$361,129	\$361,563	\$361,129	10.7%
Supplies, Materials and Other Charges	\$164,518	\$143,572	\$148,612	\$143,572	4.2%
Debt	\$167	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,213,656</b>	<b>\$3,251,978</b>	<b>\$3,257,452</b>	<b>\$3,386,175</b>	
<b>Number of FTEs</b>	<b>41.000</b>	<b>40.000</b>	<b>40.000</b>	<b>41.000</b>	

## Department Purpose and Goals

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

The Register of Deeds office records, scans and indexes real property and other documents such as deeds, deeds of trust, satisfactions, assumed business names, agreements and memos. They make them

available for inspection online. Additionally, the Register of Deeds is responsible for issuing marriage licenses and issuing certified copies of birth, marriage and death certificates to members of the public. This requires recording, scanning, and indexing all births, marriage, and deaths that occur in Wake County. The Register of Deeds office prides itself on providing great customer services while making sure all public records are securely maintained.

## Major Accomplishments

Effective March 31st, 2020 the Wake County Register of Deeds transitioned to virtual services while the

# Register of Deeds

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office remained closed due to COVID-19 restrictions. Marriage and notary services continued online while the staff split into remote and in office groups, focused on providing continuous customer service to Wake county residents. After the transition and ensuing learning curve, our office saw one of the busiest years on record as the housing market continued to grow.

In October, the Fraud Alert System was implemented and has successfully provided customers with information regarding documents recorded in their names.

The Wake County Register of Deeds went through a smooth transition of Registrars with no interruption to business workflow or personnel disruptions.

Working in conjunction with Wake County, the Register of Deeds office improved the website interface to improve the customer experience and streamline accessibility.

## **FY22 Discussion**

The Register of Deeds revenue budget increased by \$7.49 million from the prior year, resulting from

increases in the real property transfer tax associated with property sales. The expenditure budget increased by \$134,000 from the prior year, reflecting salary and benefit changes for position reclassifications and new hires made during FY 2021, plus one expansion detailed below.

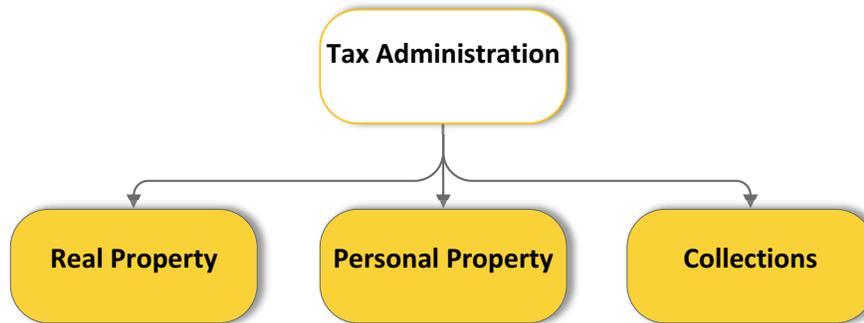
The budget restores a Register of Deeds Technician position eliminated in the prior year budget (1.000 FTE, \$57,000). The position will support recording of land and other records and issue certified copies of vital records.

## **Horizon Issues**

The Register of Deeds will work to maximize the benefits of implementing a new vital records application and continue to improve recording operations and index searchability.

Wake County Register of Deeds plans to explore the following projects: replace land records software; implement the Enslaved Persons Project for genealogy research; open a U.S. Passport Desk inside the Register of Deeds office; begin accepting maps electronically; and implement new safety precautions.

# Tax Administration



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$1,039,643	\$1,035,000	\$1,035,000	\$1,193,000	32.1%
Interest Income	\$50,695	—	—	—	0.0%
Miscellaneous	\$584	\$500	\$500	\$500	0.0%
Other Financing Sources	—	\$695,959	\$773,959	\$125,600	3.4%
Transfers	\$2,400,000	\$1,881,000	\$1,881,000	\$2,400,000	64.5%
<b>Revenue Totals</b>	<b>\$3,490,923</b>	<b>\$3,612,459</b>	<b>\$3,690,459</b>	<b>\$3,719,100</b>	
<b>Expenditures</b>					
Salary / Benefits	\$5,524,994	\$5,706,499	\$5,706,499	\$6,236,170	55.8%
Contractual Services	\$1,744,088	\$1,415,659	\$1,411,139	\$1,144,764	10.2%
Supplies, Materials and Other Charges	\$2,821,273	\$2,812,971	\$2,895,491	\$2,793,563	25.0%
Debt	\$3,344	\$3,770	\$3,770	\$3,770	0.0%
Transfers Out	\$1,000,000	\$481,000	\$481,000	\$1,000,000	8.9%
<b>Expenditure Totals</b>	<b>\$11,093,699</b>	<b>\$10,419,899</b>	<b>\$10,497,899</b>	<b>\$11,178,267</b>	
<b>Number of FTEs</b>	<b>76.000</b>	<b>76.000</b>	<b>76.000</b>	<b>80.000</b>	

## Department Purpose and Goals

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

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

## Major Accomplishments

Wake County Tax Administration remains a consistent leader in County property tax collection within North Carolina and achieved an overall

# Tax Administration

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collection rate of 99.80% for FY 2020, which exceeded all other North Carolina counties.

A priority of Tax Administration is to provide timely, accurate and professional customer service. The office was able to pivot to a hybrid of staff working remotely and in the office, maintaining the Department's high level of customer service to taxpayers despite the COVID-19 pandemic. For FY 2020, department staff responded to 90,113 calls with 1,319 inbound calls abandoned, which is a 98.54% call response rate.

Tax Administration appraised over 400,000 parcels for the FY 2020 revaluation. The department successfully received and reviewed 17,407 informal appeals of real estate values and supported in-person Board of Equalization and Review of 7,212 formal appeals of real estate values. Of these appeals, only 587 were appealed to the State Property Tax Commission.

The real estate market dramatically increased the department's work of ensuring accurate assessment of property owners. In calendar year 2020, the department processed 42,291 deed transfers, a 30% increase over calendar year 2019.

The department continues to modernize its custom software systems by partnering with Information Services; in FY 2020, the department reached the 50% milestone in updating the County's collection module to current software code and planning is underway for updating the billing module.

## FY22 Discussion

The Tax Administration budget increased \$760,000 from the prior year budget, largely resulting from

increases to salary and benefits and intrafund transfers.

The budget includes a Real Estate Tax Agent to increase the timeliness of processing real property and building permits (1.000 FTE, \$63,000).

Two Real Estate Appraisers will assist with the new 4-year revaluation cycle (2.000 FTEs, \$155,000).

A Personal Property Tax Agent will increase the timeliness and accuracy of processing personal property billings (1.000 FTE, \$63,000).

## Horizon Issues

Since 2016, the department has seen a steady increase in real estate activity. There has been a 66% increase in property ownership (deed) transfers and a 23% increase per FTE in building permit activity. The County has also changed from an 8-year revaluation cycle to a 4-year cycle, which means 400,000 parcels must be fairly valued and assessed in half the time.

The County's growth remains unprecedented, despite the COVID-19 pandemic. To properly value, bill, and collect the County's property taxes, the department has prepared multi-year staffing plans to address the growing workload.

Updates and testing to the Land Records/Computer Assisted Mass Appraisal (LR/CAMA) system will occur while conducting the 2024 revaluation. This will be complex and require significant coordination. The department will work in the current system, while testing the new system and ensuring continuity with appraising over 400,000 parcels.

# Tax Administration

## Projected Revenue and Expenditures for the 2024 Reappraisal Cycle

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Projection	FY 2022 Budget
<b>Revenues</b>				
Transfer from General Fund	\$1,000,000	\$1,000,000	\$481,000	\$750,000
Interest Revenues	\$111,598	\$50,695	-	-
<b>Revenues Total</b>	<b>\$1,111,598</b>	<b>\$1,050,695</b>	<b>\$481,000</b>	<b>\$750,000</b>
<b>Expenditures</b>				
Temporary Staffing	\$27,045	\$98,261	\$80,000	\$70,000
Contracted Services	\$1,176,263	\$1,494,081	\$1,051,900	\$768,671
Operating Expenses	\$69,782	\$198,788	\$123,059	\$36,929
<b>Expenditures Total</b>	<b>\$1,273,090</b>	<b>\$1,791,129</b>	<b>\$1,254,959</b>	<b>\$875,600</b>
<b>Fund Balance</b>				
Beginning Fund Balance	\$3,645,983	\$3,484,490	\$2,744,057	\$2,048,098
Increase Uncommitted Funds	-	-	-	-
Use of Uncommitted Funds	\$(161,493)	\$(740,433)	\$(695,959)	\$(125,600)
<b>Ending Fund Balance</b>	<b>\$3,484,490</b>	<b>\$2,744,057</b>	<b>\$2,048,098</b>	<b>\$1,922,498</b>

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

# Tax Administration

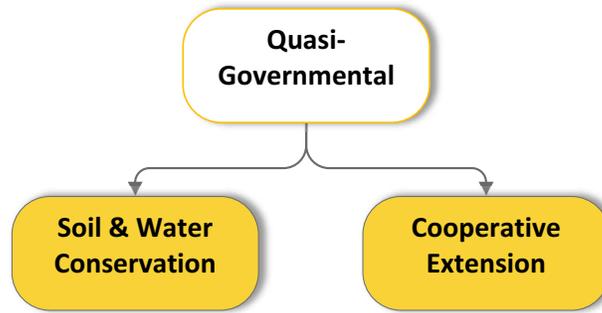
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## Service Area: Collection of Property Taxes

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

<b>Key Measures</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>	<b>Target</b>
<b>Effectiveness</b>				
Percent of real estate and personal property tax collected	99.80	99.25	99.25	—

# Quasi-Governmental



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	—	—	\$9,000	\$35,000	40.7%
State	\$25,500	\$25,500	\$25,500	\$49,988	58.1%
Charges For Services	—	\$1,000	\$1,000	\$1,000	1.2%
<b>Revenue Totals</b>	<b>\$25,500</b>	<b>\$26,500</b>	<b>\$35,500</b>	<b>\$85,988</b>	
<b>Expenditures</b>					
Salary / Benefits	\$448,028	\$476,793	\$476,793	\$536,665	52.3%
Contractual Services	\$231,523	\$259,561	\$259,561	\$401,393	39.1%
Supplies, Materials and Other Charges	\$53,172	\$67,074	\$76,074	\$87,407	8.5%
<b>Expenditure Totals</b>	<b>\$732,723</b>	<b>\$803,428</b>	<b>\$812,428</b>	<b>\$1,025,465</b>	
<b>Number of FTEs</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.500</b>	

## Department Purpose and Goals

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

## FY22 Discussion

The Quasi-Governmental revenue budget increased \$59,000 from increases to federal Americorps VISTA funding and State Soil and Water grant dollars. The expenditures budget increased by \$222,000 resulting from expansion requests funded in Cooperative Extension (\$83,000) and Soil and Water (0.500, \$115,000).

# Soil & Water Conservation District

## Division Summary - Soil & Water Conservation District

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$25,500	\$25,500	\$25,500	\$49,988	100.0%
<b>Revenue Totals</b>	<b>\$25,500</b>	<b>\$25,500</b>	<b>\$25,500</b>	<b>\$49,988</b>	
<b>Expenditures</b>					
Salary / Benefits	\$448,028	\$476,793	\$476,793	\$536,665	79.8%
Contractual Services	\$15,123	\$10,000	\$10,000	\$80,900	12.0%
Supplies, Materials and Other Charges	\$46,379	\$47,063	\$47,063	\$54,896	8.2%
<b>Expenditure Totals</b>	<b>\$509,530</b>	<b>\$533,856</b>	<b>\$533,856</b>	<b>\$672,461</b>	
<b>Number of FTEs</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.500</b>	

### Department Purpose and Goals

The Wake Soil and Water Conservation District works to ensure protection of Wake County watersheds and working lands through science-based applications of natural resource management principles. The mission is to conserve Wake County’s soil, water, and natural resources by providing education, information, technical assistance, and economic incentives to County citizens. The district establishes new programs and seeks additional grant funding sources in collaboration with other partnership agencies. The Soil and Water Conservation District has five broad goals: natural resource management and conservation planning, providing technical expertise in sustainably working lands, farmland protection, promoting environmental stewardship, and providing an innovative, non-regulatory approach to reducing non-point source pollution within Wake County.

### Major Accomplishments

Certified and implemented conservation practices, including engineered grassed waterways, field borders, and cover crops on 2,534 acres to reduce sediment and nutrient runoff. Staff wrote and developed conservation plans for an additional 2,548 acres to reduce soil erosion and improve soil quality. Staff provided technical assistance to many livestock operations on pasture management, prescribed grazing practices and renovating pasture forage. The staff worked with livestock producers to also implement stream protection systems that improve water quality by preventing runoff of animal waste to creeks and streams.

Wake Soil and Water Conservation District wrote and received a grant to advance soil health through best management practice adoption from the National Fish and Wildlife Foundation. This grant, totaling \$95,820, will provide financial and technical field assistance to farmers, training on the benefits of cover crops and grazing cover, and encourage long-term adoption of best management practices and installation of projects that improve soil health and water quality in Wake County.

Conservation staff work with partners to provide technical workshops throughout the year. Meetings are held in rural Wake County between farmers and the Soil and Water Conservation District. Over 150 farm and forest landowners attended the 15th Annual Keeping the Farm Workshop, which provides conservation, easement, and estate planning information for landowners.

Provided hands-on learning and educator training to students and teachers of Wake County Public School System (WCPSS). The partnership between Soil and Water and WCPSS includes participation in the state conservation poster contest, selection of six WCPSS students to attend the week-long Resource Conservation Workshop at NC State University, the Bionomic Education Training Center program in 4 Wake County schools, training of 19 WCPSS students teams in the Envirothon competition, and certification of Abbotts Creek Elementary as a Watershed Stewardship School.

Volunteers donated over 1,263 hours and removed 10,527 lbs. of litter from watersheds in Wake County

# Soil & Water Conservation District

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as part of the Soil and Water coordinated Big Sweep program.

## FY22 Discussion

The budget for Soil and Water Conservation District increased \$139,000 in expenditures mostly related to expansion requests and \$24,000 revenue in new technical assistance from the NC Department of Agriculture.

The budget includes funding for the first year of a three-year commitment to the NextGen program, a land conservation and farming program run by the Triangle Land Conservancy (\$71,000).

A part-time Volunteer Coordinator is added to coordinate Big Sweep events, which include engaging volunteers and clearing littered debris from county waterways (0.500 FTE, \$41,000).

Funding for the Keeping the Farm Workshop is included, which shares conservation, easement, and estate planning information for landowners (\$3,000).

## Horizon Issues

The number of clients contacting the county for soil nutrient management assistance continues to increase as the County population grows. Wake County Soil and Water Conservation District serves more farm and forest land area than 58 other counties in North Carolina according to NC 2012 Agricultural Census Data.

The Soil and Water Conservation District expects to see a significant increase in requests for conservation plans through 2022. The 2018 Farm Bill increased requirements for USDA Federal program conservation compliance. All farms are required to follow conservation measures that reduce soil loss to erosion prone lands.

With more severe weather and above average rainfall over the last two years, a preventable increase of sediment is entering the local watershed. To reduce nutrient runoff from Wake County farms, staff will continue to work with local farmers on installing seasonal coverage to mitigate storm damage and till crops to increase the ground residue on crop fields. Staff will also continue to work with livestock operations to move animals from surface waters and provide a reliable supply of drinking water.

# Soil & Water Conservation District

## Summary of Services and Performance Measures

### Service Area: Conservation & Technical Fieldwork

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Value of grants paid to landowners for completed contracts	232,526	220,000	230,000	250,000
<b>Output</b>				
Number of acres of installed best management practices for water quality and soil health	2,534	2,500	3,000	3,000
Number of technical assistance requests responded to on farms	402	350	500	500
<b>Effectiveness</b>				
Pounds of nitrogen diverted from water through installed best management practices	28,347	25,000	25,000	30,000

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of new acreage enrollments in Voluntary Agriculture District Program	521	500	500	1,000
<b>Effectiveness</b>				
Number of conservation acres planned	2,548	1,700	2,000	2,000

# Soil & Water Conservation District

## Service Area: Environmental Education and Volunteer Coordination

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of hours of youth environmental education	1,973	2,000	2,000	2,000
<b>Output</b>				
Number of Wake County Big Sweep volunteers	518	500	1,000	2,000

# Cooperative Extension

## Division Summary - Cooperative Extension

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	—	—	\$9,000	\$35,000	97.2%
Charges For Services	—	\$1,000	\$1,000	\$1,000	2.8%
<b>Revenue Totals</b>	<b>—</b>	<b>\$1,000</b>	<b>\$10,000</b>	<b>\$36,000</b>	
<b>Expenditures</b>					
Contractual Services	\$216,400	\$249,561	\$249,561	\$320,493	90.8%
Supplies, Materials and Other Charges	\$6,793	\$20,011	\$29,011	\$32,511	9.2%
<b>Expenditure Totals</b>	<b>\$223,193</b>	<b>\$269,572</b>	<b>\$278,572</b>	<b>\$353,004</b>	

### Department Purpose and Goals

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

The educational resources in the Wake County Extension Center are aligned with one of three core program areas established at the State level and applied to four separate priorities identified by Wake County Board of County Commissioners. The four priorities, social and economic vitality, agriculture and natural resources, food access and food systems, and 4-H youth development, focus the department’s work.

### Major Accomplishments

In FY 2021, Cooperative Extension responded to the COVID-19 outbreak by leading food security efforts with the schools and establishing food access points across the County. Together, they expect to serve 10 million meals and nearly 100,000 produce boxes by the end of June.

The Social & Economic Vitality team worked very closely with Human Services and the WakeMed Foundation to secure corporate sponsors, coordinate

teams of local volunteers, pack over 200,000 personal protective equipment (PPE) kits and put the community in charge of distribution to vulnerable populations.

Cooperative Extension also coordinated distribution of PPE to farmers and farm workers across the County. They are also working with DHHS, Wake County’s COVID-19 Division, and El Centro Hispano to ensure vaccinations are available to migrant farm workers coming into the community during the growing season.

Through partnership with the Public Health division and Resolve to Save Lives, Cooperative Extension managed an additional team of 11 community AmeriCorps Ambassadors focused on educating the public about safety, conducting COVID-19 outreach activities, and addressing vaccine hesitancy. The program maintained its 10 full-time VISTAs and 20 summer AmeriCorps members supporting food security and social & economic vitality initiatives.

Cooperative Extension continues to support the Wake One Water Partnership and worked to increase the number of professionals trained in stormwater rules, rainwater harvesting, and streambank restoration projects.

### FY22 Discussion

The Cooperative Extension budget increased \$83,000 in expenditures related to expansions and \$35,000 in grant revenues.

The Cooperative Extension budget increased \$48,000 for the Food Security VISTA program. This funding

# Cooperative Extension

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maintains the County's AmeriCorps volunteer program and supports food security and social and economic vitality initiatives. A \$35,000 grant from the Corporation for National Community Service partially offsets the increased expense.

The budget also includes \$35,000 of one-time funding to update and develop the second Wake County comprehensive food security plan.

## Horizon Issues

Population growth is increasing the demand on food system sectors. Cooperative Extension is researching

food production, food processing, and sustainable, urban agriculture to address emerging issues and technologies.

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

# Cooperative Extension

## Summary of Services and Performance Measures

### Service Area: Food Systems

**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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of residents increasing skills to grow healthy food	549	700	1,000	—
Number of volunteer hours contributed by youth and adults through Wake County Cooperative Extension	34,287	38,000	50,000	—
<b>Effectiveness</b>				
Number of targeted schools reporting a dedicated food security resource	194	100	110	—
Percent of students qualifying for free lunch who participate in Universal Breakfast (COVID-19 disruptions have impacted this measure for FY20 and FY21)	0	55	58	—

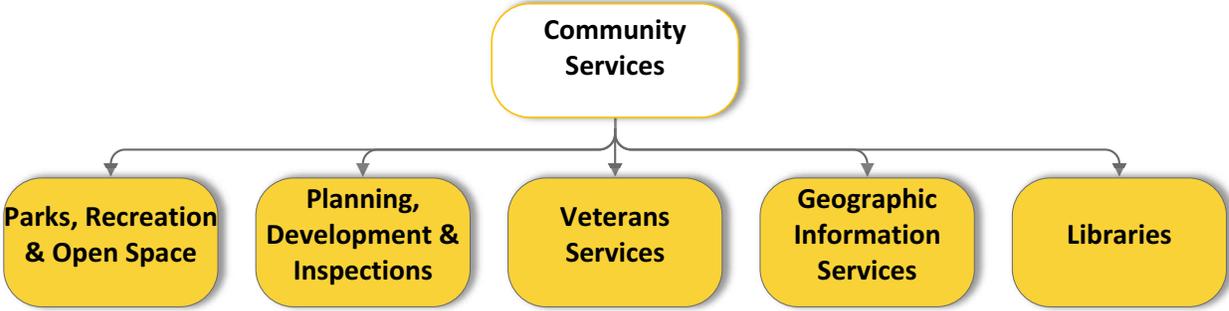
### Service Area: Sustainable Farming

**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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of landscape professionals and farmers receiving education in the proper use of pesticides, market expansion, or improved production practices for plants or animals	5,981	6,500	8,000	—
Number of participants in site visits and trainings documenting impact associated with stream bank restoration	54	100	200	—
Total number of relationships facilitated resulting in increased participation in the local food system	130,937	10,000	10,000	—



# Community Services



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$598,449	\$602,000	\$602,000	\$602,000	11.5%
Local	\$17	—	—	—	0.0%
Charges For Services	\$746,305	\$743,355	\$743,355	\$872,625	16.7%
Licenses & Permits	\$3,648,236	\$2,874,981	\$2,874,981	\$3,632,381	69.4%
Miscellaneous	\$33,731	\$110,000	\$110,000	\$125,000	2.4%
<b>Revenue Totals</b>	<b>\$5,026,737</b>	<b>\$4,330,336</b>	<b>\$4,330,336</b>	<b>\$5,232,006</b>	
<b>Expenditures</b>					
Salary / Benefits	\$28,811,303	\$29,041,108	\$29,041,108	\$29,519,073	73.6%
Contractual Services	\$1,195,064	\$983,512	\$1,393,069	\$949,512	2.4%
Supplies, Materials and Other Charges	\$9,470,217	\$9,378,775	\$9,622,364	\$9,616,440	24.0%
Capital Outlay	\$111,613	\$2,605	\$17,605	\$2,605	0.0%
Debt	\$443	—	—	—	0.0%
Transfers Out	\$26,500	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$39,615,140</b>	<b>\$39,406,000</b>	<b>\$40,074,146</b>	<b>\$40,087,630</b>	
<b>Expenditures by Division</b>					
Community Services Management and Budget Office	\$900,381	\$895,482	\$895,482	\$886,959	2.2%
Geographic Information Services	\$1,886,444	\$2,039,170	\$2,157,384	\$2,059,915	5.1%
Libraries	\$27,133,001	\$26,762,363	\$27,266,512	\$27,038,305	67.4%
Parks, Recreation, and Open Space	\$3,359,380	\$3,420,047	\$3,427,097	\$3,690,760	9.2%
Planning, Development and Inspections	\$6,030,463	\$5,975,783	\$6,014,516	\$6,043,443	15.1%
Veterans Services	\$305,471	\$313,155	\$313,155	\$368,248	0.9%
<b>Expenditure Totals by Division</b>	<b>\$39,615,140</b>	<b>\$39,406,000</b>	<b>\$40,074,146</b>	<b>\$40,087,630</b>	
<b>Number of FTEs</b>	<b>408.500</b>	<b>374.500</b>	<b>374.500</b>	<b>378.000</b>	

# Community Services

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## Department Purpose and Goals

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

## FY22 Discussion

The Community Services budget increased \$682,000 from the prior year adopted budget from the below expansions, utility and lease increases, and salary and benefit adjustments from staff changes.

The Community Services budget adds \$260,000 for new park technicians (2.500 FTE) and a park assistant manager (1.000 FTE) who will assist in the opening of the new 563-acre Sandy Pines Preserve and maintenance of the County's Open Space. Expansions also includes \$87,000 for maintaining restroom cleaning at all regional libraries.

# Community Services Management and Budget Office

## Division Summary - Community Services Management and Budget Office

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$869,903	\$864,702	\$864,702	\$856,179	96.5%
Contractual Services	\$11,164	\$13,100	\$13,100	\$13,100	1.5%
Supplies, Materials and Other Charges	\$19,315	\$17,680	\$17,680	\$17,680	2.0%
<b>Expenditure Totals</b>	<b>\$900,381</b>	<b>\$895,482</b>	<b>\$895,482</b>	<b>\$886,959</b>	
<b>Number of FTEs</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	

### Division Purpose and Goals

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

The Business Analytics function oversees the development of department and division strategies, creates annual plans, manages human resources, develops an organizational structure, establishes processes and systems to ensure the efficient use of resources, and conducts financial management-related special projects.

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

### FY22 Discussion

The Community Services Management and Budget Office budget has decreased from the prior year adopted budget because of salary and benefit adjustments.

# Parks, Recreation and Open Space

## Division Summary - Parks, Recreation, and Open Space

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$50,251	\$89,000	\$89,000	\$89,000	100.0%
Miscellaneous	\$40	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$50,291</b>	<b>\$89,000</b>	<b>\$89,000</b>	<b>\$89,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,642,278	\$2,732,039	\$2,732,039	\$2,965,893	80.4%
Contractual Services	\$219,436	\$70,407	\$70,407	\$76,407	2.1%
Supplies, Materials and Other Charges	\$451,516	\$617,601	\$624,651	\$648,460	17.6%
Capital Outlay	\$46,151	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,359,380</b>	<b>\$3,420,047</b>	<b>\$3,427,097</b>	<b>\$3,690,760</b>	
<b>Number of FTEs</b>	<b>36.000</b>	<b>36.000</b>	<b>36.000</b>	<b>39.500</b>	

### Division Purpose and Goals

Parks, Recreation, and Open Space (PROS) provides outdoor recreation and educational opportunities while promoting the stewardship of environmental and cultural resources through a managed system of parks and open spaces. The Division's core service areas are (1) open space, (2) recreation and leisure, and (3) environmental and cultural education.

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

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

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

### Major Accomplishments

Responded to COVID pandemic, following the guidelines from the CDC, State of North Carolina, and the County's Senior Leadership Team. Wake

County did not close during the pandemic and continues to receive high visitation.

Completed construction of Sandy Pines Preserve Phase 1. The new preserve will provide 6.5 miles of hiking and equestrian trails along with opportunities for picnicking and nature exploration.

Completed schematic design and design development phases for the future Beech Bluff County Park as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. The Board of Commissioners approved the schematic design for this 300-acre park in February 2021. The highway will be located off NC Highway 42 east of Fuquay Varina.

Implemented a Request for Proposals for open space acquisition and greenway trail development as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. Forty-one properties have been targeted across the County totaling 2,106 acres and valued at over \$30 million. The North Carolina Department of Transportation (NCDOT) has helped complete the I-540 Lawsuit Settlement by securing a funding agreement between the County and NCDOT whereby NCDOT will match \$0.25 on \$1.00 of County investment.

Completed the Kellam-Wyatt Farm master planning process as a part of the 2018 Parks, Greenways, Recreation, and Open Space bond.

# Parks, Recreation and Open Space

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## FY22 Discussion

The Parks, Recreation, and Open Space (PROS) budget increased \$271,000 from the prior year.

The budget includes new park technicians (2.500 FTE) and a new park assistant manager (1.000 FTE) who will assist in opening the new 563-acre Sandy Pines Preserve and in maintenance of the County's Open Space (\$260,000).

## Horizon Issues

Parks, Recreation, and Open Space (PROS) will continue to implement the 2018 Parks, Greenways, Recreation and Open Space Bond. Concurrently, PROS will evaluate its operational impacts on County facilities, parks, and preserves.

# Parks, Recreation and Open Space

## Summary of Services and Performance Measures

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

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

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

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of open space acres acquired, dedicated, or proffered to date	7,768.0	8,008.0	8,250.0	—
Number of unique species identified all County parks and open space properties	82	80	100	100
Number of visits at nature preserves	32,974	36,931	35,000	40,000

### Service Area: Provide Outdoor Recreation Resources

**Description:** Parks, Recreation, and Open Space staff seeks to measure and improve the park experiences of County residents through recreation of amenities and services such as playgrounds, open fields, trails, shelters, picnic areas, boat landings, and disc golf courses. Parks also serve as a venue for events coordinated by non-County staff and organizations (e.g. Triangle Off-Road Cyclists, 5K races, triathlons, amateur sport leagues).

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of field reservations (by the day)	48	10	50	125
Number of recreational event participants	626	63	500	—
Number of shelter reservations	441	221	300	—

# Parks, Recreation and Open Space

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

**Description:** Wake County Parks, Recreation, and Open Space (PROS) offers a wide range of programs unique to each park that encourage children and adult to connect with the outdoors. Programs include drop-in programs, educational events, activity boxes, seasonal activities, camps, and school programs/field trips.

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of program participants (general, organized group, and outreach)	33,140	3,314	5,000	—
Number of self-guided program users	24,605	17,224	20,000	15,000

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

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

To assess maintenance needs, staff conducts an annual facility assessment at each park (which includes all buildings, structures, and grounds), meets regularly with key park maintenance staff, coordinates staff workdays 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	94.1	94.1	95.0	95.0
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	92.0	92.0	95.0	95.0
Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained.	96.1	96.1	95.0	95.0
Percent of visitors who strongly agreed or agreed that they felt safe during their park visit.	94.4	94.4	95.0	95.0

# Parks, Recreation and Open Space

## Service Area: Preserve Local Cultural Heritage Resources

**Description:** Parks, Recreation, and Open Space (PROS) staff seeks to preserve, protect, interpret, and provide public access to unique cultural resources within Wake County. To do this, PROS staff identifies and--when possible--preserves cultural resource such as buildings (e.g. tenant house at Historic Oak View County Park), ruins (e.g. homesites at Harris Lake County Park), and/or features (e.g. dam at Robertson Millpond Preserve). Staff also develops interpretive displays that educate the public and partners with groups to provide programming (e.g. Yates Mill Associates).

To evaluate service performance, staff currently monitors visitation at parks focused on cultural preservation, specifically Historic Oak View County Park and Historic Yates Mill County Park. However, cultural sites and displays are provided at other County parks and nature preserves.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of visits at parks with a historic focus	254,639	229,175	230,000	250,000

## Service Area: Positive Interactions with Park Resources

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of open park days (all County parks)	3,429	3,400	3,400	—
<b>Output</b>				
Number of monthly Facebook reaches (average)	309,535	393,109	400,000	—
Number of monthly Instagram likes (average)	2,390	3,322	3,500	—
Number of monthly Twitter impressions (average)	73,214	132,517	135,000	—
Number of park system visits	1,604,732	1,636,827	1,500,000	—
<b>Efficiency</b>				
Number of park visits per open day (average)	468	481	441	—
<b>Effectiveness</b>				
Percent of visitors who strongly agreed or agreed that park information was available and informative	92.8	94.4	95.0	95.0
Percent of visitors who strongly agreed or agreed that park staff was courteous and helpful	94.4	95.0	95.0	95.0
Percent of visitors who were very satisfied or satisfied with their overall park experience	92.0	95.0	95.0	95.0

# Planning, Development and Inspections

## Division Summary - Planning, Development and Inspections

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$578,150	\$543,355	\$543,355	\$674,625	15.7%
Licenses & Permits	\$3,648,236	\$2,874,981	\$2,874,981	\$3,632,381	84.3%
Miscellaneous	\$(1,765)	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$4,224,621</b>	<b>\$3,418,336</b>	<b>\$3,418,336</b>	<b>\$4,307,006</b>	
<b>Expenditures</b>					
Salary / Benefits	\$5,286,425	\$5,378,001	\$5,378,001	\$5,440,508	90.0%
Contractual Services	\$264,642	\$191,192	\$191,192	\$191,192	3.2%
Supplies, Materials and Other Charges	\$411,006	\$403,985	\$442,718	\$409,138	6.8%
Capital Outlay	\$41,834	\$2,605	\$2,605	\$2,605	0.0%
Debt	\$55	—	—	—	0.0%
Transfers Out	\$26,500	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$6,030,463</b>	<b>\$5,975,783</b>	<b>\$6,014,516</b>	<b>\$6,043,443</b>	
<b>Number of FTEs</b>	<b>58.000</b>	<b>58.000</b>	<b>58.000</b>	<b>58.000</b>	

### Division Purpose and Goals

Planning, Development, and Inspections has three primary functions: administration and enforcement, implementation of Unified Development Ordinance, and long-range strategic planning.

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.

Planning, Development, and Inspections implements the Unified Development Ordinance as it relates to zoning and subdivision administration services. This includes carrying out zoning code enforcement, coordinating development review activities, and staffing for board related activities.

Long-range strategic planning develops policies and regulations to guide decisions on growth and development; facilitate collaborative discussions among residents, community partners and elected officials; and address Countywide and regional growth issues.

### Major Accomplishments

County staff continues to partner with transit stakeholders and service providers across the County to implement the Wake County Transit Investment Strategy and prepare the Annual Transit Work Plan.

Planning staff, in partnership with the municipalities and community stakeholders, coordinated efforts to complete the 2020 U.S. Census. This work included oversight of the County’s Complete Count Committee and all other activities related to public outreach and awareness. The County’s self-response rate exceeded the rate from the 2010 Census.

Planning staff, in collaboration with many community stakeholders, completed the Wake County Comprehensive Plan, which focused on public outreach and collaboration with the Planning Board and Board of Commissioners on key policies. This includes a new framework to guide growth and achieve goals related to open space, mobility, and affordable housing.

Inspections continued to provide services and support all County capital projects including the Wake County Public School System construction program, Research Triangle Park, Raleigh Durham International Airport, and Wake Technical Community College. Inspections also executed

# Planning, Development and Inspections

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updated interlocal agreements with the Towns of Knightdale, Rolesville, Wendell, and Zebulon to continue providing building inspection services.

## **FY22 Discussion**

The Planning, Development, and Inspections budget increased by \$68,000 from the prior year budget because of increases in salary and retirement benefits costs.

## **Horizon Issues**

The adopted Wake County Comprehensive Plan will include new policies and strategies for guiding growth in Wake County. To implement these policies, the County's development ordinance will require various amendments over the next year or more. These amendments will require public input and collaboration with the Planning Board and Board of Commissioners. The plan will also require updates to small areas plans across Wake County's unincorporated jurisdiction.

# Planning, Development and Inspections

## Summary of Services and Performance Measures

### Service Area: Field Inspections

**Description:** The purpose of field inspections is to protect the public’s life, safety, health and welfare in the built environment. An inspection is required for building, electrical, mechanical, and plumbing construction. The County provides inspections services in the unincorporated areas of Wake County and the municipalities of Knightdale, Rolesville, Wendell, and Zebulon through an interlocal agreement. The County also provides inspections services for all Wake County Public School System, Wake Technical Community College, and Wake County projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina). The field inspectors perform mandated inspections for the construction of new structures, alteration 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 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, average number of inspections per workday for each service team, and surveys inspection customers annually to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of code incidents and violations	162	115	110	—
Number of inspections assigned to the Area Team	66,065	62,192	63,000	—
Number of inspections assigned to the Special Team	3,478	3,424	3,450	—
<b>Efficiency</b>				
Number of area team inspections per staff per workday	17.3	15.6	15.8	12.0
Number of special team inspections per staff per workday	4.0	4.0	4.0	4.0
<b>Effectiveness</b>				
Score for quality assurance (100 point scale) by inspectors in quarterly assessments (average)	95.6	94.1	95.0	95.0

# Planning, Development and Inspections

## Service Area: Construction Plan Reviews

**Description:** All construction plans are reviewed for life, safety, code compliance and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for approving drawings, verifying contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Residential and commercial plans are reviewed for the unincorporated portions of Wake County and the four contract municipalities (Knightdale, Rolesville, Wendell, and Zebulon). Plan are also reviewed for all Wake County Public School System, Wake Technical Community College, and Wake County government projects regardless of jurisdiction by interlocal agreement (except for Fuquay-Varina).

To evaluate service performance, staff observes the total number of plan reviews, the average number of plan reviews per staff, average number of plan review per workday, and surveys permit customers annually to gauge overall satisfaction and service quality. Data collection was disrupted during the COVID-19 pandemic, resulting in incomplete data for some measures.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Commercial Plan Reviews	2,072	1,947	2,000	—
Residential Plan Reviews	6,478	6,830	6,500	—
<b>Efficiency</b>				
Number of plan reviews per staff per working day	9.3	9.8	9.7	6.5
<b>Effectiveness</b>				
Score for quality assurance (100 point scale) by plan reviewers in quarterly assessments (average)	96.4	0.0	95.0	95.0

# Planning, Development and Inspections

## Service Area: Permitting

**Description:** Permitting staff processes updates and issues building permits for new single-family dwellings and commercial structures, which include additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff verifies the following items: zoning and jurisdiction authority, checks site plans for buffers, FEMA flood soils, easements, and right-of-way. Permitting staff also gathers information concerning the scope of the permit and work with other departments.

To evaluate service performance, staff monitors the number of issued permits, administers a quarterly quality assurance, and surveys permit customers annually to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Commercial Permits Processed	422	361	400	—
New Residential Permits Processed	980	918	940	—
Plumbing, Mechanical, Electrical Permits Processed	3,541	3,953	3,700	—
Residential Additions/Alterations Structure Permits Processed	1,698	2,470	2,000	—
<b>Efficiency</b>				
Number of residential/commercial permits per staff per workday (average)	3.3	4.7	4.3	3.0
<b>Effectiveness</b>				
Score for quality assurance (100 point scale) by permitting staff in quarterly assessments (average)	96.4	95.0	95.0	—

## Service Area: Subdivision Administration

**Description:** Staff in current planning reviews exempt, minor, preliminary, construction, and final plans to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of Commercial Reviews	135	100	100	100
Number of Subdivision Reviews	322	300	300	300

# Planning, Development and Inspections

## Service Area: Zoning and Land Development

**Description:** Zoning administration staff reviews commercial site plans to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance. Staff also administers the former Zoning Ordinance for projects approved prior to the adoption of the Unified Development Ordinance. Staff review rezoning requests, special use permits, grave removals, and issues land use permits including home occupation and sign permits.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of grave removals	4	3	3	—
Number of land use permits	207	190	200	200
Number of pre-submittal meetings	53	60	55	55
Number of rezoning cases	1	2	2	2
Number of special use permits or variances	6	5	6	5

## Service Area: Land Use Planning, Data Analysis, & Transportation

**Description:** The Board of Commissioners has adopted various plans and regulations that promote their short-term and long-term vision for the County. These plans (Wake County Land Use Plan, Sub Area Plans, and Thoroughfare Plan) guide where development will occur and recommend land use types, densities, intensities, and infrastructure improvements. Planning staff coordinates with other governmental entities on planning issues such as extra territorial jurisdiction (ETJ) extensions, urban service area boundaries, land use plan amendments, historic preservation, transportation corridor studies, Wake County Transit Plan, and regional infrastructure development with the Triangle J Council of Governments (TJCOG). Staff also prepares and provides information to the County Manager, Planning Board, and Board of Commissioners, who set direction for the County, thus impacting the community at-large. The Planning Section also conducts data analysis and modeling functions that support the planning activities of the various County departments, Board of Commissioners, the Wake County Public School System, Capital Area Metro Planning Organization (CAMPO), TJCOG, business community, non-profit organizations, and the general public. This includes supporting Wake county Public School student enrollment projections; tracking population, housing, and physical development in Wake County; responding to non-departmental customer requests for demographic and spatial data and maps; and supporting the GIS Division with demographic and land use data.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of analyses or reports completed on demographics data	175	150	150	150
Number of ETJ extension requests	2	0	2	2
Number of Land Use Plan amendments	6	3	2	2
Number of multi-jurisdictional land use, transportation, transit, and housing studies	14	14	12	12

# Planning, Development and Inspections

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## Service Area: Code Enforcement

**Description:** The Code Enforcement program, which operates on a complaint basis, is focused on achieving compliance with the Unified Development Ordinance. The number of complaints received has increased recently because of the transition from a rural County to one that is more urban. Staff receives complaints in writing, conducts research and field visits to determine if a violation exists, sends violation letters to the violating party, conducts follow-up visits to determine if violation has been corrected, and confers with the County Attorney to pursue litigation if necessary.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of code violations investigated	45	65	60	60

# Veterans Services

## Division Summary - Veterans Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$2,000	\$2,000	\$2,000	\$2,000	100.0%
<b>Revenue Totals</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$295,708	\$297,850	\$297,850	\$300,788	81.7%
Contractual Services	\$2,475	\$2,600	\$2,600	\$2,600	0.7%
Supplies, Materials and Other Charges	\$7,288	\$12,705	\$12,705	\$64,860	17.6%
<b>Expenditure Totals</b>	<b>\$305,471</b>	<b>\$313,155</b>	<b>\$313,155</b>	<b>\$368,248</b>	
<b>Number of FTEs</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	

### Division Purpose and Goals

The Veterans Service Office assists veterans and their families to obtain local, state, and federal benefits. Acting as an advocate for the veteran, accredited Veterans Service Officers advise customers on earned benefit eligibility resulting from military service, complete claim application forms, and monitor claims once they arrive at the federal or state level.

### Major Accomplishments

The Wake County Board of Commissioners have created a Veterans Task Force to work with the local veteran community to evaluate and determine if

there is a need for the County to increase or change any of the services currently provided.

On February 16, 2021, the Veterans Service Office moved to the Somerset Park location at 4401 Bland Road, which provides an improved office setting to better serve those veterans that receive services through an office visit.

### FY22 Discussion

Veteran Services budget increased by \$55,000 from the prior year budget from salary and benefit adjustments.

# Veterans Services

## Summary of Services and Performance Measures

### Service Area: Veterans Services

**Description:** The purpose of Veterans Services Office (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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of VSO officers available to provide consultation and claim filing services (average)	2.5	2.5	2.5	2.5
<b>Output</b>				
Number of consultations	1,873	1,433	1,500	1,700
<b>Efficiency</b>				
Number of consultations per officer per year (average)	749.2	573.2	600.0	680.0

# Geographic Information Services

## Division Summary - Geographic Information Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$1,697,187	\$1,816,195	\$1,816,195	\$1,836,940	89.2%
Contractual Services	\$157,349	\$163,400	\$281,614	\$163,400	7.9%
Supplies, Materials and Other Charges	\$31,686	\$59,575	\$59,575	\$59,575	2.9%
Debt	\$222	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$1,886,444</b>	<b>\$2,039,170</b>	<b>\$2,157,384</b>	<b>\$2,059,915</b>	
<b>Number of FTEs</b>	<b>19.000</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	

### Division Purpose and Goals

Geographic Information Services (GIS) provides a wide range of services to Wake County agencies including other jurisdictions and the private sector. GIS services include property mapping and addressing, as well as customer and platform support (such as analysis, requirements gathering, and database development to programming and application development, infrastructure support, training, and project management). GIS strives to provide geographic data that is accurate, current, complete, and available in a variety of formats. GIS staff helps customers visualize and transform geographic data into usable information to make informed and effective service decisions.

### Major Accomplishments

As part of the County's COVID-19 response, GIS provided mapping and services support to the Emergency Operations Center. GIS collaborated with Public Health (and the Resolve to Save Lives organization), the Chief Data Officer, and Planning to provide automated data updates and mapping solutions for COVID-19 cases, lab sites, testing locations, and vaccination data. GIS also used PowerBI dashboards on WakeGOV to help leadership make data-driven decisions for Public Health.

GIS achieved Countywide completion and go-live with the Multi-jurisdiction Address Repository (MAR) in October 2020. The MAR is an enterprise, Wake County-hosted database of more than 630,000 known addresses and their exact locations for municipal and unincorporated jurisdictions in Wake County. GIS adhered to federal standards in integrating MAR with critical City/County business

systems like computer-aided design applications and the North Carolina Next Generation 9-1-1 GIS project.

GIS collaborated with Board of Elections to display wait times in the Early Voting Map Application. Wake County residents were able to search for early voting sites and make decisions on where to cast their vote based upon wait times. During the 2020 Election Early Voting period (October 15-31), the app had over 40,000 visits.

GIS collaborated with Wake County municipal partners to submit and complete the U.S. Census Bureau annual Boundary and Annexation Survey. This survey helps to ensure review and accuracy of legally defined geographic areas for County and municipal jurisdictions.

GIS hosted a Wake Municipal Special Interest Group session at the 2021 North Carolina GIS Virtual Conference. The session featured members, who were able engage with municipal GIS partners to share updates on active and upcoming GIS initiatives.

### FY22 Discussion

GIS budget increased by \$21,000 from the prior year budget because of retirement benefit costs increases.

### Horizon Issues

Wake GIS will partner with the North Carolina Geodetic Survey, County departments, adjacent Counties, and the public to identify the legal boundaries of Wake and Johnston Counties. Currently, jurisdictions reflect boundaries that are not aligned. This initiative is needed to ensure that

## **Geographic Information Services**

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citizens are assessed fairly and equitably relative to property tax values, in addition to receiving the best possible services.

GIS is working with Geographic Technologies Group to develop 5-year strategic plan. Needs Assessment findings reveal opportunities to establish enterprise governance and expand the use of GIS throughout the organization and region.

# Geographic Information Services

## Summary of Services and Performance Measures

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

**Description:** Wake County Geographic Information System (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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of information requests via walk in, phone and/or email	5,453	5,832	5,500	5,500
Number of visits to GIS supported websites (e.g. iMAPS, web apps)	1,719,672	1,750,000	1,700,000	1,700,000

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

**Description:** Wake County Geographic Information System (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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of addresses assigned	4,282	5,446	5,000	5,000
Number of annexations mapped	191	120	200	200
Number of centerline street segments mapped	2,629	1,734	1,700	1,700
Number of parcels mapped	7,811	8,342	8,600	8,600

# Libraries

## Division Summary - Libraries

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$596,449	\$600,000	\$600,000	\$600,000	71.9%
Local	\$17	—	—	—	0.0%
Charges For Services	\$117,904	\$111,000	\$111,000	\$109,000	13.1%
Miscellaneous	\$35,456	\$110,000	\$110,000	\$125,000	15.0%
<b>Revenue Totals</b>	<b>\$749,825</b>	<b>\$821,000</b>	<b>\$821,000</b>	<b>\$834,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$18,019,801	\$17,952,321	\$17,952,321	\$18,118,765	67.0%
Contractual Services	\$539,999	\$542,813	\$834,156	\$502,813	1.9%
Supplies, Materials and Other Charges	\$8,549,406	\$8,267,229	\$8,465,035	\$8,416,727	31.1%
Capital Outlay	\$23,629	—	\$15,000	—	0.0%
Debt	\$166	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$27,133,001</b>	<b>\$26,762,363</b>	<b>\$27,266,512</b>	<b>\$27,038,305</b>	
<b>Number of FTEs</b>	<b>284.500</b>	<b>252.500</b>	<b>252.500</b>	<b>252.500</b>	

### 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 eight regional libraries, thirteen community libraries, two specialty libraries - the Olivia Raney Local History Library and the Express Library on Fayetteville Street, and a bookmobile. The library system supports a digital library that manages the library’s virtual and digital presence. The digital library administers the library’s web presence, manages all internal public awareness campaigns and facilitates community involvement through various social media platforms.

### Major Accomplishments

In FY 2021, WCPL’s focus was bringing library service back to the community. Our curbside program, Books on the Go, was implemented in all the libraries in the summer of FY 2021, and beginning in the fall of FY 2021 WCPL opened all libraries for the in-library experience. The express library experience included a book browsing service, programs on the go for all ages, concierge services, and drive-through events. There were over 234,000 appointments for contactless pickup and over 3.2 million book checkouts within the first six months.

WCPL also expanded the virtual library to include a children’s program, Storytime Anytime, which has reached audiences in other states and countries, Teen College Counseling programs, Wake Writes Together, and book discussions for adults. WCPL will be offering the Summer @ the Library program and are exploring the return of in-person library programs to be offered in a safe and secure environment in FY 2022.

WCPL welcomed the 23rd library with the opening of the Morrisville Community Library in winter of FY 2021. Eva Perry Regional Library, Oliva Rainey Local History Library and the Duraleigh Community Library completed renovations and re-opened in FY 2021.

The Wake County Board of Commissioners have championed name changes for County facilities where the changes remove negative associations and reflect values that support unity and respect for the citizens of Wake County. The Board of Commissioners voted unanimously to rename Cameron Village Regional Library as Village Regional Library.

Wake County Public Library was recognized by the North Carolina Public Library Directors Association for two awards: Improved Library Facility - Cary

# Libraries

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Regional Library and Outstanding Public Relations Promotional Award for Late Fee Free 3, 2, 1, 0.

## **FY22 Discussion**

Libraries budget increased by \$276,000 from the prior year budget from the below expansion as well as increases in benefit costs, utilities, and rental maintenance.

The budget includes funding for daytime restroom cleaning at all regional libraries (\$87,000).

## **Horizon Issues**

During the fall, major renovations in the North Regional Library will begin. Community Services will update the Libraries Master Plan to identify future facility projects when the 2007 Library Bond ends.

Community Services and Library Administration will closely evaluate library closures due to COVID-19 on their impact on visitations, programs and service delivery.

# Libraries

## Summary of Services and Performance Measures

### Service Area: A Collection People Want

**Description:** The Wake County Public Libraries (WCPL) collects books and other materials used at a library location or online at [www.wakegov.com/libraries](http://www.wakegov.com/libraries). In order to meet the needs of the dynamic and diverse communities, WCPL seeks to develop a book collection of considerable scope and variety. Library staff receive strong member support for a collection that is: current, expertly selected, supports education and employment, meets the needs of the growing international community, supports local interests such as genealogy and the arts, and offers varying formats (i.e. audio books). WCPL staff selects, without bias or any limitation on the right to know, a comprehensive collection to meet the informational, educational, recreational, and cultural needs of Wake County residents within the available budget. WCPL seeks to meet the needs of various ages, interests, education levels, reading levels, and cultural backgrounds of Wake County residents through which an individual may explore all points of view and issues of interests. The Library also seeks to anticipate public demand for materials.

To evaluate the print collection, staff regularly monitors the size and composition of the collection and circulation.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of downloadable materials in collection (books)	91,038	123,000	123,000	123,000
Number of materials in print & downloadable collections	1,863,134	1,833,000	1,833,000	1,855,855
Number of materials in the print collection (books)	1,693,361	1,650,000	1,710,000	1,755,000
<b>Output</b>				
Number of cardholders active within 1 year	232,200	158,000	199,000	232,000
Number of downloadable circulations	1,647,056	2,230,000	1,700,000	1,700,000
Number of print material circulations	3,992,337	3,100,000	4,400,000	10,000,000
Number of total circulations (print and downloadable)	5,655,149	5,330,000	6,100,000	6,000,000
<b>Efficiency</b>				
Amount of circulation (print material) per cardholder	44.73	33.70	30.70	51.50
Number of books (print collection) per cardholder	8.02	11.20	9.20	8.13
<b>Effectiveness</b>				
Percent of members who strongly agreed or agreed that it was easy to find the book they were looking for at their primary library.	0.0	0.0	73.0	80.0

# Libraries

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

**Description:** Wake County residents need access to technology through personal computers and mobile devices with reliable, high speed access to the internet. Proliferation of electronic devices create demand for new content, including digital books/audio, and access to a power source and internet connection inside library facilities. For those who are without convenient access to technology, libraries help bridge the gap by providing access to public computers in well-positioned locations to improve accessibility throughout the County. Digital services provide adults and children computers with public access, electronic resources, remote access through the web, wireless internet service, and instruction on computer use.

To evaluate service performance, staff routinely monitors the size and circulation of digital content as well as the hours of public computer usage. Staff surveys responses regarding access to public computers and/or internet connections.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of materials available for download (downloadable collection)	91,038	123,000	123,000	123,000
<b>Output</b>				
Number of downloadable material circulations	1,647,056	2,230,000	1,700,000	1,700,000
Number of hours in which public computers were used by cardholders	270,820	7,000	203,000	383,300
<b>Effectiveness</b>				
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	0.0	0.0	92.0	90.0

# Libraries

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

**Description:** Services to children is a high priority of Wake County Public Library 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 introduces 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, and collaboration with public, private, charter, and home schools for computer access. Libraries also provide adult reading programs to remain a center of lifelong learning. People of all ages may use the library for curriculum support, and as a source for building knowledge about their interests.

To evaluate service performance, staff monitors the number of programs, program attendance, and the average attendance per program.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of adult programs	905	420	500	1,000
Number of youth programs	8,879	0	100	9,900
<b>Output</b>				
Number of adult program attendees	17,578	5,605	6,500	24,000
Number of youth program attendees	338,054	0	1,000	386,100
<b>Efficiency</b>				
Number of adult attendees per program	19.4	13.0	13.0	24.0
Number of youth attendees per program	38.1	0.0	10.0	39.0

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

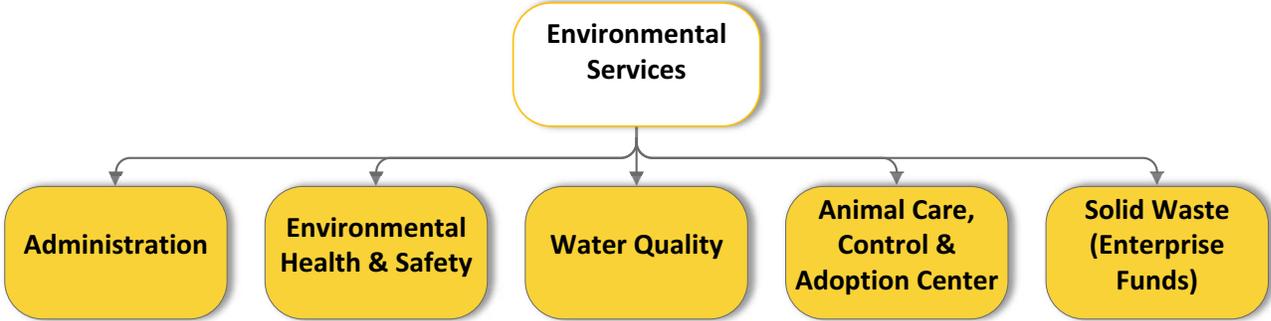
**Description:** Libraries are a destination, offering services that appeal to all generations, and provide a meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it is important that libraries are: 1) placed in convenient access, 2) located where people live, work, and play, 3) have spaces that are effectively managed, and 4) create a space that members feel safe during their visit.

To determine facility effectiveness, staff examines hours of operation and annual user satisfaction to evaluate library locations based on the number of people, households, and cardholders living within a ten-minute non-overlapping drive time area for each facility. Many services were disrupted during the COVID-19 pandemic, as was the associated data collection for some measures. Surveys, measures, and targets are anticipated to return in subsequent fiscal years with the full return of services.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of library hours open to the public	50,358	29,676	67,000	70,000
<b>Output</b>				
Number of library visits (door count)	2,554,504	650,000	1,800,000	3,640,000
<b>Efficiency</b>				
Number of library visits per open hour	50.7	21.2	26.0	52.0



# Environmental Services



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$152,591	\$125,000	\$125,000	\$142,500	4.8%
Charges For Services	\$1,953,058	\$1,692,591	\$1,692,591	\$1,699,071	57.7%
Licenses & Permits	\$1,082,518	\$1,072,125	\$1,072,125	\$1,058,219	35.9%
Miscellaneous	\$1,427	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	\$44,320	1.5%
<b>Revenue Totals</b>	<b>\$3,233,915</b>	<b>\$2,934,036</b>	<b>\$2,934,036</b>	<b>\$2,944,110</b>	
<b>Expenditures</b>					
Salary / Benefits	\$11,817,562	\$11,804,220	\$11,802,120	\$12,463,009	84.4%
Contractual Services	\$588,874	\$573,440	\$572,945	\$492,386	3.3%
Supplies, Materials and Other Charges	\$1,540,580	\$1,497,612	\$1,535,835	\$1,808,057	12.2%
Capital Outlay	\$35,762	\$1,000	\$3,496	\$1,000	0.0%
Debt	\$1,449	\$1,117	\$1,117	\$1,117	0.0%
<b>Expenditure Totals</b>	<b>\$13,984,227</b>	<b>\$13,877,389</b>	<b>\$13,915,513</b>	<b>\$14,765,569</b>	
<b>Expenditures by Division</b>					
Animal Care, Control & Adoption Center	\$3,769,626	\$3,713,401	\$3,729,980	\$3,848,073	26.1%
Environmental Health & Safety	\$3,724,185	\$3,744,529	\$3,750,768	\$3,996,179	27.1%
Environmental Services Administration	\$1,470,980	\$1,562,978	\$1,578,284	\$1,735,941	11.8%
Water Quality	\$5,019,436	\$4,856,481	\$4,856,481	\$5,185,376	35.1%
<b>Expenditure Totals by Division</b>	<b>\$13,984,227</b>	<b>\$13,877,389</b>	<b>\$13,915,513</b>	<b>\$14,765,569</b>	
<b>Number of FTEs</b>	<b>146.000</b>	<b>144.000</b>	<b>144.000</b>	<b>149.000</b>	

## Department Purpose and Goals

The Environmental Services Department advances the health of people, animals, and the environment. Environmental Services is responsible for administering and enforcing state laws, regulations, and local ordinances. Environmental Services also

provides public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling services. Environmental Services aims to meet state mandates, protect public health, minimize customer wait times, and collaborate to benefit Wake County residents.

# Environmental Services

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## FY22 Discussion

The Environmental Service budget increased \$888,000 over the prior year.

Environmental Services Administration increased \$173,000 from licensing and bank fee adjustments as well as the addition of a Plans and Permit Technician (1.000 FTE).

Environmental Health and Safety increased \$252,000 from the addition of 2.000 FTE to improve permit processing and provide State-mandated health inspections.

Water Quality increased \$329,000 with the addition of 2.000 FTE to improve plan review and permitting turn around. Additional funding is also included to meet expected demand for required and voluntary well water testing.

# Environmental Services Administration

## Division Summary - Environmental Services Administration

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Miscellaneous	\$1,425	—	—	—	0.0%
Transfers	\$44,320	\$44,320	\$44,320	\$44,320	100.0%
<b>Revenue Totals</b>	<b>\$45,745</b>	<b>\$44,320</b>	<b>\$44,320</b>	<b>\$44,320</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,016,876	\$994,867	\$994,867	\$1,122,670	64.7%
Contractual Services	\$367,468	\$424,548	\$428,053	\$291,290	16.8%
Supplies, Materials and Other Charges	\$68,344	\$141,446	\$153,247	\$319,864	18.4%
Capital Outlay	\$17,175	\$1,000	\$1,000	\$1,000	0.1%
Debt	\$1,117	\$1,117	\$1,117	\$1,117	0.1%
<b>Expenditure Totals</b>	<b>\$1,470,980</b>	<b>\$1,562,978</b>	<b>\$1,578,284</b>	<b>\$1,735,941</b>	
<b>Number of FTEs</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>13.000</b>	

### Division Purpose and Goals

The Administration Division of Environmental Services leads the sustainable and nationally recognized delivery of services for all segments of Environmental Services. Administration provides leadership, customer support, operations, and financial management. The Administration Division acts as a liaison with internal and external stakeholders to advance Board of Commissioners and countywide initiatives.

The Administration Division develops and implements a multi-year departmental business plan. Administration staff champion business intelligence solutions, data-driven decision making, field-based technology, and process improvements to provide responsive customer service. The division advances the One Water study to assess water availability to support population growth in the next 50 years.

### Major Accomplishments

In FY 2021 the Environmental Services Administration Division provided leadership on key initiatives such as the County’s comprehensive response to COVID-19.

The Animal Center collaborates with academia as well as with local, state, and national animal advocacy groups. The division won two National Association of Counties Achievement Awards in 2020; Feral Farm

Friends: A Green Pest Control Program to Re-home Feral Cats and PET PODS: Providing Good Welfare for Animals at Co-Location Evacuation Shelters.

The Groundwater and Wells Program won a National Association of Counties Achievement Award in 2020 titled a Model for County Action on Contaminated Private Wells.

The Solid Waste Division continues to make improvements to convenience centers, which increases service delivery while decreasing the improper disposal of waste in the County. The division is also studying alternatives to extend the life of the existing South Wake Landfill and to determine the future method of solid waste disposal for Wake County.

The Environmental Health & Safety Division was instrumental in supporting the County’s COVID-19 response. In addition to supporting this critical initiative, they maintained their core services to ensure the continued protection of Wake County’s residents and visitors.

### FY22 Discussion

The Environmental Administration Division budget increased \$173,000 from the prior year from the following expansion and salary and benefit adjustments.

# Environmental Services Administration

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Restoration and increased funding for Energov card bank fees is included to meet customer demand of processing permits (\$30,000).

The budget includes funding for land development system user licenses to match market rate costs from previous years (\$43,000).

A Plans and Permit Technician is included to reduce the turnover of skilled staff and maintain consistent checks of permit application (1.000 FTE, \$65,000).

The budget reduces the funding for analytical software licenses as the department transitions to using Power BI for some of its analysis (\$33,000).

## Horizon Issues

Wake County will need to continue to respond to growth in areas such as construction, permitting, food service, hospitality, waste disposal, and animal services. This will require leveraging a skilled workforce with technology and facility assessments.

As Wake County introduces self-serve technology to our customers, there is a greater need to enhance communication and responsiveness. County partnerships with outside organizations will be increasingly beneficial.

# Environmental Services Administration

## Summary of Services and Performance Measures

### Service Area: Administration - Fiscal Accountability

**Description:** The Financial and Budget Management Group (FBMG), located within the Administrative Services Division promotes responsible resource allocation and long-term economic sustainability that supports County and departmental strategies and initiatives. This is done through accounting, budgeting, financial analysis and leadership. FBMG manages outcomes by engaging managers and supervisors in discussion and analysis of their financial results, trends, risks, and opportunities. FBMG 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) Advancing business trend analysis that includes any new regulatory, legal, or economic changes that impact the business. (2) Developing staffing and business models with sensitivity analysis to understand future impact and see changes well in advance to manage outcomes.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of decisions that support analysis	980	1,000	1,000	1,000
Number of financial transactions	3,824	3,700	3,700	3,500
Number of personnel records, policy reviews, and transactions	1,300	1,600	1,700	1,700

### Service Area: Administration - Operations

**Description:** The Administration Section provides leadership and supports the overall mission of the Environmental Services Department. It is the primary point of contact for internal and external customers including the Wake County Board of Commissioners and the office of the County Manager. This section oversees implementation of new policies, coordinates planning, supports Local Health Department re-accreditation, and participates in inter-departmental initiatives. It includes the Customer Support Center, which receives permit applications, answers Wake County residents’ questions regarding Solid Waste, Water Quality, and Environmental Health and Safety, and completes research requests, in addition to other administrative functions.

The Operations Analysis Section provides leadership to staff and community to optimize customer experiences, streamline process and improve data analytics and business intelligence capability of the department. This section also serves as the liaison between Environmental Services and other departments such as Information Services, Information Technology, and Geographic Information Systems. It is currently leading a subcommittee of over 80 stakeholders in the building community to improve the permitting process through strong alliances and partnerships. In addition, this section is working effectively across the department to understand opportunities afforded by the technology that supports their operations. As a result, the Administration Section is completing over 32 business analytics models to improve customer service responsiveness.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of incoming calls	24,000	20,800	20,000	20,000
Number of public information research requests	618	870	600	600

# Environmental Health & Safety

## Division Summary - Environmental Health & Safety

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$152,591	\$125,000	\$125,000	\$142,500	19.8%
Charges For Services	\$82,775	\$119,425	\$119,425	\$104,000	14.4%
Licenses & Permits	\$437,700	\$488,106	\$488,106	\$474,200	65.8%
<b>Revenue Totals</b>	<b>\$673,066</b>	<b>\$732,531</b>	<b>\$732,531</b>	<b>\$720,700</b>	
<b>Expenditures</b>					
Salary / Benefits	\$3,444,212	\$3,479,260	\$3,479,260	\$3,693,972	92.4%
Contractual Services	\$30,592	\$22,247	\$22,247	\$41,861	1.0%
Supplies, Materials and Other Charges	\$249,381	\$243,022	\$246,765	\$260,346	6.5%
Capital Outlay	—	—	\$2,496	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,724,185</b>	<b>\$3,744,529</b>	<b>\$3,750,768</b>	<b>\$3,996,179</b>	
<b>Number of FTEs</b>	<b>43.000</b>	<b>43.000</b>	<b>43.000</b>	<b>45.000</b>	

### Division Purpose and Goals

The Environmental Health and Safety Division (EH&S) reduces public health and safety risks through education, plan review, and enforcement. The goal of the Health and Safety Division is to achieve state mandated inspection coverage and provide services uniformly and efficiently.

The Division has three sections: Food Lodging Institution, Food Lodging Specialties and Plan Review and Recreational Sanitation. The EH&S Division is responsible for administering and enforcing state laws and regulations as well as local ordinances related to public health and safety.

### Major Accomplishments

The division promotes excellence by participating in the Food and Drug Administration Voluntary National Retail Food Regulatory Program Standards, a national model of excellence for retail food inspections programs. In FY 2020, Environmental Health & Safety was awarded \$15,000 to support staff training, and to fund the 2020 risk factor study and associated interventions to reduce foodborne illness risks.

The division supported the County's pandemic response in the Emergency Operations Center and outbreak response, contributing over 15,000 staff hours to those efforts. During routine work, staff

educated operators on COVID-19 infection prevention practices.

The division conducted its third study of risk factors associated with foodborne illness in County food service establishments. The 2020 study is the third study conducted in Wake County and the results will provide trend data to help identify areas of focus over the next five years.

### FY22 Discussion

The Environmental Health and Safety Division budget increased \$252,000 from the prior year from the following expansions as well as salary and benefit adjustments from staff changes.

An Environmental Consultant is included to develop training, reporting, analysis and program evaluation to improve customer service and operational efficiency. (1.000 FTE, \$138,000). The position will develop training for permit applicants to improve the process and reduce turnaround times. The position will also develop reporting and analysis to identify and reduce common violations at regulated facilities.

An Environmental Health Specialist is included to close the coverage gap of State-mandated health inspections for lodging and institution facilities (1.000 FTE, \$91,000).

# Environmental Health & Safety

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## Horizon Issues

Major challenges for Environmental Health and Safety include growth, staff retention, and the time required to train and certify new staff. Facility growth averages more than 3% annually and is expected to

reach 5% in the next few years. The division will continue to actively monitor service demand to project future resource needs and address service delivery gaps.

# Environmental Health & Safety

## Summary of Services and Performance Measures

### Service Area: Food Lodging Institution

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of confirmed and/or elevated lead (Pb) cases	59	60	60	60
Number of food establishment complaints investigated	636	650	750	—
Number of health inspections performed	8,921	10,000	10,500	13,385
<b>Efficiency</b>				
Number of inspections per environmental health specialist (average)	400	420	420	420
<b>Effectiveness</b>				
Percent of inspection coverage for food establishments	67	67	70	100

### Service Area: Plan Review/Recreational Sanitation

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of Construction Visits/Finals/Field Consultations	1,009	1,000	1,000	1,000
Number of new food plans reviewed	1,212	1,250	1,250	1,250
Number of pool inspections performed in a calendar year	2,288	5,000	5,000	5,000
Number of pool plans reviewed in calendar year	125	150	150	150
Number of swimming pools permitted	1,259	1,260	1,260	1,260
Number of temporary food establishments permitted	338	525	525	525

# Water Quality

## Division Summary - Water Quality

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$1,539,763	\$1,201,743	\$1,201,743	\$1,223,648	67.7%
Licenses & Permits	\$644,818	\$584,019	\$584,019	\$584,019	32.3%
Miscellaneous	\$2	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$2,184,584</b>	<b>\$1,785,762</b>	<b>\$1,785,762</b>	<b>\$1,807,667</b>	
<b>Expenditures</b>					
Salary / Benefits	\$4,460,778	\$4,420,387	\$4,418,287	\$4,653,497	89.7%
Contractual Services	\$100,547	\$66,766	\$66,766	\$104,356	2.0%
Supplies, Materials and Other Charges	\$439,247	\$369,328	\$371,428	\$427,523	8.2%
Capital Outlay	\$18,587	—	—	—	0.0%
Debt	\$277	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$5,019,436</b>	<b>\$4,856,481</b>	<b>\$4,856,481</b>	<b>\$5,185,376</b>	
<b>Number of FTEs</b>	<b>45.000</b>	<b>44.000</b>	<b>44.000</b>	<b>46.000</b>	

### Division Purpose and Goals

The Water Quality Division works with the community to protect water resources and public health pursuant to County goals and applicable law. The Division has four programs, Groundwater Management, Wastewater Management, Watershed Management, and Laboratory. These programs work in their respective areas to promote leadership in water management, sustainability, and health by protecting high quality water throughout Wake County. These sections perform five broad functions within their areas of expertise: (1) Administer County ordinances and applicable state and federal laws that protect public health and water resources. (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 business professionals and residents, (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 health and safety responsibilities including nuclear power plant drills (or actual event) response, swimming-pool health inspections, recreational waters monitoring, private well monitoring and other duties to protect public health and safety.

### Major Accomplishments

The Wastewater Program continued to focus on customer service improvements through the formation of a Wastewater Customer Service Team. This team assists customers with the Accessory Structure Permit (ASP) application processing and permitting questions. Through this model, the team improves application quality, identifies applications that qualify for in-office approval, and reduces the number of ASP field visits required by staff. This allows field staff to spend more time on new residential permits. Due to the success of this model, Water Quality anticipates replicating this model for other programs and permit types. In addition to permit process improvements, the Wastewater Program also refined its Quality Assurance/Quality Control procedures to streamline permitting and improve communication with customers through the development of a standardized list of easy to read comments and conditions.

In addition to permit process improvements, the Wastewater Program refined its Quality Assurance/Quality Control procedures to streamline permitting and improve communication with customers through the development of a standardized list of easy to read comments and conditions.

The Groundwater Program continued to educate the public about the importance of radiological testing

# Water Quality

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for well users in the eastern half of the County and enforced mineral radionuclide testing requirements for new wells in this area. Despite the pandemic, demand for construction-related inspections and voluntary testing remained high. In FY 2021, staff converted the real estate outreach program to an online format and delivered well water safety training to 54 real estate agents.

Watershed Management continues to expand its education and outreach efforts to increase communication between environmental consultants and permit holders. Through improved communication, permit holders will have a better understanding of program requirements and the benefit of staying in compliance with erosion and sedimentation control, stormwater, and floodplain management regulations.

The Wake County Water Partnership continued its mission to facilitate collaboration and promote leadership in water management and sustainability. In FY 2020, United States Geological Survey (USGS) monitored 17 wells as part of the County's groundwater monitoring network and continued progress on a groundwater model that will support development of a 50-year water supply plan.

## FY22 Discussion

The Water Quality budget increased \$329,000 from the prior year from the following expansions as well as salary and benefit adjustments from staff changes.

An Environmental Consultant is included to meet increased workload and reduce the time to issue construction authorization permits (1.000 FTE, \$134,000).

The restoration of a Watershed Environmental Engineer will improve plan review turnaround time (1.000 FTE, \$132,000).

A contract with laboratory services is included to continue to meet expected demand for required and voluntary well water testing (\$27,000).

The budget eliminates on-call contract services for certain wastewater inspection services now covered by the State (\$5,000).

## Horizon Issues

As Wake County continues to grow, water resources will be used at a higher rate which could lead to increased water costs and water shortages. The County will analyze novel ways of addressing wastewater, wells, stormwater, runoff, and drinking water supplies to protect public health, environments, and developments. Water Quality will continue to lead this effort through the One Water Project and collaboration with a consultant to develop a 50-year water supply plan for Wake County. The study will also consider the impact of water reuse and green stormwater infrastructure strategies in water resource planning.

Water quality staff will also be working on water quality improvement projects in response to state legislation impacting the Falls Lake and Jordan Lake watersheds over the next several years. The division will work with partners to identify innovative projects to comply with mandated nutrient loading reductions in these watersheds. Falls Lake rules for existing development are anticipated to go into effect in July 2021, and the Jordan Lake rules are expected to be effective in 2023.

A comprehensive stormwater program will be required to address future stormwater requirements for the Neuse River, Falls Lake and Jordan Lake. Staff will be required to develop and implement management plans and ordinances. State requirements include public education and outreach, management of stormwater control measures, creation and implementation of an illicit discharge program and annual reporting.

# Water Quality

## Summary of Services and Performance Measures

### Service Area: Wastewater Management

**Description:** The Wastewater Program continued to focus on customer service improvements through the formation of the Wastewater Customer Service Team that consists of one Plan and Permit Tech and one Environmental Health Manger. This Team is able to assist customers with the Accessory Structure Permit (ASP) application processing and permitting questions. Through this model, the Team is able to improve the quality of the applications, identify applications that qualify for in-office approval, and reduce the number of ASP field visits required by staff. This allows field staff to spend more time on new residential permits. The Team piloted this program spring of 2020 and fully implemented it in October 2020. Due to the success of this model, Water Quality anticipates replicating this model for other programs and permit types. In addition to permit process improvements, the Wastewater Program also refined its Quality Assurance/Quality Control (QA/QC) procedures to streamline permitting and improve communication with customers through the development of a standardized list of easy to read comments and conditions. The Wastewater Program continues to respond to a strong economy by delivering an increasing number of septic permits for residential development and accessory structures.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of Accessory Structure Permits	1,328	1,643	1,643	1,643
Number of residential permits	1,155	1,184	1,184	1,184

### Service Area: Groundwater Management

**Description:** Groundwater Management protects public health and safety through the enforcement of State laws and regulations, as well as a local ordinance enacted for the safe and sanitary siting, construction, and abandonment of groundwater well systems in individual properties. In addition, the section is responsible for administering and enforcing the County’s local ordinance related to well interference investigations. It is also responsible for administering and enforcing the County’s local mobile home park ordinance in addition to performing assessments of well water and septic systems serving migrant housing facilities as required by the State. The section also assists the department with seasonal permitting and inspection of swimming pools.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Total Radiological Samples Collected	91	190	150	150
Voluntary Radiological Samples (excludes new wells)	187	110	150	150
Voluntary radiological samples above the health-based standard	14	11	15	15
Wellhead Inspections for New Construction	371	430	370	370

# Water Quality

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## Service Area: Watershed Management

**Description:** Watershed Management protects and enhances water quality in Wake County through the implementation of land use policies and regulations from the local, state and federal levels related to stormwater management, floodplain management and sediment and erosion control. During summer months, the section monitors bacteria levels at public beaches, issues public advisories when bacteria levels exceed standards, and close facilities when there is an imminent public health hazard. Also, the service has interlocal agreements with seven municipalities to implement their sedimentation and erosion control programs and interlocal agreements with the Towns of Rolesville, Wendell, and Zebulon to implement their stormwater management programs.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of Single Lot Erosion Control Permits	250	305	300	300
<b>Efficiency</b>				
Percent of non-compliant sediment and erosion inspections	46	38	40	25

# Animal Care, Control & Adoption Center

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

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$330,520	\$371,423	\$371,423	\$371,423	100.0%
<b>Revenue Totals</b>	<b>\$330,520</b>	<b>\$371,423</b>	<b>\$371,423</b>	<b>\$371,423</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,895,695	\$2,909,706	\$2,909,706	\$2,992,870	77.8%
Contractual Services	\$90,268	\$59,879	\$55,879	\$54,879	1.4%
Supplies, Materials and Other Charges	\$783,608	\$743,816	\$764,395	\$800,324	20.8%
Debt	\$55	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,769,626</b>	<b>\$3,713,401</b>	<b>\$3,729,980</b>	<b>\$3,848,073</b>	
<b>Number of FTEs</b>	<b>46.000</b>	<b>45.000</b>	<b>45.000</b>	<b>45.000</b>	

### Division Purpose and Goals

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

### Major Accomplishments

Wake County Animal Center continued to provide services to the residents of Wake County throughout the pandemic. Adoptions were by appointment only; animal Control went to emergency calls only; and reduction of volunteers and fosters within the building.

Through these changes in service delivery, the animal shelter was able to stay open and continue to take in animals from the public and animal control as well as continue adoptions.

### FY22 Discussion

The Animal Center budget increased \$135,000 from the prior year from the following expansions and salary and benefit adjustments from staff changes.

Restoration of medical supplies will support routine Animal Control Operations (\$44,000).

The budget restores overtime funding to assist in Animal Control intake during emergency responses (\$37,000).

### Horizon Issues

The County will continue to engage community partners to promote Trap-Neuter-Return (TNR) practices. As the cat population grows throughout the County, the division will also promote the Barn Cat Program and proactively monitor Wake County Animal Control for community cat caregivers that have cats to TNR.

A recent facility and community needs assessment demonstrated the need for a new animal center to accommodate growing demand. The division will continue to partner with other County departments to identify and purchase a site for the new center, as expansion at the existing site is not feasible. The Capital Improvement Program includes planned funding for design and construction of the new center in FY 2025.

# Animal Care, Control & Adoption Center

## Summary of Services and Performance Measures

### Service Area: Animal Control

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

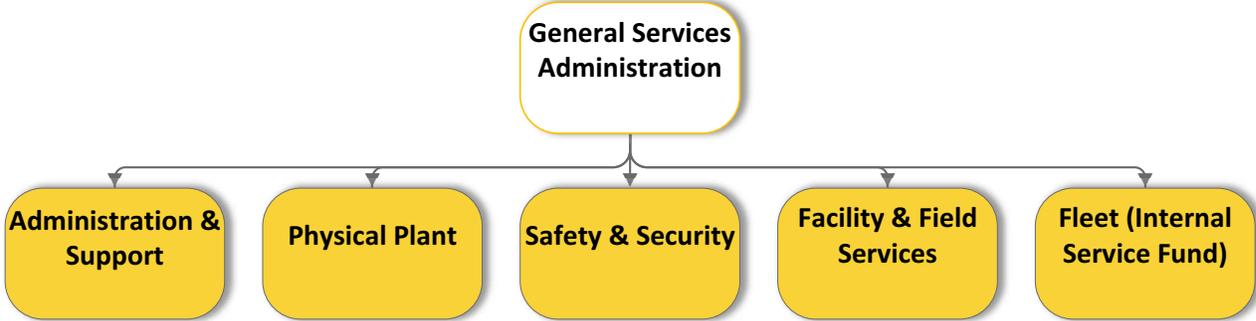
Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of animal service calls	5,814	5,000	6,000	—
<b>Efficiency</b>				
Number of service calls per officer per year	646	556	667	—

### Service Area: Animal Care and Adoption

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

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of animals taken in	9,306	6,000	11,000	—
<b>Output</b>				
Number of animals adopted	3,832	2,940	4,620	—
Number of animals euthanized	1,273	660	1,800	—
Number of animals reclaimed	1,241	720	1,320	—
Number of animals transferred	3,132	1,800	3,300	—
<b>Effectiveness</b>				
Percent of animals adopted	41	49	42	—
Percent of animals reclaimed	13	12	13	—
Percent of non-required euthanizations	4	4	7	—
Percent of required euthanizations (by Ordinance or Animal Health)	10	7	12	—
Percent of transferred animals	33	30	30	—

# General Services Administration



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$2,256,085	\$2,553,505	\$2,553,505	\$2,276,564	98.5%
Miscellaneous	\$40,527	\$51,000	\$51,000	\$35,500	1.5%
<b>Revenue Totals</b>	<b>\$2,296,612</b>	<b>\$2,604,505</b>	<b>\$2,604,505</b>	<b>\$2,312,064</b>	
<b>Expenditures</b>					
Salary / Benefits	\$10,597,740	\$11,108,831	\$11,108,831	\$11,208,255	35.5%
Contractual Services	\$8,005,600	\$8,343,151	\$8,637,521	\$8,850,715	28.0%
Supplies, Materials and Other Charges	\$10,864,466	\$11,492,404	\$11,663,700	\$11,422,748	36.2%
Capital Outlay	\$259,432	\$49,069	\$222,135	\$83,942	0.3%
<b>Expenditure Totals</b>	<b>\$29,727,238</b>	<b>\$30,993,455</b>	<b>\$31,632,187</b>	<b>\$31,565,660</b>	
<b>Expenditures by Division</b>					
Administration & Support	\$2,451,161	\$2,707,242	\$2,863,998	\$3,034,559	9.6%
County Building Agreements	\$39,535	\$191,768	\$191,768	\$80,768	0.3%
Criminal Justice / General Government	\$887,811	\$917,691	\$935,165	\$917,691	2.9%
Facility & Field Services	\$7,510,891	\$8,155,263	\$8,264,875	\$8,217,504	26.0%
Physical Plant	\$9,101,347	\$8,936,972	\$9,093,085	\$9,235,352	29.3%
Safety & Security	\$3,953,250	\$3,723,595	\$3,913,703	\$3,807,743	12.1%
Utilities	\$5,783,243	\$6,360,924	\$6,369,593	\$6,272,043	19.9%
<b>Expenditure Totals by Division</b>	<b>\$29,727,238</b>	<b>\$30,993,455</b>	<b>\$31,632,187</b>	<b>\$31,565,660</b>	
<b>Number of FTEs</b>	<b>132.000</b>	<b>132.000</b>	<b>132.000</b>	<b>133.000</b>	

## Department Purpose and Goals

General Services Administration (GSA) manages a comprehensive and diverse portfolio of facilities and fleet for the County. The department supports criminal justice and general government functions. GSA is dedicated to ensuring safe and productive work environments, safe and reliable vehicles, and

consistent support to County departments. GSA is organized into 5 major service delivery divisions: Administration and Support Services, Facility and Field Services, Fleet Services, Physical Plant, and Safety and Security.

GSA uses an organizational matrix model to provide a broad range of services to the County, the 10th

# General Services Administration

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Judicial District, and related partners and customers. A matrix organization utilizes resources (staff, contractors, financial, and materials) across organizational reporting lines to advance its core businesses. The department prioritizes reducing risk to County employees and citizens, maintaining the County's facility portfolio (such as building systems and fleet assets), and ensuring the efficient delivery of general government and court operations through excellence in service.

## **FY22 Discussion**

The General Service Administration budget increased \$572,000 from the prior year adopted budget for the compensation and benefit adjustments as well as increases in increases IT contract services, solid waste contracts, and software/computer supplies.

The budget includes expansions to add a Building Systems Trade Specialist (1.000 FTE, \$108,000) and data analytics software (\$40,000) to improve facility maintenance and reduce energy consumption.

Additional funding is also included for escalated costs for the book courier contract (\$65,000) and maintenance for systems that have aged out of their original warranty periods (\$80,000).

The budget includes reductions across the Physical Plant, Safety and Security, Facility and Field Services, and Utilities Divisions to account for the closing of the Falstaff Building and the transition of Perry Road Elementary School Park to Town of Cary maintenance (\$-76,000).

# Administration & Support

## Division Summary - Administration & Support

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$600	\$3,500	\$3,500	\$3,500	10.3%
Miscellaneous	\$32,618	\$40,500	\$40,500	\$30,500	89.7%
<b>Revenue Totals</b>	<b>\$33,218</b>	<b>\$44,000</b>	<b>\$44,000</b>	<b>\$34,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,512,003	\$1,742,950	\$1,742,950	\$2,058,091	67.8%
Contractual Services	\$1,053,209	\$950,953	\$1,102,249	\$1,040,377	34.3%
Supplies, Materials and Other Charges	\$(123,319)	\$13,339	\$18,799	\$(63,909)	(2.1)%
Capital Outlay	\$9,268	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$2,451,161</b>	<b>\$2,707,242</b>	<b>\$2,863,998</b>	<b>\$3,034,559</b>	
<b>Number of FTEs</b>	<b>19.000</b>	<b>19.000</b>	<b>19.000</b>	<b>19.000</b>	

### Division Purpose and Goals

The Administration and Support Services division ensures that standard processes are applied to unique and specialized business environments (detention venter, health clinics, courts, etc.). Administration and Support Services provides portfolio management, business and technology planning, and system administration of GSA’s various facility and fleet engineered control systems.

The portfolio team oversees the County space inventory and manages all building information as governed by the public facilities database procedure. The systems team oversees engineered control technologies that support the County’s assets including work order management, capital planning, fleet, and parking.

Administration manages support services including the County mail center (USPS, labs, medical records, book courier, special deliveries, and inter-office mail) and move management, including surplus property. Administration manages all utility accounts and facility leases.

The department provides 24/7 customer support via the Request Center and Security Center. The department head discharges court liaison responsibilities for the County, staffs the Energy Advisory Commission, and serves as the County’s Americans with Disability Act Coordinator.

### Major Accomplishments

Conducted 51 workplace assessments to identify engineering controls in County facilities to allow departments to safely return to work and reopen in-person service delivery during COVID-19.

Participated with the Facilities Design and Construction department on the Wake County Administrative Master Plan.

Prepared and bid mail courier services, which includes the delivery, processing, and sorting of all types of County mail, and book courier services to transport library books throughout the Wake County Library system.

### FY22 Discussion

Administration and Support division budget increased \$327,000 from the prior year adopted budget for compensation and benefit adjustments, increases in telecommunication charge, computer software supplies, and purchased services.

Data analytics software will provide maintenance information and track performance targets for the facility maintenance program (\$40,000).

The budget includes increased funding for the book courier contract to transport books between the County’s 23 library system locations (\$65,000). Market escalations and an increase in the size of the

# Administration & Support

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library system and its collections are driving this cost increase.

## Horizon Issues

The Administration and Support division aims to lead the County's efforts in improving departmentwide services by enhancing asset reliability, tracking repair costs, and seeking customer feedback.

The division also plans to digitize building plans to support business continuity. This project will include the implementation of as-built drawing sets, operations and maintenance manuals, specifications, shop drawings, facility documents, and document management for warranties.

Finally, the division looks to expand the facility management system's hoteling and reservation module for corporate conference rooms and designated drop-in spaces.

# Administration & Support

## Summary of Services and Performance Measures

### Service Area: Portfolio Management

**Description:** The Administration and Support Division provides a corporate framework that captures, uses, and manages critical facility information. The Division allocates resources, optimizes business value, and provides a healthy work environment that encourages organizational optimization. It maintains central business and technology functions and supports GSA’s operating divisions.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of rentable square feet managed	4,317,993	4,341,345	4,324,372	—
Number of total square feet managed	5,015,468	5,040,049	5,022,183	—

# Physical Plant

## Division Summary - Physical Plant

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$8,341	\$7,500	\$7,500	\$7,500	100.0%
Miscellaneous	\$45	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$8,385</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	
<b>Expenditures</b>					
Salary / Benefits	\$5,264,273	\$5,461,325	\$5,461,325	\$5,601,919	60.7%
Contractual Services	\$2,398,907	\$2,685,425	\$2,764,884	\$2,521,387	27.3%
Supplies, Materials and Other Charges	\$1,383,080	\$790,222	\$790,222	\$1,063,646	11.5%
Capital Outlay	\$55,087	—	\$76,654	\$48,400	0.5%
<b>Expenditure Totals</b>	<b>\$9,101,347</b>	<b>\$8,936,972</b>	<b>\$9,093,085</b>	<b>\$9,235,352</b>	
<b>Number of FTEs</b>	<b>69.000</b>	<b>69.000</b>	<b>69.000</b>	<b>70.000</b>	

### Division Purpose and Goals

The Physical Plant Division provides facility engineering services and maintenance to Wake County's facility building assets, life safety systems, and infrastructure. The purpose is to maximize the productivity of County staff by providing comfortable, safe, efficient, and reliable working environments through the use of proper planning, professional staffing, exceptional customer service, and technology.

Life safety systems are the most important systems maintained by Physical Plant. These systems include fire alarm, fire sprinkler, chemical fire protection, emergency lighting systems, emergency UPS systems, emergency generator systems, smoke evacuation systems, and battery powered exit lighting.

Physical Plant is also charged with maintaining safe environmental conditions. This requires environmental testing and specialty contractors to ensure a clean and safe environment is provided and maintained.

### Major Accomplishments

Implemented engineering controls across County facilities according to the 51 COVID-19 workplace assessments. This includes installing MERV-13 filters and installing plexiglass barriers to safeguard staff and customers at transaction areas.

Completed several projects in Wake County Office Building and the Wake County Courthouse including: renovations to the Fayetteville Street lobby security desk, relocation of the County Attorney's suite on the third floor, minor renovations on the fourth floor for the Housing department and sixth floor for the Environmental Services department, and major renovation for the Community Services department.

Supported healthcare partners at UNC Healthcare and Human Services through their semi-annual accreditation inspections.

Began planning for a major mechanical replacement at the Firearms Education and Training Center and the John H Baker Public Safety Center.

Assisted in the construction of a new medical holding area for Wake County Detention Center.

### FY22 Discussion

Physical Plant division budget increased \$298,000 from the prior year adopted budget for the compensation and benefit adjustments approved with the prior year budget.

A Building Maintenance Systems Trade Specialist will support the development of an energy team to maintain energy conservation measures and reduce energy costs (1.000 FTE, \$108,000).

# Physical Plant

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Additional preventative maintenance is included to maintain uninterruptible power supply units at three County buildings. These units have aged out of the original system warranty period (\$45,000).

## Horizon Issues

The Physical Plant division will continue migrating to an automation system that enables existing and future buildings to quickly adjust and monitor controls. Improving sequences and aligning controls across the inventory is the next step towards efficient, reliable buildings.

The division will also plan projects and outline strategies to reduce energy consumption and increase the efficiency of existing building portfolio. Additionally, the County aims to implement renewable energy strategies to make progress towards the Clean Energy by 2050 Resolution.

As the County’s square footage portfolio and building complexity increases, the division will develop a facility maintenance staffing model to ensure that maintenance service levels can meet the demands of the County’s facility portfolio growth.

# Physical Plant

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## Service Area: Life Safety/Environmental

**Description:** To ensure that critical and complex multi-building life safety systems function and acceptable environmental conditions exist across Wake County’s facility portfolio. Life Safety systems are the highest priority in managing the County’s portfolio.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of facilities with supervisory control and data acquisition controls	54	54	53	—

# Safety & Security

## Division Summary - Safety & Security

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	—	—	—	\$4,000	88.9%
Miscellaneous	\$3,855	\$6,000	\$6,000	\$500	11.1%
<b>Revenue Totals</b>	<b>\$3,855</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$4,500</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,412,740	\$1,091,037	\$1,091,037	\$697,219	18.3%
Contractual Services	\$3,242,518	\$3,698,497	\$3,717,483	\$4,099,651	107.7%
Supplies, Materials and Other Charges	\$(715,257)	\$(1,088,698)	\$(935,634)	\$(998,359)	(26.2)%
Capital Outlay	\$13,249	\$22,759	\$40,817	\$9,232	0.2%
<b>Expenditure Totals</b>	<b>\$3,953,250</b>	<b>\$3,723,595</b>	<b>\$3,913,703</b>	<b>\$3,807,743</b>	
<b>Number of FTEs</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	

### Division Purpose and Goals

The Safety and Security Division implements safety and security procedures and physical security safeguards to reduce risk for County personnel, visitors, and assets within County facilities. Services include: supporting the County’s Risk Team, administering electronic security, card access, photo ID employee badging, and visitor management systems, monitoring fire and intrusion alarms, overseeing incident report management and tracking, managing the audio visual systems throughout County facilities, training County employees on security and safety, and creating and updating each facility’s emergency action plan.

### Major Accomplishments

Developed a plan and partnered with the Sheriff to bringing consistent roster of officers who are Crisis Intervention Trained (CIT) to Oak City Cares Center, South Wilmington Street Shelter, Human Services Center Swinburne, and Human Services Center Sunnybrook.

Prepared for and responded to numerous civil disturbance events impacting the downtown area. Collaborated with Fire and Emergency Management staff in developing and implementing perimeter protection barrier plan.

Screened an average of 807,000 bags annually and detected over 4,100 weapons and contraband at the Courthouse, Justice Center, and Wake County Detention Center x-ray machines.

Conducted electronic security system improvements or installations at Eva Perry Regional Library, Board of Elections Operations Center, Wake County Office Building, Olivia Raney Local History Library, and Agricultural Services.

### FY22 Discussion

Safety and Security division budget increased \$84,000 from the prior year adopted budget for compensation and benefit adjustments, rental lease equipment, security, contract services, supplies, and materials.

### Horizon Issues

The Safety and Security division will continue to rate all County buildings on their criticality and vulnerability based on Homeland Security criteria. The division will collaborate with other County departments to improve the safety and security culture by analyzing incident reporting trends. Additionally, the division will continue ongoing work to replace the video management system for corporate and detention facilities.

# Safety & Security

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of access card holders in system	30,554	30,554	30,000	—
Number of people trained in safety and security instructor-led classes	672	60	700	—
Number of security incident reports investigated	2,169	1,145	2,000	—
Number of seized weapons or contraband	7,029	4,116	5,500	—

# Criminal Justice / General Government

## Division Summary - Criminal Justice / General Government

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$1,935,178	\$2,225,000	\$2,225,000	\$1,965,000	100.0%
Miscellaneous	\$(293)	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$1,934,885</b>	<b>\$2,225,000</b>	<b>\$2,225,000</b>	<b>\$1,965,000</b>	
<b>Expenditures</b>					
Contractual Services	\$324,389	\$286,180	\$300,381	\$351,180	38.3%
Supplies, Materials and Other Charges	\$524,628	\$626,761	\$629,438	\$561,761	61.2%
Capital Outlay	\$38,794	\$4,750	\$5,346	\$4,750	0.5%
<b>Expenditure Totals</b>	<b>\$887,811</b>	<b>\$917,691</b>	<b>\$935,165</b>	<b>\$917,691</b>	

### Division Purpose and Goals

The Criminal Justice/General Government core businesses have two primary functions: criminal justice support and parking management.

The Criminal Justice Support area provides mandated support to the courts and detention. Service areas include court security, detention electronic security, and detention and court video solutions. The GSA administrator chairs the Court Space committee, sponsors the Criminal Justice Operations Committee, and is the County’s liaison to the 10th Judicial District of the NC General Court of Justice. These bodies also provide authority and oversight over three jail diversion programs GSA administers (Free the People, Pretrial Monitoring, and Pretrial Release Program).

GSA is responsible for administering and updating the County’s parking policy and managing parking assignments in both private and public parking decks located in the downtown central business district. These decks provide parking to County employees, jurors, partners, tenants, and the public. GSA manages the contractor who oversees the public parking deck. This deck has multiple revenue sources, including special events, monthly, and leased rates. Contiguous with the parking deck is a privately-owned commercial high-rise entity (L-Building), with which the County has an agreement.

### Major Accomplishments

For more than a decade Wake County has regularly updated the key statistics that determine staffing

levels and space requirements for the courts and detention facilities. GSA is leading a comprehensive review of these documents by updating the Long-Term Jail and the Judicial Projections. This process will allow the County to plan space needs through 2040.

Wake County and the 10th Judicial District began participating in Advancing Pretrial Policy Research’s Learning Sites program, which provides technical assistance and support for the potential implementation of the Public Safety Assessment in the Pretrial Services Program and other pretrial reform initiatives.

Provided COVID-19 operational and technology solutions for validating parking for jurors and Emergency Operations Center employees to ensure social distancing and reduced contact.

### FY22 Discussion

The division’s revenue budget is \$260,000 less than the prior year budget since projections signal lower court facility fees and parking fees. Expenditures remain flat.

### Horizon Issues

The division will evaluate the long-term impacts of the Criminal Justice Facilities Master Plan Update on County facility needs. This will incorporate jail and court data and compare against long-term projections.

## **Criminal Justice / General Government**

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GSA continues to evaluate new technology and strategies to enhance parking operations, including the appropriate staffing model for more efficient and

cost-effective parking operations. The County parking policy will be updated to align with current goals in parking management.

# Facility & Field Services

## Division Summary - Facility & Field Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$54,805	\$55,000	\$55,000	\$45,000	90.9%
Miscellaneous	\$4,302	\$4,500	\$4,500	\$4,500	9.1%
<b>Revenue Totals</b>	<b>\$59,107</b>	<b>\$59,500</b>	<b>\$59,500</b>	<b>\$49,500</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,408,724	\$2,813,519	\$2,813,519	\$2,851,026	34.7%
Contractual Services	\$824,188	\$603,249	\$633,677	\$689,273	8.4%
Supplies, Materials and Other Charges	\$4,134,946	\$4,716,935	\$4,718,361	\$4,655,645	56.7%
Capital Outlay	\$143,033	\$21,560	\$99,318	\$21,560	0.3%
<b>Expenditure Totals</b>	<b>\$7,510,891</b>	<b>\$8,155,263</b>	<b>\$8,264,875</b>	<b>\$8,217,504</b>	
<b>Number of FTEs</b>	<b>37.000</b>	<b>37.000</b>	<b>37.000</b>	<b>37.000</b>	

### Division Purpose and Goals

The Facility & Field Services Division provides Wake County properties with housekeeping, pest control, vending, window washing, solid waste disposal, recycling, bio-hazard waste disposal, civil engineering, landscape maintenance, hard surface maintenance, horticulture, irrigation, exterior construction, stormwater and flood control, corporate and road name signage, and land stewardship.

Facility & Field Services strives to provide high quality customer service in an efficient and cost-effective manner by being attentive to customer needs and managing contracted services with a progressive approach. Division services are extended to all County departments and major partners such as Marbles Kids Museum, Carolina Mudcats, Wake County Public School System, and North Carolina State University.

### Major Accomplishments

Awarded a \$2.35 million federal grant from the USDA-NRCS to perform high hazard dam assessments on two structures and rehabilitation planning design on five structures.

The annual inspections at all 10 flood control sites were successfully completed in cooperation with Natural Resources Conservation Service officials.

Collaborated with Facilities, Design, and Construction to complete major repairs to the outlet structures at Crabtree Creek Flood Control sites.

Partnered with Information Services on the 800 MHz radio system conversion to the new P25 platform and on the replacement of ISDN lines with fiber connectivity at several Wake County sites improving security system reliability.

Completed an update to the Joint Use Agreement for School Parks with a combined work group of Wake County and Wake County Public School System members. Completed improvements to the amphitheater and parking lot at the Knightdale Elementary School Park.

### FY22 Discussion

The division revenue budget decreased by \$10,000 for vending income. The expense budget increased by \$62,000, mostly for personnel changes in health insurance and retirement.

### Horizon Issues

Installing data telemetry units at all ten flood control sites to provide real time data to the Emergency Operations Center during flood events. The first prototype is under design and expected to be deployed in FY 2022.

## Facility & Field Services

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In collaboration with Wake County, Raleigh-Durham, state, and federal partners, the division is developing a remediation plan for the Crabtree Creek Watershed. The partnership completed sediment sampling at Brier Creek Reservoir and is currently planning sampling at Lake Crabtree. The Request For Qualifications process for flood control design services was completed with engineering firms being selected.

High hazard dam assessments began at two sites in FY 2021 and will continue into FY 2022. Rehabilitation projects to provide planning and environmental impact studies for potential improvements at six sites began in FY 2021 and will continue through FY 2023.

# Facility & Field Services

## Service Area: Road Name Signs

**Description:** This program fabricates, installs, and maintains road name signs (street signs) within all of Wake County’s unincorporated areas and all municipal extraterritorial jurisdictions (not corporate limits) except for Raleigh, Cary, and Wake Forest. Road name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of road name signs that are new, repaired, or replaced	2,845	2,364	3,000	—

# Utilities

## Division Summary - Utilities

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Contractual Services	\$123,809	\$103,847	\$103,847	\$103,847	1.7%
Supplies, Materials and Other Charges	\$5,659,434	\$6,257,077	\$6,265,746	\$6,168,196	98.3%
<b>Expenditure Totals</b>	<b>\$5,783,243</b>	<b>\$6,360,924</b>	<b>\$6,369,593</b>	<b>\$6,272,043</b>	

### Division Purpose and Goals

GSA provides a corporate solution that captures, analyzes, and manages the critical information obtained in the process of utility payment and applies that information to find opportunities to conserve resources and reduce costs. The utility bill payment and processing system is 100% digital and is outsourced using a third-party energy and sustainability management platform. This function is managed by GSA Administration and Support Services Division.

Policy and management drivers for energy conservation include the Energy Conservation and Management Policy and the Energy Design and Management Guidelines. The 100% Clean Energy by 2050 resolution establishes a goal which influences design and management decisions that affect energy consumption and the overall utility budget.

### Major Accomplishments

Continued to serve on the Energy Advisory Commission, working toward the Board's goal of 100% Clean Energy by 2050. The Commission also held the 27th Energy Camp by moving the camp entirely online due to the COVID-19 pandemic, reaching 675 youth in the community.

Continued to use utility data to identify energy conservation measure projects that reduce energy consumption, maintenance costs, and utility costs. The following projects were completed: two building-level HVAC control projects at Village Regional Library and Holly Springs Community Library & Cultural Center; two building LED retrofits at Holly Springs Community Library & Cultural Center and the Library Administration Building; and two LED site lighting retrofit projects at the Wake County Office Park and Green Road Community Library.

Other energy savings projects were initiated including a multi-site solar and multi-site LED project aimed to reduce utility costs for up to 15 facilities.

### FY22 Discussion

The Utilities budget decrease of \$89,000 is related to lower natural gas projections across the County libraries and human services facilities.

### Horizon Issues

General Services identified Energy Conservation Measure capital projects over the next seven years, which include LED lighting, building controls, solar cells, and other energy efficiency projects.

# Utilities

## Summary of Services and Performance Measures

### Service Area: Utility Management

**Description:** Utility Management provides a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment. This helps find opportunities to conserve resources and money. The critical information is collected for historical energy use, providing baseline information for analysis.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of buildings with corporate recycling	53	52	53	—
Number of facilities with building control systems	53	53	52	—

# County Building Agreements

## Division Summary - County Building Agreements

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$257,161	\$262,505	\$262,505	\$251,564	100.0%
<b>Revenue Totals</b>	<b>\$257,161</b>	<b>\$262,505</b>	<b>\$262,505</b>	<b>\$251,564</b>	
<b>Expenditures</b>					
Contractual Services	\$38,580	\$15,000	\$15,000	\$45,000	55.7%
Supplies, Materials and Other Charges	\$955	\$176,768	\$176,768	\$35,768	44.3%
<b>Expenditure Totals</b>	<b>\$39,535</b>	<b>\$191,768</b>	<b>\$191,768</b>	<b>\$80,768</b>	

### Division Purpose and Goals

County Building Agreements are managed and maintained by GSA and serve as a repository for facility leases where the County is the lessor or the lessee, regardless of funding source. To optimize public funding of private sector space and to leverage this space to meet needs, GSA allocates resources in a fiscally prudent manner.

### Major Accomplishments

Supporting the Human Services Facilities Master Plan, completed tenant improvements and move-in for the Human Services Center at Departure Drive and Human Services facility at Somerset Drive. Several programs and employees were successfully transitioned.

Extended Dura Leigh Road Community Library lease agreement and completed minor renovations in the library.

Renegotiated the Southgate Community Library lease agreement.

### FY22 Discussion

The division expenses decrease by \$111,000. A decrease of \$146,000 in real property rentals is a result of a new lease for the Human Services facility on Somerset Drive. This decrease is offset by an expansion that includes maintenance for the Carolina Mudcats scoreboard at Five County Stadium (\$35,000). The system has aged out of its warranty period.

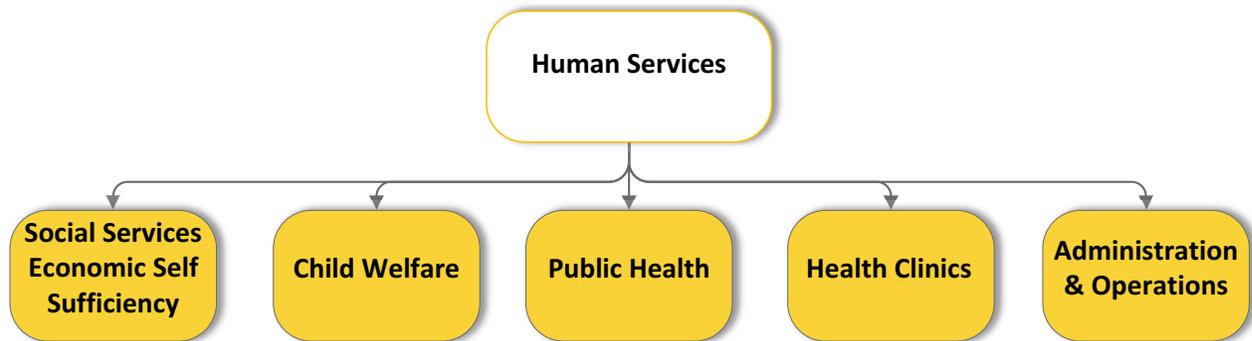
### Horizon Issues

The County will plan next steps for the Marbles Kids Museum and Imax Theater lease agreement, which is scheduled to end on November 2022.

Additionally, the County will plan next steps for the Carolina Mudcats Five County Stadium lease agreement, which ends on January 2023.

Minor renovations at Southgate Community Library will occur as part of a new lease agreement.

# Human Services



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$10,711,506	\$11,933,779	\$11,932,519	\$11,239,457	14.1%
State	\$53,460,473	\$53,327,172	\$53,405,988	\$54,328,626	68.0%
Local	\$150,948	\$100,444	\$111,684	\$72,110	0.1%
Charges For Services	\$14,881,197	\$14,223,307	\$14,252,066	\$14,281,205	17.9%
Miscellaneous	\$114,469	\$5,066	\$12,566	\$5,066	0.0%
Other Financing Sources	—	\$845,688	\$845,688	—	0.0%
<b>Revenue Totals</b>	<b>\$79,318,594</b>	<b>\$80,435,456</b>	<b>\$80,560,511</b>	<b>\$79,926,464</b>	
<b>Expenditures</b>					
Salary / Benefits	\$118,450,072	\$122,374,878	\$122,052,705	\$127,623,452	76.4%
Contractual Services	\$24,670,035	\$26,458,017	\$27,510,534	\$26,791,010	16.0%
Supplies, Materials and Other Charges	\$10,493,390	\$12,576,426	\$12,755,399	\$12,424,191	7.4%
Capital Outlay	\$154,768	—	\$142,552	—	0.0%
Debt	\$1,052	—	\$153	\$179	0.0%
Budget Reserves	—	—	\$180,915	—	0.0%
Transfers Out	\$199,966	\$1,045,654	\$1,045,654	\$199,966	0.1%
<b>Expenditure Totals</b>	<b>\$153,969,284</b>	<b>\$162,454,975</b>	<b>\$163,687,912</b>	<b>\$167,038,798</b>	
<b>Expenditures by Division</b>					
Administration & Operations	\$19,686,016	\$21,298,988	\$22,031,946	\$22,409,345	13.4%
Child Welfare	\$31,425,999	\$34,291,677	\$34,397,687	\$34,644,055	20.7%
Health Clinics	\$19,392,896	\$20,837,055	\$21,032,635	\$20,813,875	12.5%
Human Service Reserves	—	—	\$180,915	—	0.0%
Public Health	\$29,802,523	\$31,204,274	\$31,469,977	\$33,562,401	20.1%
Social Services Economic Self Sufficiency	\$53,661,849	\$54,822,981	\$54,574,752	\$55,609,122	33.3%
<b>Expenditure Totals by Division</b>	<b>\$153,969,284</b>	<b>\$162,454,975</b>	<b>\$163,687,912</b>	<b>\$167,038,798</b>	
<b>Number of FTEs</b>	<b>1,628.997</b>	<b>1,623.997</b>	<b>1,630.997</b>	<b>1,667.995</b>	

# Human Services

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## Department Purpose and Goals

The mission of Wake County Human Services is to facilitate full access to high quality and effective health and human services for Wake County residents in partnership with the community. The department vision is for Wake County to be one of the healthiest places to live and for all residents have opportunities to improve their lives. Wake County Human Services is dedicated to providing public health, social services, and transportation services to over 200,000 people a year. The department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, transportation and other human services in over 14 locations throughout Wake County.

## FY22 Discussion

The Human Services budget increased \$4.58 million. The bulk of this increase is related to expansions across every division. The revenue budget decreased \$509,000, largely due to changes in how specific program funds are budgeted.

The Economic Self-Sufficiency budget increased by \$786,000 from the prior year budget. This increase

reflects \$1.35 million in salary and benefits mostly due to new expansion positions (11,000 FTE; \$850,000). The FY21 budget included an additional \$641,000 in Child Support Enforcement Incentive Funds, which are now budgeted in the Grants and Donations Fund.

The Child Welfare budget increased \$352,000 almost entirely related to benefit changes in health insurance and retirement.

The Public Health division budget increased by \$2.36 million from the prior year budget. The majority of this change is reflected through new expansions (20,998 FTE), particularly to strengthen the Public Health infrastructure.

The Health Clinics division budget decreased by \$23,000 based on mid-year position movement. This overall decrease was offset by an expansion addition (1,000 FTE; \$41,000).

Finally, in Administration and Operations, the budget reflects an increase of \$1.11 million from the prior year budget. The majority of this change reflects increases to salary and benefits, and an increase in the cost of facility leases for a new replacement facility at Somerset Drive. New expansions are also included (4,000 FTE; \$229,000).

# Social Services Economic Self Sufficiency

## Division Summary - Social Services Economic Self Sufficiency

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	—	\$712,420	\$712,420	—	0.0%
State	\$34,934,604	\$33,054,766	\$32,875,028	\$33,658,408	96.8%
Charges For Services	\$1,045,273	\$1,082,343	\$1,111,102	\$1,123,241	3.2%
<b>Revenue Totals</b>	<b>\$35,979,877</b>	<b>\$34,849,529</b>	<b>\$34,698,550</b>	<b>\$34,781,649</b>	
<b>Expenditures</b>					
Salary / Benefits	\$40,791,700	\$41,411,818	\$41,382,060	\$42,759,812	76.9%
Contractual Services	\$10,346,849	\$9,856,963	\$9,811,424	\$9,856,463	17.7%
Supplies, Materials and Other Charges	\$2,517,846	\$3,554,200	\$3,381,237	\$2,992,847	5.4%
Capital Outlay	\$5,345	—	—	—	0.0%
Debt	\$110	—	\$31	—	0.0%
<b>Expenditure Totals</b>	<b>\$53,661,849</b>	<b>\$54,822,981</b>	<b>\$54,574,752</b>	<b>\$55,609,122</b>	
<b>Number of FTEs</b>	<b>596.500</b>	<b>596.500</b>	<b>597.500</b>	<b>608.500</b>	

### Division Purpose and Goals

Economic Self Sufficiency Division seeks to build human capital and enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals of this division are to promote and support personal responsibility; provide time-limited public assistance; provide energy and food assistance; offer access to health care; establish and enforce child support obligations; maximize individual capacity to secure employment; and assist older and disabled adults in meeting their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

The Division is comprised of the following programs: Child Support Services; Family Medicaid; Food and Nutrition Services (FNS); Program and Staff Development (PSD); Energy Programs; Vocational Services; and Work First. The Division also includes Adult Services Programs including Adult Protective Services (APS), Adult Guardianship, Adult Medicaid, and Adult and Community Services. Adult Protective Services investigates complaints of abuse, neglect, and exploitation of disabled adults.

### Major Accomplishments

Child Support collected \$50,307,152 which was 102.8% of the goal. Ninety-nine percent of this amount went directly to families and children.

CARES funding of \$5 million for each program was allocated to assist with utility payments and child care for families impacted by COVID-19. Staff across many programs were quickly trained to help process these applications.

Medicaid met the application timeliness requirement in all months of the year.

Food and Nutrition Services experienced a surge of applications and active cases during 2020 due to the pandemic. The number of applications processed during 2020 was 25% higher than the number processed in 2019. The active caseload increased from 30,000 to 40,000 cases. Over 100 staff were cross trained to assist with the increased workload.

### FY22 Discussion

The Economic Self-Sufficiency budget increased by \$786,000 from the prior year budget. This increase reflects \$1.35 million in salary and benefits mostly due to new expansion positions. The FY21 budget included an additional \$641,000 in Child Support

# Social Services Economic Self Sufficiency

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Enforcement Incentive Funds, which are now budgeted in the Grants and Donations Fund.

An Adult Medicaid Eligibility Caseworker was added midyear in FY21 to partner with SouthLight Health Care to conduct eligibility determination for Medicaid coverage. The budget includes both the costs (\$64,000) and revenues (\$64,000) for the position.

Funding for three additional Food and Nutrition Services supervisors will reduce the supervisor to staff ratio, improving staff training and retention and monitoring of State expectations for timeliness, and accuracy. This expansion is offset by \$120,000 in revenues (3.000 FTEs, \$254,000).

Funding for three additional Economic Benefits Technicians staff at the Human Services Centers at Departure Drive and Somerset Drive to assist Case Managers with the increasing application demand for Food and Nutrition Services and Medicaid Services. This expansion will be offset by revenues of \$94,000 (3.000 FTEs, \$201,000).

Funding for three Medicaid Services Supervisors to improve the ratio of supervisors to staff across Medicaid intake and review teams, improving staff training and retention and monitoring of State expectations for timeliness and accuracy. This expansion would include \$123,000 in revenue that would offset some of the costs (3.000 FTEs, \$258,000).

The budget includes funds for an Adult Medicaid Eligibility Team Lead to provide assistance to the supervisor in identifying Supplemental Security Income terminations to improve the review

processing time. The expansion would be offset by revenues of \$58,000 (1.000 FTEs, \$78,000).

The budget includes funding for a Family & Children's Medicaid Caseworker to partner with NeighborHealth to provide Medicaid eligibility determination services to approximately 6,000 patients. The expansion would include revenues of \$64,000 that would offset most of the cost (1.000 FTEs, \$64,000).

## Horizon Issues

The Social Services Economic Self Sufficiency division will focus on finding opportunities to serve clients effectively through technology, contactless visits, and efficient methods of communication. The goal is to maximize the successes in customer service realized during the pandemic.

Reduction in Court capacity during the pandemic decreased the division's ability to effectively provide Child Support services. Caseloads have increased significantly because of automatic extensions during the pandemic, which will have impacts on workload when the public health emergency ends. Additionally, permanent staffing for the IHEAP program remains low. In the future, the County will seek a more sustainable plan for staffing.

Changes to Medicaid Transformation may change application procedures and recertification. Additionally, in July 2021, Administrative Offices of the Court will implement technology improvements. This infrastructure change can impact staffing needs, ability to review of existing Court procedures, and improve collaboration across the County.

# Social Services Economic Self Sufficiency

## Summary of Services and Performance Measures

### Service Area: Children's Medicaid

**Description:** Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the federal poverty level, and family planning services to low income adults.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of Family and Children Medicaid applications processed timely	99	90	90	90

### Service Area: Older Adults - Medicaid, FNS, and Special Assistance

**Description:** This area includes Medicaid, Food & Nutrition Services (FNS), and Special Assistance services for senior and disabled adults. Special Assistance is a program which helps pay for the cost of care in an adult care home or assisted living facility.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of adult Medicaid applications completed timely	96	90	90	90
Percent of Special Assistance-Aged applications processed timely	86	85	85	85
Percent of Special Assistance-Disabled applications processed timely	87	85	85	85

### Service Area: Adult Protective Services

**Description:** Accept and evaluate calls for information, referral, and reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Percent of screened in reports of abuse, neglect, and/or exploitation initiated within 72 hours	99	100	100	100
<b>Efficiency</b>				
% of Adult Protective Service evaluations involving abuse/neglect completed timely	99	95	95	100
% of evaluations involving exploitation completed timely	100	85	85	100
<b>Effectiveness</b>				
Percent of evaluations and case decisions will be completed within 30/45 days of first contact	99	95	95	95
Percent of screened in reports alleging danger of death initiated immediately	99	100	100	100

# Social Services Economic Self Sufficiency

## Service Area: Food & Nutrition Services

**Description:** Food Nutrition Services (FNS) provides food assistance (food stamps) to supplement the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of expedited FNS applications processed timely	91	95	95	95
Percent of FNS recertifications processed timely	95	95	95	95
Percent of FNS regular applications processed timely	90	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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Percent of on-site visits conducted to adult care home facilities	100	100	100	100

## Service Area: Child Support

**Description:** Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Amount of child support collected	50,307,151	48,920,925	48,920,925	48,920,925
Percent of child support cases that are enforced (court-ordered child support)	86	87	86	86
Percent of current child support paid	69	69	68	68
Percent of paternities established for children born out of wedlock	100	100	99	99
<b>Effectiveness</b>				
Percent of child support cases that receive payment toward arrears	58	69	69	69

## Service Area: Adult Guardianships

**Description:** Serve as the legal guardian of the person for elderly and disabled adults as designated by the Wake County Clerk of Court.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of all adult wards with primary care provider	96	100	100	100

# Social Services Economic Self Sufficiency

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Percent of Work First applications processed within the 45 day time frame	100	95	95	95

## Service Area: Older Adults - Support Services

**Description:** Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) are provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of consumers who maintain stable housing	93	98	98	98

## Service Area: Child Care Subsidy

**Description:** Affordable early childhood education and childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Services provide safety for children at risk of abuse and neglect, allows family to receive treatment in home, reduces placement out of home, and develops school readiness for children with developmental delays and special needs.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of unduplicated children served	5,614	7,000	7,000	7,000
<b>Efficiency</b>				
Percent of child care subsidy applications processed timely	98	95	95	95
<b>Effectiveness</b>				
Percent of child care subsidy dollars used	96	100	100	100

## Service Area: Employment and Workforce Career Center at Swinburne

**Description:** The one-stop model makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through the Career Center and NCWorks. Co-located staff offer funding for skills training for customers who meet certain requirements and provide Business and Employer Services.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of new and carryover individuals served via enrollment and job finder club services	9,989	19,000	10,000	10,000

# Social Services Economic Self Sufficiency

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## Service Area: Energy Assistance

**Description:** A variety of federal and state programs that provide assistance to individuals and families who are experiencing heating or cooling emergencies. These services typically pay utility companies directly. This includes programs like Crisis Intervention Program (CIP) and Low Income Energy Assistance Program (LIEAP).

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of CIP applications processed timely with heat and cooling source	99	95	95	95
Percent of CIP applications processed timely with no heat or cooling source	94	85	95	95
Percent of CIP funds used to serve Wake County residents	100	100	100	100
Percent of LIEAP funding used to serve Wake County residents	94	100	100	100

# Child Welfare

## Division Summary - Child Welfare

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$2,043,040	\$2,128,180	\$2,113,180	\$2,128,180	13.4%
State	\$11,786,661	\$13,767,033	\$13,841,076	\$13,790,367	86.5%
Local	—	\$38,184	\$38,184	\$9,850	0.1%
Charges For Services	\$16,512	\$7,500	\$7,500	\$12,500	0.1%
<b>Revenue Totals</b>	<b>\$13,846,213</b>	<b>\$15,940,897</b>	<b>\$15,999,940</b>	<b>\$15,940,897</b>	
<b>Expenditures</b>					
Salary / Benefits	\$23,111,500	\$24,284,009	\$24,284,009	\$24,681,883	71.2%
Contractual Services	\$6,815,375	\$8,396,935	\$8,542,664	\$8,517,339	24.6%
Supplies, Materials and Other Charges	\$1,366,513	\$1,610,733	\$1,514,322	\$1,444,833	4.2%
Capital Outlay	\$132,556	—	\$56,631	—	0.0%
Debt	\$55	—	\$61	—	0.0%
<b>Expenditure Totals</b>	<b>\$31,425,999</b>	<b>\$34,291,677</b>	<b>\$34,397,687</b>	<b>\$34,644,055</b>	
<b>Number of FTEs</b>	<b>315.800</b>	<b>314.800</b>	<b>314.800</b>	<b>314.800</b>	

### Division Purpose and Goals

Child Welfare protects children and enhances their well-being by supporting and strengthening families. State and federal law require Child Welfare to receive and screen reports from the public of suspected child abuse, neglect, and dependency to see if they meet legal criteria for Child Protective Services (CPS) assessments. They also conduct CPS assessments to determine if children have been maltreated and need protective services. Child Welfare provides protective services to help families keep children who have been maltreated safely at home whenever possible. Prevention services are available to families at risk of involvement with CPS to help reduce the possibility of CPS involvement. Finally, they take children into foster care when no other means are adequate to protect them and quickly reunify foster children with their families whenever possible, while looking for alternate permanent homes through adoption when necessary.

Child Welfare has three federally mandated goals. The first goal is safety: children will be protected from child abuse and neglect. The second goal is permanence: children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is wellbeing: the educational, health, and overall well-being of children in foster care or receiving Child

Protective Services In-Home Services will be enhanced.

### Major Accomplishments

The division decreased the turnover rate by 21%, decreased vacancy rate from 12% to 5%, and increased retention rate of newly hired employees who stay 12 months by 22%.

1,164 staff participated in Child Welfare training, team support circles, and 1:1 coaching sessions, and 100% of staff completed their coaching plans.

March 2020 - December 2020, the division increased the timeliness of initiating of assessments of child abuse and neglect from 91.9% the prior year to 98.4%, exceeding the state and federal expectation of 95%. They even reached 100% in June 2020.

Facilitated 1,677 visits at Wake House Family Visitation Center, reunified 31 children with a removal parent, and unified 14 children with a non-removal parent.

Child Welfare's Community Outreach Sponsorship Team received a National Association of Counties 2020 Achievement Award for identifying and responding to children's needs and wishes. The

# Child Welfare

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division also received donations of goods and services totaling \$235,000.

## FY22 Discussion

Child Welfare expenditures increased \$352,000 almost entirely related to benefit changes in health insurance and retirement.

## Horizon Issues

The County aims to maintain children in their homes, or within the State. However, there is a lack of capacity and availability for therapeutic foster homes, group homes, or residential treatment facilities to serve adolescents with complex needs. Complex needs include mental and behavioral health, intellectual or developmental disabilities, sexual and physical aggression, and juvenile justice involvement.

Lack of Medicaid coverage for parents with children in out-of-home care, and undocumented parents and children, results in diminished access to needed services. This lack in continuity of care impacts the sustainability of reunification and children remaining safely in their own home. In addition, given the challenges of accessing services, children have longer lengths of stays in out-of-home care.

Child Welfare struggles with obtaining specialized legal services to ensure timely access of legal residency and/or citizenship for undocumented youth and young adults. There are also insufficient service and placement providers equipped to deliver culturally sensitive services in the child and families' first language.

# Child Welfare

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of CPS reports received	7,397	9,789	9,789	9,789
Number of reports accepted for CPS Assessment	4,898	6,500	6,500	6,500
<b>Effectiveness</b>				
Percent of accepted reports of child maltreatment initiated timely	93	95	95	95
Percent of assessments completed within 45 day policy time frame	71	95	95	95
Percent of youth with repeat of maltreatment	8	9	9	9

### 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of children in foster care (average)	482	482	483	484
Number of children receiving guardianship assistance	26	35	35	35
Percent of youth receiving face-to-face contact with social worker each month	95	95	95	95
<b>Output</b>				
Rate of placement moves per 1,000 days of foster care	5	4	4	4
<b>Effectiveness</b>				
Number of 18-21 youth in out-of-home placement	65	76	76	76
Percent of children achieving adoption within 24 months of child coming into foster care (when adoption is the case plan)	6	6	6	6
Percent of children achieving guardianship (or custody with relative) within 18 months of child coming into foster care (when guardianship/custody with relative is the case plan)	13	13	13	13
Percent of youth discharged prior year who re-enter foster care	0	8	8	8
Percent of youth who entered prior year, discharged to permanency in next year	19	26	26	26

# Child Welfare

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of families referred for CPS In-Home Services	374	770	770	770
Percent of In-Home cases closed within 6 months of In-Home services being opened	74	78	78	78

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of adoptive families of special needs foster children receiving financial assistance (average)	1,112	1,112	1,112	1,112

# Public Health

## Division Summary - Public Health

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$5,485,613	\$5,858,375	\$5,881,883	\$5,876,473	58.5%
State	\$665,246	\$595,909	\$806,284	\$812,509	8.1%
Local	\$53,695	\$28,260	\$39,500	\$28,260	0.3%
Charges For Services	\$3,080,245	\$3,333,347	\$3,333,347	\$3,333,347	33.2%
Miscellaneous	\$15,507	—	\$7,500	—	0.0%
Other Financing Sources	—	\$845,688	\$845,688	—	0.0%
<b>Revenue Totals</b>	<b>\$9,300,306</b>	<b>\$10,661,579</b>	<b>\$10,914,202</b>	<b>\$10,050,589</b>	
<b>Expenditures</b>					
Salary / Benefits	\$26,327,369	\$26,835,614	\$26,713,214	\$29,825,895	88.9%
Contractual Services	\$1,127,407	\$979,833	\$1,350,409	\$1,089,113	3.2%
Supplies, Materials and Other Charges	\$2,133,259	\$2,343,173	\$2,360,700	\$2,447,427	7.3%
Capital Outlay	\$14,302	—	—	—	0.0%
Debt	\$220	—	—	—	0.0%
Transfers Out	\$199,966	\$1,045,654	\$1,045,654	\$199,966	0.6%
<b>Expenditure Totals</b>	<b>\$29,802,523</b>	<b>\$31,204,274</b>	<b>\$31,469,977</b>	<b>\$33,562,401</b>	
<b>Number of FTEs</b>	<b>345.797</b>	<b>339.797</b>	<b>344.797</b>	<b>365.795</b>	

### Division Purpose and Goals

The primary mission of the Public Health Division is to collaboratively protect and improve the health of residents through partnerships, innovation and integration of health resources. Primary program areas include: Communicable Disease Prevention and Surveillance, HIV/STD Outreach, Chronic Disease and Injury Prevention and Health Promotion, Emergency Preparedness, Immunization Outreach, Maternal and Child Health Outreach, Child Care Health Consultants, Vital Records, School Health, 4-H, and the Women Infant and Children Nutrition services.

### Major Accomplishments

The HIV/STD community program and AIDS Unites provided a national training and consultation on how to implement a Transitional Care Coordination Model that supports the continuity of healthcare for HIV+ incarcerated men and women.

The Communicable Disease Surveillance Team, a staff of 6, were responsible for the welfare of Assisted Living and Adult Care Homes for Wake County

during the COVID-19 pandemic, providing guidance, supervision, education, and support to these facilities with more than half of the team assigned to the COVID-19 operation during FY 2020.

Maternal and Child Health received the Improving Community Outcomes for Maternal and Child Health grant for two years, totaling \$950,000.

The Minority Diabetes Prevention Program received CDC Full Recognition for the period January 21, 2020 to January 31, 2023. This status allows Wake County Human Services to apply as a Medicare Diabetes Prevention Program supplier and to eventually bill Medicare for services.

4-H staff created a volunteer system to distribute meals and resources to McKinney-Vento families. 975 meals were delivered each week from March to December 2020. This system served an average of 200 youth per week. In all, the system enabled 824 volunteers to deliver over 39,000 meals to McKinney-Vento families in Wake County during the COVID-19 pandemic.

# Public Health

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## FY22 Discussion

The Public Health division budget increased by \$2.36 million from the prior year budget.

Funding for the six public health positions added midyear in FY21 was added to continue support for the COVID-19 response and future public health capacity needs (\$595,000).

Four Communicable Diseases Nurses and one Disease Intervention Specialist Social Worker will increase the capacity of the communicable disease team to monitor and report on communicable diseases in an increasingly growing population (5.000 FTE, \$457,000).

One school health manager, 7.998 additional school nurses, and 3 nurse supervisors will maintain the school nurse acuity model of one nurse for every two schools (11.998 FTE, \$1.14 million).

The budget includes funding to convert two contracted Hepatitis C Social Workers into regular County employees to continue connecting Hepatitis C patients to treatment. This change transitions the

program from grant to County funding (2.000 FTE, \$110,000).

The addition of one Epidemiologist and one senior Epidemiologist will help the County investigate, diagnose, and address health problems and hazards affecting the population (2.000 FTE, \$214,000).

Additional funding to enhance public health capacity is included to support temporary staff and address current and future public health issues (\$215,000).

## Horizon Issues

Public Health anticipates increased need for service delivery beyond COVID-19, including the need to respond to future public health surveillance requests. The County also anticipates receiving less Medicaid reimbursements, which will impact certain Maternal and Child Health services.

Public Health does not bill for telehealth services, and many in-home visiting programs and childbirth classes have suspended due to the pandemic. The County will seek additional resources to meet public health demand.

# Public Health

## 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 data to drive planning for the prevention, treatment, and disease protection for the community.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of foodborne cases (includes Hepatitis A, Campylobacter, E. Coli, Salmonella, and Shigella)	382	550	420	420
Number of vaccine preventable diseases	125	250	138	138
Number of vectorborne cases	89	85	98	98
<b>Output</b>				
Number of animal exposures investigated	623	750	685	685
Number of communicable disease cases investigated	1,336	1,650	1,470	1,470
Number of HIV investigations	137	145	150	150
Number of syphilis investigations	338	300	372	372

### Service Area: Communicable Disease Control- Tuberculosis Surveillance

**Description:** The investigation, treatment, education, prevention, and reporting of tuberculosis (TB) within Wake County. The collection, coordination, and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of clinic visits	4,995	5,660	5,495	5,495
Number of TB cases confirmed	29	30	30	30
<b>Output</b>				
Number of field visits	1,850	3,625	1,868	1,868
Number of TB cases investigated	181	210	199	—
<b>Efficiency</b>				
Percent of TB investigated and reported within the state-mandated time frame	96	95	95	95

# Public Health

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of communication drills conducted	12	17	4	4
Number of incident command system activation days	118	0	12	12
Number of mass care training sessions conducted	7	7	12	12
Number of preparedness operational exercises conducted and participated in	3	5	3	3

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of WIC baseload participating in services	118	97	97	97

# Public Health

## Service Area: AIDS/HIV Outreach

**Description:** Provide outreach prevention education, syphilis elimination efforts, HIV counseling and testing, AIDS case management, sexually transmitted diseases (STD) screening and treatment, HIV/STD surveillance, and HIV/STD primary care.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Number of clients who use prevention and education services	10,133	11,000	10,000	10,000
Number of hepatitis C mono-infected clients identified	150	180	100	100
Number of hepatitis C mono-infected patients completing treatment	81	165	100	100
Number of hepatitis C mono-infected patients in treatment	104	95	100	100
Number of HIV/AIDS clients assisted through the Housing Opportunities for Persons with AIDS program (HOPWA)	113	150	0	—
Number of HIV/AIDS clients assisted with housing	11	10	10	10
Number of HIV/AIDS clients assisted with nutritional supplements	103	150	150	150
Number of HIV/AIDS clients assisted with utility payments	99	100	100	100
Number of HIV/AIDS clients who received medical assistance	4	10	10	10
Number tested for HIV, gonorrhea, syphilis, chlamydia, hepatitis C in non-clinic sites	17,470	21,550	10,750	10,750
Percent of chlamydia positivity at non traditional testing sites	6	8	8	8
Percent of gonorrhea positivity at non-traditional testing sites	3	3	3	3
Percent of hepatitis C positivity at non-traditional testing sites	5	7	7	7
Percent of HIV positivity at non-traditional testing sites	0	1	1	1
Percent of syphilis positivity at non-traditional sites	4	3	3	3

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of children age 15 months who had recommended well-child visits	79	77	79	79

# Public Health

## Service Area: Pregnancy Care Management

**Description:** Provide social work, nursing intervention, and health and injury prevention education to assure healthy planned births and safe children. The program is delivered with fidelity to the Nurse Family Partnership tested model.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of NFP participants who initiate breastfeeding	90	93	93	93

## Service Area: Immunization Outreach

**Description:** Increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children (age 0-18) are represented in the North Carolina Immunization Registry (NCIR). Provides system administration for NCIR and oversight and administration of National Association of Counties Prescription Discount Card Program for Wake County.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of clients immunized	12,623	17,000	17,000	17,000
Number of doses administered	32,209	42,200	42,200	42,200

## Service Area: Child Fatality Prevention

**Description:** Child Fatality Prevention reviews the deaths of children (ages 0-17) that are not due to suspected abuse and neglect. The team identifies causes of child deaths and identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families. They make recommendations for changes that could prevent future child fatalities.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of childhood deaths assessed to improve services	100	100	100	100

# Public Health

## Service Area: Health Promotion Education

**Description:** Provide a set of chronic disease prevention and management services that address obesity, cardiovascular disease, stroke, and diabetes for vulnerable populations and communities. Increase access to health services for women needing breast, cervical and cardiovascular screenings. Provide technical expertise for policy development and professional trainings related to tobacco prevention, healthy eating and physical activity. Support the outreach and education efforts of the Wake County Drug Overdose Prevention Coalition.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of breast cancer screenings conducted	446	370	350	350
Number of breast cancers detected	13	12	10	10
Number of cervical cancer screenings conducted	18	30	20	20
Number of cervical cancers detected and referred for treatment	0	1	1	1
Number of drug overdose referrals linked to certified peer support	431	460	470	470
Number of drug overdose referrals outbound from peer support to recovery services	680	710	720	720
<b>Effectiveness</b>				
Number of individuals receiving cardiovascular disease interventions	31	130	150	150
Number of written tobacco policies and regulations	0	1	1	1

## Service Area: School Nursing and Dental

**Description:** Promote health, safety, and educational success of the school age child in Wake County by serving students, families, and school staff through partnerships, evidence based practice, and professional standards of care.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Percent of invasive procedures performed as prescribed on the physician order or plan of treatment	100	100	100	100
Percent of parents satisfied with students increase in management of chronic illness	91	100	100	100
Percent of students receiving case management who show improved health and education outcomes	81	100	100	100
Percent of students receiving nursing who increase their management of chronic illness	88	100	100	100
Percent of students receiving scheduled medications at school for correct dose and at correct time	99	100	100	100
Percent of students requiring emergency medications who receive as prescribed	100	100	100	100
Percent of targeted population linked to and access health services	42	100	100	100
Percent of targeted students identified as having no insurance enrolled with a health insurance program	87	100	100	100

# Public Health

## 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Percent of all birth records available within ten days of birth	90	100	100	100
Percent of all death records available within five days of death	24	50	50	50

## Service Area: Youth Services-Community Youth Development

**Description:** Decrease risky behaviors and increase adoption of healthy behaviors of vulnerable children and adolescents.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
# of clients trained in substance abuse prevention	200	500	500	500
<b>Effectiveness</b>				
% at-risk youth with no recidivism	97	90	90	90
% of 4-H Youth participants demonstrating increased healthy behaviors	95	90	90	90
Number of adults trained in youth development best practices and evidence-based programming	246	350	350	350

# Health Clinics

## Division Summary - Health Clinics

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$3,182,853	\$3,234,804	\$3,225,037	\$3,234,804	24.3%
State	\$300,126	\$378,217	\$491,603	\$378,217	2.8%
Charges For Services	\$10,686,790	\$9,696,747	\$9,696,747	\$9,708,747	72.9%
Miscellaneous	\$94,829	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$14,264,597</b>	<b>\$13,309,768</b>	<b>\$13,413,387</b>	<b>\$13,321,768</b>	
<b>Expenditures</b>					
Salary / Benefits	\$14,367,979	\$15,496,938	\$15,345,483	\$15,483,227	74.4%
Contractual Services	\$3,451,454	\$3,354,014	\$3,615,196	\$3,365,753	16.2%
Supplies, Materials and Other Charges	\$1,570,897	\$1,986,103	\$1,986,958	\$1,964,895	9.4%
Capital Outlay	\$2,566	—	\$84,998	—	0.0%
<b>Expenditure Totals</b>	<b>\$19,392,896</b>	<b>\$20,837,055</b>	<b>\$21,032,635</b>	<b>\$20,813,875</b>	
<b>Number of FTEs</b>	<b>175.400</b>	<b>176.400</b>	<b>176.400</b>	<b>177.400</b>	

### Division Purpose and Goals

The Health Clinics Division provides direct medical care and treatment and support services to Wake County residents at its main campus at Sunnybrook Road as well as three Wake County Human Services (WCHS) Regional Centers. The health clinics serve targeted and categorical populations in the following areas: Sexually Transmitted Diseases (STD), HIV, Child Health, Prenatal, Dental, Women’s Health, Immunization, Travel Medicine, Refugee Health, and WIC services. The services are offered to uninsured, underinsured, Medicaid/Medicare covered individuals, and privately insured individuals. Patients with no third-party coverage are offered fee adjustments using a sliding-fee scale, based on family size and income. Laboratory and Pharmacy provide critical support services for both the Health Clinics and Public Health Divisions.

### Major Accomplishments

Effectively implemented telehealth services across all clinical health services during the COVID-19 pandemic.

Implemented Hepatitis C Treatment Clinic 1 day per week within the STD Clinic.

The Dental Clinic was awarded the "Smiles for Kids" grant in FY 2020 and Year-3 continuation grant funding for the Smiles at Sunnybrook program for FY 2021.

Women’s Health (Family Planning & Prenatal) provided uninterrupted prenatal service to Wake County residents throughout COVID-19 response.

Wake County Human Services Laboratory received the Commission on Office Laboratory Accreditation for the first time in history. The physician-directed organization promotes excellence in laboratory medicine and patient care through a program of voluntary education, consultation, and accreditation.

### FY22 Discussion

The Health Clinics division budget decreased by \$23,000 based on staffing changes.

The budget includes funding to convert one temporary position into a regular Certified Medical Assistant to meet demand at Southern Regional Center and match the County’s clinical care model (1.000 FTE, \$41,000).

# Health Clinics

## Summary of Services and Performance Measures

### Service Area: Communicable Disease Clinics- HIV/STD

**Description:** Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis and sexually transmitted diseases, including HIV. Works with clients to promote healthier behaviors and lifestyles. Assures the availability of quality health care services related to reducing the risk and spread of communicable diseases.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of STD clinic visits	7,878	11,000	10,500	—
Number of STDs diagnosed including chlamydia, gonorrhea and syphilis	2,219	2,800	2,700	—
Number of visits in the HIV clinic	8,842	8,800	8,800	8,800
<b>Output</b>				
Percent of HIV clients who sustain viral loads suppression (monitors the immune system)	84	90	90	90
<b>Effectiveness</b>				
Number of unduplicated STD patients	5,806	7,100	7,100	7,100
Percent of HIV clients screened for STDs	100	95	95	95

### Service Area: Communicable Disease Clinics- Immunizations

**Description:** Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations included to prevent childhood disease, adult diseases, and to prepare for international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of foreign travel clients served	715	1,400	800	800
Number of immunizations given	14,768	38,000	37,000	37,000
Number of refugee clients served	194	400	400	400
<b>Output</b>				
Number of visits in immunization clinic	6,735	10,600	10,600	10,600

### 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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
# of visits for child health services, all sites	11,176	13,500	12,500	—
Number of unduplicated patients served in child health clinic	5,043	5,500	6,500	6,500
Number of well-child visits	5,308	7,300	7,300	7,300

# Health Clinics

## Service Area: Maternal and Prenatal Health Clinics

**Description:** Provide social work and nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Efficiency</b>				
Number of patients who deliver full term (37 weeks)	1,048	1,400	1,300	1,300
<b>Effectiveness</b>				
Number of newborn deliveries greater than 2,800 grams	975	1,250	1,215	1,215
Number of obstetrician visits	18,576	14,000	15,000	15,000

## Service Area: Women's Health Clinic

**Description:** Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider for these services.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of unduplicated patients served in women clinics	5,399	7,000	6,800	6,800
<b>Efficiency</b>				
Number of visits to women clinics	9,027	12,000	12,000	12,000
<b>Effectiveness</b>				
Number of long-acting reversible contraceptives placements	766	1,200	1,100	1,100
Percent of postpartum patients using long -acting reversible contraceptives	25	32	32	32

## Service Area: Pharmacy Services

**Description:** Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for a mass care event (bioterrorism), and community collaboration to provide medication for uninsured citizens.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Amount of value patient assistance medications received	13,150,096	17,556,964	17,000,000	17,000,000
Number of mental health patients served	1,995	2,246	2,200	2,200
Number of patients served	13,294	14,618	14,000	14,000
Number of prescriptions filled	58,025	67,999	66,000	66,000

# Health Clinics

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## Service Area: Dental Clinic

**Description:** Provide children under the age of 20 and pregnant women, who are uninsured and underinsured, preventive and treatment to dental care. Provide community outreach including screening, referral, follow-up, and education.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of dental patient visits	5,653	9,892	9,300	9,300

## Service Area: Lab Services

**Description:** Support all clinical programs and services with laboratory tests, procedures, and results. Support the Environmental Services Department with environmental specimen tests, procedures, and results.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of lab tests performed	64,030	200,000	100,000	100,000

# Administration & Operations

## Division Summary - Administration & Operations

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$5,773,837	\$5,531,247	\$5,391,996	\$5,689,125	97.6%
Local	\$97,253	\$34,000	\$34,000	\$34,000	0.6%
Charges For Services	\$52,377	\$103,370	\$103,370	\$103,370	1.8%
Miscellaneous	\$4,134	\$5,066	\$5,066	\$5,066	0.1%
<b>Revenue Totals</b>	<b>\$5,927,601</b>	<b>\$5,673,683</b>	<b>\$5,534,432</b>	<b>\$5,831,561</b>	
<b>Expenditures</b>					
Salary / Benefits	\$13,851,524	\$14,346,499	\$14,327,939	\$14,872,635	66.4%
Contractual Services	\$2,928,950	\$3,870,272	\$4,190,841	\$3,962,342	17.7%
Supplies, Materials and Other Charges	\$2,904,875	\$3,082,217	\$3,512,182	\$3,574,189	15.9%
Capital Outlay	—	—	\$923	—	0.0%
Debt	\$667	—	\$61	\$179	0.0%
<b>Expenditure Totals</b>	<b>\$19,686,016</b>	<b>\$21,298,988</b>	<b>\$22,031,946</b>	<b>\$22,409,345</b>	
<b>Number of FTEs</b>	<b>195.500</b>	<b>196.500</b>	<b>197.500</b>	<b>201.500</b>	

### Division Purpose and Goals

Under the leadership of the Human Services Director, the Administration and Operations Division manages core operational functions for programs that provide direct services to consumers; supports the Human Services Board; serves as liaison to General Services for buildings and capital improvement planning; and conducts strategic planning, business analytics, and project management for internal business process improvement as well as for special initiatives with community partners. Administration and Operations also provides clinical oversight and maintains public health accreditation standards through the Office of the Medical Director, and coordinates juvenile detention services and juvenile programs in community-based settings.

### Major Accomplishments

The Human Services administrative and operational support services were relocated from the Swinburne building to a new location on Departure Drive in Raleigh. This relocation is part of the Human Services Long Term Facilities Master Plan. The move frees up space in the Swinburne building to accommodate growing staffing needs. The services relocated included Human Services Administration,

Human Resources, Budget and Finance, Contracts, Consumer Services and Business Excellence, Call Center, Transportation, and Program Integrity.

Services offered at the Millbrook Human Services Center were relocated to a new building approximately one mile away at Departure Drive in Raleigh. The Departure Drive building is a larger facility which will allow for additional services to be offered. This includes child health, immunizations, care coordination for children, behavioral health services, property tax payments, and the issuance of birth certificates.

Supported work at Oak City Cares throughout the year to ensure basic needs services continued throughout the pandemic.

Supported work throughout the fiscal year to assure the Oak City Cares model is functioning well after its launch.

Assured that front desk services remained available at Northern, Eastern, and Southern Regional Centers throughout the year. This allowed residents in the remote parts of the county to access written materials needed for applications, pay property taxes, and get their questions answered throughout the pandemic.

# Administration & Operations

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## FY22 Discussion

The budget reflects an increase of \$1.11 million from the prior year budget. The majority of this change reflects increases to salary and benefits, an increase in the cost of facility leases for a new replacement facility at Somerset Drive, and the changes listed below.

The budget includes funding for two additional Customer Service Representatives at the Human Services Center at Departure Drive. The positions will address the increasing demand on front-facing staff for services at this new site. This expansion is offset by revenues of \$31,000 (2.000 FTEs; \$126,000).

The budget includes funds to convert a temporary position to a permanent Finance Billing and Coding Specialist to improve clinical billing helping achieve a better reimbursement rate (1.000 FTEs).

A Human Services Administration Analyst will support recruitment and retention needs for Human Services (1.000 FTE, \$96,000).

The budget for the Juvenile Detention Center contract is aligned with projected spending as a result of a lower resident count than the initial Raise the Age State estimate (-\$300,000).

## Horizon Issues

Medicaid transformation will go into effect on July 1, 2021, which will increase our number of primary carriers for Medicaid insurance from one to five primary carriers. Medicaid transformation will impact the eligibility process, call center volume, and the Medicaid Transportation service model. The division will continue to review staffing capacity to meet service needs and demand between Millbrook and Regional Center.

# Administration & Operations

## Summary of Services and Performance Measures

### Service Area: Division of Juvenile Justice Programs

**Description:** To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of youth enrollments in Wake County JCPC funded programs	1,104	2,200	2,200	2,000
Percent of youth discharged from JCPC programs with no new adjudications	99	90	85	100
Percent of youth discharged from JCPC programs with no new charges	98	90	85	100
Percent of youth discharged from JCPC programs with reduced problem behaviors	87	85	85	100

### Service Area: Medicaid Transportation

**Description:** Medicaid Transportation assures transportation to medical appointments for all eligible individuals who need and request assistance with transportation. Reservations for medical appointments are made through the Transportation Call Center, the primary point of contact for customers.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of calls per customer support representative (average)	733	822	800	800
Number of minutes contact spent in queue waiting for agent	3	4	3	3
Percent of contacts offered to an agent within defined time limit	74	70	80	75

### 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% of the per diem cost for youth who are housed in the detention center from each respective county.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of bed days for Wake youth in juvenile detention	1,869	2,250	2,250	—
Number of Wake youth placed in juvenile detention	200	150	150	—

# Human Service Reserves

## Division Summary - Human Service Reserves

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Budget Reserves	—	—	\$180,915	—	0.0%
<b>Expenditure Totals</b>	—	—	<b>\$180,915</b>	—	

### Division Purpose and Goals

Human Services established a budget reserve which enables the department to isolate funding which is

planned for reduction per external funder notification or is determined to be available for re-allocation to other programs within the department.

# Housing Affordability & Community Revitalization



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$456,171	\$474,524	\$474,524	\$474,524	99.7%
Charges For Services	\$61,422	\$61,221	\$61,221	\$1,500	0.3%
Other Financing Sources	—	\$1,178,000	\$1,178,000	—	0.0%
<b>Revenue Totals</b>	<b>\$517,593</b>	<b>\$1,713,745</b>	<b>\$1,713,745</b>	<b>\$476,024</b>	
<b>Expenditures</b>					
Salary / Benefits	\$4,577,064	\$6,062,942	\$6,062,942	\$6,383,349	30.8%
Contractual Services	\$1,819,397	\$2,211,133	\$2,330,379	\$2,211,133	10.7%
Supplies, Materials and Other Charges	\$872,095	\$1,218,795	\$1,175,868	\$1,168,523	5.6%
Capital Outlay	\$5,212	—	\$5,250	—	0.0%
Debt	\$111	—	—	—	0.0%
Transfers Out	\$12,987,000	\$10,951,000	\$10,951,000	\$10,995,000	53.0%
<b>Expenditure Totals</b>	<b>\$20,260,880</b>	<b>\$20,443,870</b>	<b>\$20,525,439</b>	<b>\$20,758,005</b>	
<b>Expenditures by Division</b>					
Equitable Housing & Community Development	—	\$319,074	\$319,074	\$320,144	1.5%
Homeless & Prevention Services	\$3,905,544	\$5,789,399	\$5,799,659	\$5,767,050	27.8%
Housing Operations	\$14,630,564	\$10,839,560	\$10,858,069	\$12,300,360	59.3%
Permanent Housing & Supportive Services	\$1,724,771	\$3,495,837	\$3,548,637	\$2,370,451	11.4%
<b>Expenditure Totals by Division</b>	<b>\$20,260,880</b>	<b>\$20,443,870</b>	<b>\$20,525,439</b>	<b>\$20,758,005</b>	
<b>Number of FTEs</b>	<b>68.000</b>	<b>82.000</b>	<b>82.000</b>	<b>85.000</b>	

## Department Purpose and Goals

The 20-Year Comprehensive Affordable Housing Plan adopted in 2017 addresses housing affordability in Wake County. In response to the community needs elevated by the housing plan, the Department of Housing Affordability and Community Revitalization

was created in FY 2019 to enhance services for low income and vulnerable households throughout Wake County. The department preserves and promotes housing affordability; prevents and reduces homelessness; and increases access, education and integration for residents by leveraging funds.

# Housing Affordability & Community Revitalization

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The Department of Housing Affordability & Community Revitalization (HACR) administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and County funds. The Department includes services in the County General Fund, the Housing Affordability Capital Fund, and a special revenue fund. The special revenue fund has four primary revenue sources from the Federal Department of Housing and Urban Development: Community Development Block Grant Program, Home Investment Partnership Program (HOME), Housing Opportunities for People with AIDS, and the Emergency Solutions Grant. Program income is also earned in this fund through programs requiring repayment of loans.

## FY22 Discussion

The budget increased by \$314,000 from the prior year budget. This is a combination of removing \$1.13 million one-time appropriated fund balance in FY 2021, adding expansions in FY 2022 (3.000 FTE; \$1.15 million) across Operations, Permanent Housing & Support Services, and Homeless & Prevention Services, and restoring a reduction to CIP

Housing Development (\$1.45 million). The expansions are offset by a decreased Capital Improvement Program transfer (-\$1.15 million). The department's budget continues to pursue the initiatives outlined in the 2017 Comprehensive Affordable Housing Plan.

## Horizon Issues

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years if mitigating steps are not taken to preserve and increase housing options that are affordable for all residents, especially vulnerable populations.

There is an increasing homeless population with a lack of affordable, low barrier housing units. There is insufficient permanent supportive housing and an increasing use of emergency health services and other crisis interventions for Wake County's chronically homelessness population. There is also insufficient intensive case management for those experiencing homelessness.

# Housing Operations

## Division Summary - Housing Operations

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$1,403,769	\$717,616	\$717,616	\$946,690	7.7%
Contractual Services	\$173,821	\$92,493	\$120,964	\$92,493	0.8%
Supplies, Materials and Other Charges	\$65,864	\$256,451	\$246,489	\$266,177	2.2%
Debt	\$111	—	—	—	0.0%
Transfers Out	\$12,987,000	\$9,773,000	\$9,773,000	\$10,995,000	89.4%
<b>Expenditure Totals</b>	<b>\$14,630,564</b>	<b>\$10,839,560</b>	<b>\$10,858,069</b>	<b>\$12,300,360</b>	
<b>Number of FTEs</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	<b>11.000</b>	

### Division Purpose and Goals

Housing Operations manages core operational functions for programs that provide direct services to customers. This includes conducting strategic planning, business analytics, and project management for internal business process improvement. Operations also acts as a liaison with internal and external stakeholders for special initiatives with community partners.

### Major Accomplishments

The division continues to acquire talented staff and develop leadership skills at all levels of the department.

### FY22 Discussion

The Housing Operations budget increased \$1.46 million from the prior year budget because of an

increased contribution to capital projects and the following expansion items:

A Deputy Director of Administration and Operations to enhance the accuracy, efficacy, timeliness, and responsiveness of critical supportive departmentwide operations (1.000 FTE, \$168,000).

A Contracts Compliance Specialist to provide contracting, monitoring, and federal compliance services on all department-wide contracts (1.000 FTE, \$63,000).

### Horizon Issues

The main challenge is to sustain the response to the population growth in Wake County. This will require a strategic approach to leverage skilled staff. Additional staff create the need for appropriate operations management to maintain efficiencies.

# Equitable Housing & Community Development

## Division Summary - Equitable Housing & Community Development

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	—	\$311,024	\$311,024	\$310,856	97.1%
Supplies, Materials and Other Charges	—	\$8,050	\$8,050	\$9,288	2.9%
<b>Expenditure Totals</b>	<b>—</b>	<b>\$319,074</b>	<b>\$319,074</b>	<b>\$320,144</b>	
<b>Number of FTEs</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	

### Division Purpose and Goals

The Equitable Housing and Community Development Division seeks to increase and preserve housing affordability. The Division operates programs to subsidize affordable development and homeownership, rehabilitate homes, revitalize communities, and partners with municipalities to decrease the loss of affordability as we continue to experience substantial growth. This Division is primarily responsible for implementing the 20-Year Comprehensive Affordable Housing Plan.

### Major Accomplishments

The division continues existing projects and launch new projects that benefit low-to-moderate income families and prioritize the most vulnerable residents.

During FY 2021, the Equitable Housing and Community Development division exceeded the goal to produce or preserve 500 units of affordable housing. A total of 876 units were awarded generating an investment of more than \$153 million in residential development.

The division also launched the Affordable Homeownership Program to provide second mortgages and foreclosure prevention to homeowners outside of the City of Raleigh and Town of Cary.

### FY22 Discussion

The Equitable Housing and Development budget increased \$1,000 from the prior year budget because of increases in utilities and office supplies.

### Horizon Issues

The cost of living continues to outpace growth in wages for many across Wake County. The COVID-19 public health crisis significantly exacerbated this trend causing economic hardships for thousands across the County, possibly taking years to improve.

COVID-19 also created significant disruptions in the supply chain and access to skilled trade for the development of affordable housing. Along with the County's status as a top market for real estate investment, naturally occurring affordable housing is repositioned and redeveloped increasing the likelihood of tenant displacement.

# Permanent Housing & Supportive Services

## Division Summary - Permanent Housing & Supportive Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$356,171	\$374,524	\$374,524	\$374,524	100.0%
Other Financing Sources	—	\$1,178,000	\$1,178,000	—	0.0%
<b>Revenue Totals</b>	<b>\$356,171</b>	<b>\$1,552,524</b>	<b>\$1,552,524</b>	<b>\$374,524</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,388,356	\$1,939,900	\$1,939,900	\$1,997,713	84.3%
Contractual Services	\$138,569	\$182,159	\$237,013	\$182,159	7.7%
Supplies, Materials and Other Charges	\$197,846	\$195,778	\$193,724	\$190,579	8.0%
Transfers Out	—	\$1,178,000	\$1,178,000	—	0.0%
<b>Expenditure Totals</b>	<b>\$1,724,771</b>	<b>\$3,495,837</b>	<b>\$3,548,637</b>	<b>\$2,370,451</b>	
<b>Number of FTEs</b>	<b>21.000</b>	<b>24.000</b>	<b>24.000</b>	<b>25.000</b>	

### Division Purpose and Goals

The Permanent Housing and Supportive Services Division seeks to provide safe, clean, affordable housing and comprehensive services to communities across Wake County. This includes housing options and wrap-around services that may be currently insufficient, but are critically needed for the level of care and support required by the most vulnerable citizens of Wake County.

### Major Accomplishments

Completed a consulting engagement with the Corporation for Supportive Housing resulting in a streamlined operations manual for the division.

Reimagined the Cornerstone facility and programs to provide more comprehensive services and fill gaps in the community.

Reduced caseloads by right-sizing the number of staff assigned to clients. The division also continued to work toward a team-based model to provide more meaningful engagement and high-quality service.

### FY22 Discussion

The Permanent Housing and Supportive Services budget decreased \$1.13 million from the prior year budget because of the removal of a one-time appropriation of fund balance made in FY 2021 for a permanent supportive housing capital project.

A SOAR Benefits Specialist is added to help eligible adults apply for Social Security and health benefits through Medicaid (1.000 FTE, \$73,000). This position will also work with the Vocational Counselor to help clients secure a job or trade for additional income.

### Horizon Issues

Health precautions from the COVID-19 pandemic have limited the County’s capacity to offer temporary emergency housing and intensive case management. As the pandemic continues, large caseloads have reduced staff availability to conduct in-home visits and engage clients. The need to offer additional housing services will likely increase exponentially if the pandemic continues and eviction moratoriums are lifted.

# Permanent Housing & Supportive Services

## Summary of Services and Performance Measures

### Service Area: Cornerstone

**Description:** Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse. Focused on economic benefits, employment services, shelters, and affordable housing. Provide 24/7 community support for people who are unable to live independently in the community.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of clients who received management, housing information, and counseling	300	330	350	350

### Service Area: Supported Housing Team

**Description:** Provide rental assistance to people with disabilities, experiencing homelessness. Provide case management and on-going community based supports to help people who are formerly homeless and persons with unstable housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Input</b>				
Number of vouchers issued for housing	41	35	30	65
<b>Output</b>				
Number of homeless disabled individuals and families placed in housing	26	25	20	65

# Homeless & Prevention Services

## Division Summary - Homeless & Prevention Services

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$100,000	\$100,000	\$100,000	\$100,000	98.5%
Charges For Services	\$61,422	\$61,221	\$61,221	\$1,500	1.5%
<b>Revenue Totals</b>	<b>\$161,422</b>	<b>\$161,221</b>	<b>\$161,221</b>	<b>\$101,500</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,784,940	\$3,094,402	\$3,094,402	\$3,128,090	54.2%
Contractual Services	\$1,507,007	\$1,936,481	\$1,972,402	\$1,936,481	33.6%
Supplies, Materials and Other Charges	\$608,385	\$758,516	\$727,605	\$702,479	12.2%
Capital Outlay	\$5,212	—	\$5,250	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,905,544</b>	<b>\$5,789,399</b>	<b>\$5,799,659</b>	<b>\$5,767,050</b>	
<b>Number of FTEs</b>	<b>35.000</b>	<b>46.000</b>	<b>46.000</b>	<b>46.000</b>	

### Division Purpose and Goals

The Homeless and Prevention Services division assesses and responds to the needs of citizens who are experiencing homelessness or at-risk of becoming homelessness. The Division operates and funds services/programs to meet the needs of our citizens that include: Emergency Shelter, Street Outreach, Homeless Prevention, Rapid Rehousing, Homeless Veteran Services, Homeless Employment Services, and Emergency Relocation Services. The division partners with the Wake County Continuum of Care to uphold best practices, written standards and coordinated assessment throughout the County.

### Major Accomplishments

In 2020, Wake County received special allocations of funds under the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to be used to prevent, prepare for, and respond to this historic public health crisis. The Homeless and Prevention Services division took a leadership role in administering these funds seeking qualified community partners to assist with implementation of the House Wake! Strategic Plan. The County partners implemented programs to address the needs of families and individuals who were homeless, could not access financial resources, and faced a high risk of contracting.

Last year the Homeless and Prevent Services division launched its new Homeless Prevention Program,

Wake Prevent! This program expanded services and focused on relocating households who were not able to maintain their housing even during the statewide eviction moratorium. During FY 2020, the Wake Prevent! team stabilized over 720 households in permanent housing, preventing them from experiencing homelessness.

The division also focused on reducing evictions in Wake County, by providing resources for tenants and landlords. The House Wake! COVID-19 Eviction Prevention Program is a three-step intervention process consisting of eviction prevention, which aims to provide financial assistance to tenants and landlords to cover rent shortfalls resulting from a loss of income; legal services, which are provided pro bono for tenants who need legal counsel to negotiate filed evictions with landlords; and homelessness prevention relocation assistance, which assists with relocating residents whose housing could not be stabilized by other interventions.

The South Wilmington Street Center, the second largest men’s homeless shelter in the state, provided shelter to 1,685 people and meals to 87,799 people. The South Wilmington Street Center quickly refocused its services during COVID-19 by creating an isolation dormitory with separate outside entrance/exit, implementing wellness checks and mask requirements, suspending lottery housing and working closely with Hotels 2 Housing programs, and adopting a pledge for guests to demonstrate their

# Homeless & Prevention Services

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commitment to help keep each other safe through actions.

Wake County effort to end veteran homelessness made substantial progress with 218 veterans served, 64 veterans obtaining permanent housing, and only 24 veterans experiencing homelessness on our community by-name list still seeking permanent housing.

## **FY22 Discussion**

Homeless and Prevention budget decreases \$22,000 from the prior year budget because of reductions in fleet vehicle leases, equipment maintenance, and computer software/supplies.

A contract for intake and assessments that pays for an operator switchboard that works with Coordinated Entry. It offers Wake County residents a phone number to access housing services and decreases the number of residents funneling through Coordinated Entry (\$250,000).

## **Horizon Issues**

Many citizens are still experiencing economic hardships from the COVID-19 public health crisis. The national eviction moratorium is set to expire on June 30, 2021, and without the moratorium in place, it is anticipated there will be a surge of displaced households.

# Homeless & Prevention Services

## Summary of Services and Performance Measures

### Service Area: Veterans Homeless Services

**Description:** Reduce veteran experiences of literal homelessness and provide every veteran has access to permanent housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of veterans permanently housed	7	8	10	10

### Service Area: Housing Resource Team

**Description:** Help citizens identify immediate alternate housing arrangements and, if necessary, connect them with services and financial assistance to remain in or return to permanent housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of client referrals for diversion, prevention and relocation services	444	563	592	592

### Service Area: South Wilmington Street Center

**Description:** Provide emergency and transitional shelter for men experiencing homelessness. Program helps individuals become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of men sheltered nightly	210	100	110	160



# Behavioral Health - Managed Care

## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Other Financing Sources	—	\$2,420,500	\$2,420,500	\$3,954,850	100.0%
<b>Revenue Totals</b>	<b>—</b>	<b>\$2,420,500</b>	<b>\$2,420,500</b>	<b>\$3,954,850</b>	
<b>Expenditures</b>					
Contractual Services	\$23,206,283	\$28,663,388	\$28,685,138	\$34,615,238	97.9%
Supplies, Materials and Other Charges	\$718,956	\$728,000	\$728,000	\$726,000	2.1%
<b>Expenditure Totals</b>	<b>\$23,925,239</b>	<b>\$29,391,388</b>	<b>\$29,413,138</b>	<b>\$35,341,238</b>	

### Department Purpose and Goals

Wake County is committed to improving the behavioral health of Wake County residents. Through contracts with Alliance Health and community-based organizations, Wake County supports behavioral health services for the uninsured and underinsured residents of Wake County. Behavioral health services include service for individuals with mental illness, substance use disorders, and/or intellectual or development disabilities. Wake County focuses its behavioral health dollars on crisis services, adult treatment, criminal justice programs, housing and housing support, and community programs that support school-aged youth, families, and individuals in recovery.

### Major Accomplishments

Implementation of the first Behavioral Health Plan initiatives continue in the five focus areas of: crisis services, criminal justice, access and coordination, housing, and Familiar Faces.

The second Behavioral Health Summit was held in April 2021. The results of this community stakeholder discussion will inform the second Behavioral Health Plan, scheduled to be finalized later this year.

### FY22 Discussion

The budget adds additional funding to support the WakeBrook crisis campus, operated in partnership with Wake County, UNC Health, Alliance, and WakeMed to provide 24/7 crisis stabilization, facility based crisis; nonhospital detox, and inpatient treatment (\$2.5 million). This one-time funding will

be funded through prior year unspent funds from previous Behavioral Health budgets as the partners renegotiate the WakeBrook agreement.

One time funding for a behavioral health data sharing pilot will help develop a cross-agency database for frontline responders encountering individuals with behavioral health issues (\$2.00 million).

Professional and technical assistance for Behavioral Health programming provided through consultant contracts (\$250,000). One-time funding for additional contract support for the Familiar Faces initiative is also included (\$250,000). Adult behavioral health outpatient services at Departure Drive Human Services site will provide additional service options to residents in North Raleigh (\$400,000).

Permanent funding will transition Mobile Crisis for First Responders into an ongoing service, providing , more timely on-site response to psychiatric crises (\$850,000).

Permanent funding for the pilot Behavioral Health Urgent Care program is also included to ensure access to behavioral health services (\$900,000).

Behavioral Health pilot programs will continue in FY 2022 using the funding source of prior year unspent funds from previous Behavioral Health budgets.

A supportive housing pilot will continue to provide short term support for "familiar faces" leaving institutions (\$260,000).

# Behavioral Health - Managed Care

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New pilot funding will support substance abuse treatment, particularly for involved individuals (\$800,000).

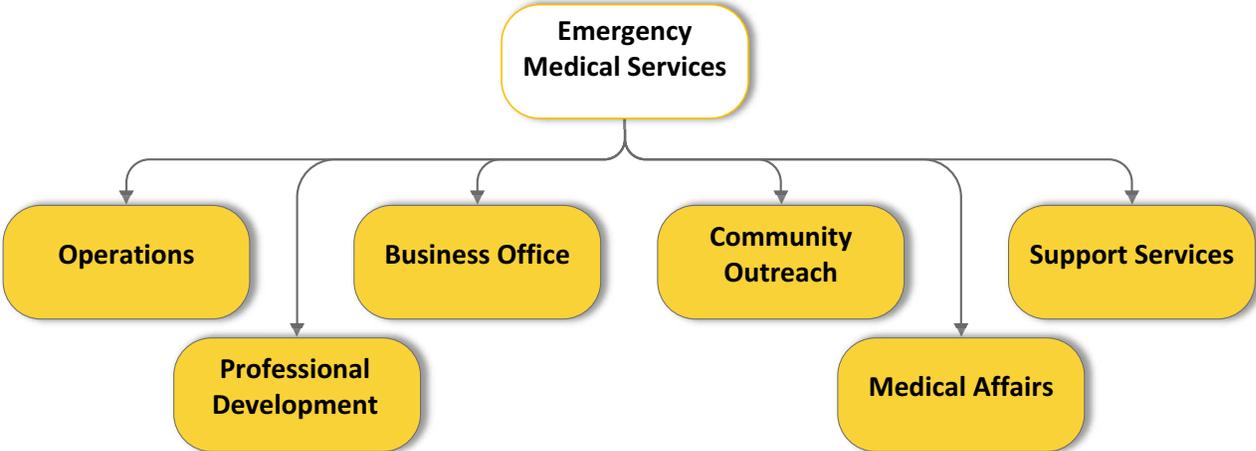
A 1% administration fee for management and monitoring pilot initiatives is included (\$23,000).

The budget includes treatment flex funds for services and individuals not covered under other programs. These funds primarily go to the service of residents without Medicaid or private insurance (\$140,000).

## Horizon Issues

Funding for the provision of behavioral health services is evolving in North Carolina. Changes associated with the State of North Carolina's plan can shift County partnerships, change the provider community, and focus on comprehensive health. Wake County will address these changes and continue to advocate for the needs of vulnerable residents, especially for residents uninsured and underinsured with behavioral health needs.

# Emergency Medical Services



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$640,005	—	—	—	0.0%
Local	\$100,095	\$1,000	\$1,000	\$66,350	0.3%
Charges For Services	\$26,967,433	\$26,215,000	\$26,215,000	\$26,040,000	99.7%
<b>Revenue Totals</b>	<b>\$27,707,534</b>	<b>\$26,216,000</b>	<b>\$26,216,000</b>	<b>\$26,106,350</b>	
<b>Expenditures</b>					
Salary / Benefits	\$25,442,590	\$27,847,629	\$21,077,760	\$36,641,892	72.8%
Contractual Services	\$1,819,905	\$1,968,242	\$1,986,882	\$3,530,847	7.0%
Supplies, Materials and Other Charges	\$18,614,804	\$18,658,704	\$18,781,250	\$10,151,352	20.2%
Capital Outlay	\$944,053	—	\$152,659	—	0.0%
Debt	\$3,628	\$8,477	\$8,477	\$8,477	0.0%
<b>Expenditure Totals</b>	<b>\$46,824,980</b>	<b>\$48,483,052</b>	<b>\$42,007,028</b>	<b>\$50,332,568</b>	
<b>Number of FTEs</b>	<b>341.000</b>	<b>333.000</b>	<b>425.000</b>	<b>433.000</b>	

## Department Purpose and Goals

The Wake County Department of Emergency Medical Services (EMS) provides prompt, compassionate, clinically excellent care to the citizens of and visitors to Wake County. The Department’s primary goal is to improve the outcomes of patients who suffer emergent medical conditions or traumatic injuries. Emergency medical care is provided by EMS in partnership with the Cary and Raleigh-Wake 9-1-1 centers and local fire departments. EMS is dedicated to continual improvement in care for the community through ongoing quality measures, research, innovation, and the perpetuation of data-driven practice.

## Major Accomplishments

The EMS System continues to see a high survival rate from out-of-hospital cardiac arrest. EMS System providers were involved in the successful resuscitation and subsequent hospital discharge of 120 residents during 2020 (up from 93 in 2019, despite the pandemic), with a survival rate above the state and national averages. The EMS System has maintained an average scene time for victims of penetrating trauma of approximately 5 minutes. In addition to cardiac and trauma care, the Department monitors its performance on a broad array of other clinical conditions including heart attack, stroke, seizures, asthma, and congestive heart failure.

# Emergency Medical Services

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In 2020, 2,925 patients were evaluated by advanced practice paramedics for mental health or substance use, and 550 were transported to a specialty center or psychiatric hospital rather than to a hospital emergency department. In addition, 680 of the 2,925 patients were linked with mobile crisis as part of the EMS/mobile crisis pilot project that allows the patient to receive the right care at the right place the first time. This constitutes a total of 1,230 patients successfully achieving an appropriate alternate destination other than the hospital emergency department. EMS also partnered with Healing Transitions to connect 459 consumers facing addiction with peer support and other resources.

The EMS System successfully completed another internal paramedic program for employees with the desire to obtain their paramedic credential. The program had a 100% graduation and medical clearance pass rates.

The EMS system continues to conduct peer-reviewed research, working with hospital partners to evaluate outcomes of time-critical EMS patients with conditions like stroke and sepsis. At the virtual 2021 National Association of EMS Physicians conference, the department presented a poster on outcomes of sepsis patients, to guide future work to improve processes in caring for these patients. In addition, the department published a position paper in the Prehospital Emergency Care journal regarding the role of EMS in a community response effort during the COVID-19 pandemic.

The EMS System is working on the implementation of the Centers for Medicare and Medicaid Services five-year pilot project known as Emergency Triage, Treat, and Transport. This program creates a pathway for EMS providers to partner with Urgent Care Centers and telemedicine providers to offer treatment and transport options beyond transport to the emergency room. The program will be fully implemented during FY 2022.

The EMS System continues to be actively engaged with community stakeholders to provide integrated health services to vulnerable individuals with complex needs and who have frequent interaction

with crisis systems because current systems are unable to meet their needs. The department is actively involved in the Wake County Familiar Faces Collaborative, which was recently awarded a Robert Wood Johnson Foundation Grant to explore innovative ways to improve Wake County's service delivery.

## FY22 Discussion

The Emergency Medical Services budget increased by \$1,850,000 from the prior year budget to cover increased costs of contractual services and requested expansions. The increases for expansions include:

Increased funding to support emergency medical dispatch operations to manage EMS response (\$344,000).

Funding to staff two 12-hour ambulances to replace funding eliminated in FY 2021 and address rebounding demand for service (8,000 FTEs, \$666,000).

## Horizon Issues

Growth and human capital pose the two biggest challenges for the EMS System. While Wake County continues to feel the impacts of record growth, there continues to be a national shortage of qualified EMS personnel. Emergency Medical Services developed a long-term plan to address human capital needs through community outreach activities, public education, partnerships, and succession planning. Such efforts will continue in the foreseeable future.

Emergency Medical Services continues to review Capital Improvement Program for EMS stations. This plan provides a road map of new station needs and end of life station replacements for the next ten years.

Healthcare finance reforms may impact reimbursements that Emergency Medical Services receives for out of hospital medical care services. Emergency Medical Services will continue to work with National and State organizations to respond to these changes moving forward.

# Emergency Medical Services

## Service Area: EMS System Support/Management

**Description:** Provide coordination, management, training, professional development, medical direction, and quality improvement to the EMS System. This includes responding to major calls like ST-elevation myocardial infarction (STEMI) and stroke.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Effectiveness</b>				
Number of minutes to arrive at trauma scene	5	5	5	5
Percent of people surviving cardiac arrest	36	35	37	37
Percent of times compliant treating STEMI patients	99	99	100	100
Percent of times compliant treating stroke patients	94	90	90	90

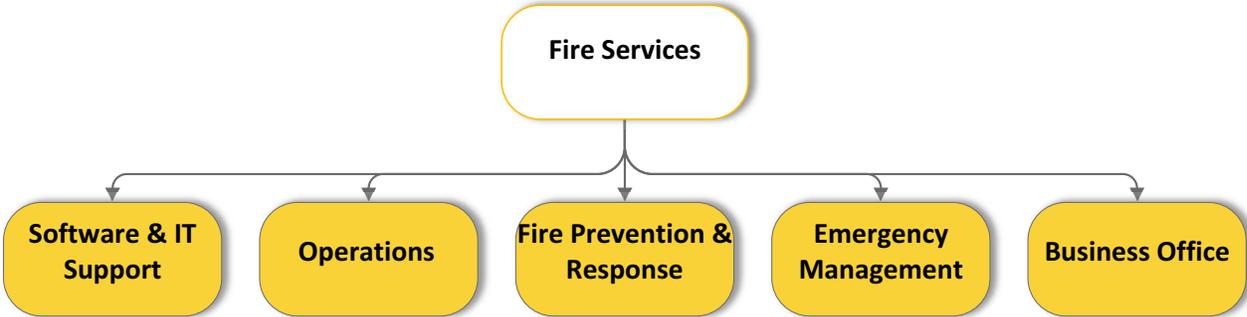
## Service Area: Community Health and Injury Prevention

**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	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Number of calls with successful alternate destination	550	520	550	550



# Fire Services



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$62,500	\$62,500	\$62,500	\$62,500	26.6%
Charges For Services	\$141,345	\$141,474	\$141,474	\$172,474	73.4%
<b>Revenue Totals</b>	<b>\$203,845</b>	<b>\$203,974</b>	<b>\$203,974</b>	<b>\$234,974</b>	
<b>Expenditures</b>					
Salary / Benefits	\$2,154,968	\$2,218,134	\$2,218,134	\$2,364,886	77.1%
Contractual Services	\$45,882	\$53,515	\$54,515	\$63,515	2.1%
Supplies, Materials and Other Charges	\$595,247	\$543,451	\$542,451	\$609,793	19.9%
Capital Outlay	\$717	—	—	\$25,000	0.8%
Debt	\$4,168	\$5,461	\$5,461	\$5,726	0.2%
<b>Expenditure Totals</b>	<b>\$2,800,982</b>	<b>\$2,820,561</b>	<b>\$2,820,561</b>	<b>\$3,068,920</b>	
<b>Number of FTEs</b>	<b>22.000</b>	<b>22.000</b>	<b>22.000</b>	<b>23.000</b>	

### Department Purpose and Goals

Fire Services seeks to preserve the quality of life and property throughout Wake County by building, sustaining, and improving capabilities that mitigate, prevent, prepare for, respond to, and recover from all hazards.

### Major Accomplishments

The Emergency Management division experienced its longest ever continuous activation of the Emergency Operations Center (EOC) in 2020. The activation of the EOC required collaborative management between Emergency Management, the County Manager’s Office, and the County’s operating departments. In 2020, the County responded to high-profile events including initial and ongoing COVID-

19 response, coordination of county-wide emergency pandemic restrictions, civil unrest operations, and national election security planning and coordination.

A substantial amount of Fire Services staff from all divisions have provided planning, operational, and logistics support to Public Health throughout the entire fiscal year. Following the closing of the EOC in the fall of 2020, departmental staff continued to support public health operations including the establishment of a large drive-thru vaccine distribution site at PNC Arena.

The Prevention and Response Division continually focuses on the reduction of property and life loss caused by fires. This focus includes comprehensive fire code inspections within new and existing

# Fire Services

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facilities, public awareness of fire dangers, and thorough fire cause and origin investigations. As the division continued to dedicate personnel to the COVID response, the division is on pace to complete approximately 2,300 periodic fire inspections, 540 new construction inspections and 744 plan reviews. The division continues a solvability rate of approximately 75% within its fire investigations program.

## FY22 Discussion

The Fire Services budget increased by a total of \$248,000 to restore budget cuts from the previous year and account for increases in costs of materials, supplies, and contracted services.

Restoration to the budget includes \$12,000 of overtime salaries that allows the County to continue normal operations without relying on lapsed salary and operating savings to cover overtime expenditures.

The budget also includes \$8,000 to restore funding for travel and training for staff to complete professional certifications mandated by the State.

The budget includes funding for an Emergency Management Outreach and Community Engagement Specialist who will be responsible for conducting ongoing emergency preparedness and community outreach (1.000 FTE, \$139,000).

The budget also includes support for fire prevention and response services for the Dutchville community in northwest Wake County (\$10,000).

## Horizon Issues

The Operations Division has worked with the Fire Commission on completion of the Long Range Plan. This plan will provide a road map for policy decision making in regards to staffing and future county stations.

The Prevention and Response Division continues train its newest team members as they also work alongside the other divisions of Fire Services to cross train in preparation to respond to emergencies while working diligently to comply with state mandated periodic inspection schedules, meeting the demands of the development community, and being prepared to answer the calls to service by the local fire departments.

Emergency Management programs are driven by a combination of consequence assessments based on risk, threat, vulnerability, and governmental rules. As the population of the County continues to grow, existing and emerging risks and threats are assessed. Emergency Management will work diligently to improve its capabilities to address ever evolving situations.

# Emergency Communications

## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$1,339,872	\$1,990,118	\$1,990,118	\$2,125,751	100.0%
Interest Income	\$25,595	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$1,365,467</b>	<b>\$1,990,118</b>	<b>\$1,990,118</b>	<b>\$2,125,751</b>	
<b>Expenditures</b>					
Salary / Benefits	—	\$210,909	\$210,909	\$213,274	10.0%
Contractual Services	\$107,877	\$794,324	\$794,324	\$907,872	42.7%
Supplies, Materials and Other Charges	\$1,208,248	\$986,844	\$986,844	\$1,004,605	47.3%
<b>Expenditure Totals</b>	<b>\$1,316,125</b>	<b>\$1,992,077</b>	<b>\$1,992,077</b>	<b>\$2,125,751</b>	
<b>Number of FTEs</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	

### Department Purpose and Goals

Emergency Communications is responsible for the coordination of public safety technology platforms, including the 800 MHz public safety radio communication system and the computer aided dispatch (CAD) and mobile data system. The 800 MHz public safety radio system is used by municipal police, fire, County law enforcement, and emergency medical services within Wake County with over 7,700 mobile and portable radios deployed. The CAD and mobile data services are also supported by this department and are in use by over 30 response agencies with over 2,000 personnel. Emergency Communications also manages an alphanumeric, 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.

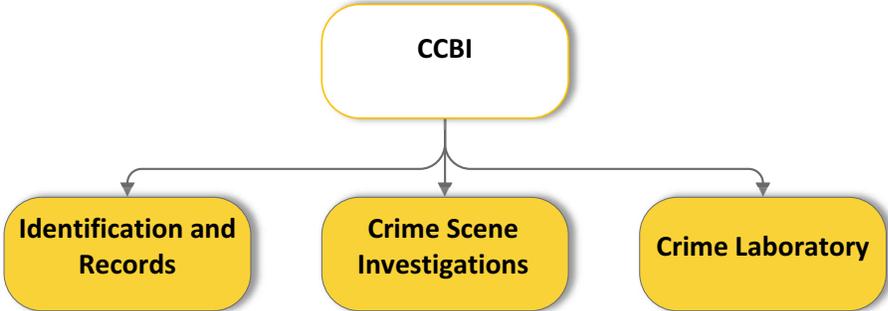
### FY22 Discussion

The Emergency Communications budget increased by \$134,00 from the prior year adopted budget. This budget change is primarily driven by increased costs of contracted services.

The Emergency Communications budget reflects expenditures and revenues from outside agencies and recovered costs from County departments, reflected as an expenditure offset, for CAD and 800 MHz system expenses. Fluctuations in overall expenditures and revenues from year to year reflect changes in cost allocation between agencies based on usage, as well as changes in total costs.



# Raleigh/Wake City-County Bureau of Identification



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$1,004,870	\$1,375,000	\$1,375,000	\$1,175,000	100.0%
Miscellaneous	\$(70)	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$1,004,800</b>	<b>\$1,375,000</b>	<b>\$1,375,000</b>	<b>\$1,175,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$6,195,755	\$6,346,517	\$6,214,502	\$6,240,844	88.6%
Contractual Services	\$182,804	\$154,987	\$154,987	\$154,987	2.2%
Supplies, Materials and Other Charges	\$664,922	\$637,294	\$634,881	\$649,119	9.2%
Capital Outlay	\$80,438	—	—	—	0.0%
Transfers Out	\$42,347	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$7,166,265</b>	<b>\$7,138,798</b>	<b>\$7,004,370</b>	<b>\$7,044,950</b>	
<b>Number of FTEs</b>	<b>83.000</b>	<b>81.000</b>	<b>79.000</b>	<b>79.000</b>	

## Department Purpose and Goals

The Raleigh/Wake City-County Bureau of Identification (CCBI) provides forensic services to agencies within the criminal justice system in Wake County. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into eight general areas: crime scene analysis; controlled substance analysis; firearms examinations; DWI blood alcohol and blood drug analysis; fingerprint impression analysis; digital evidence analysis; civil fingerprint services for employment; and fingerprinting, photographing, and collecting DNA from individuals arrested in Wake County.

## Major Accomplishments

Forensic chemistry units analyzed 890 DWI blood drug/alcohol cases and 757 controlled substance cases in 2020.

1,248 requests for the National Integrated Ballistic Information Network (NIBIN) entries resulting in 338 investigative leads in 2020.

Achieved International Organization for Standardization (ISO) reaccreditation on June 30, 2020.

Received the Federal Bureau of Investigation Agency Trilogy Leadership Award. CCBI is the fourth agency in the nation and first in the state of North Carolina to receive this award.

# Raleigh/Wake City-County Bureau of Identification

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## **FY22 Discussion**

The CCBI budget decreased by \$94,000, primarily due to the transfer of 2,000 FTEs to the Sheriff's

Office for fingerprinting services at the Public Safety Center.

# Raleigh/Wake City-County Bureau of Identification

## Service Area: Criminal Identification Unit

**Description:** Pursuant to NC General Statute authority, collect arrest data and DNA on individuals charged with a criminal offense in Wake County.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Percent of fingerprinting, photographing, and DNA collection completed within 25 minutes upon arrival at CCBI	93	90	90	90

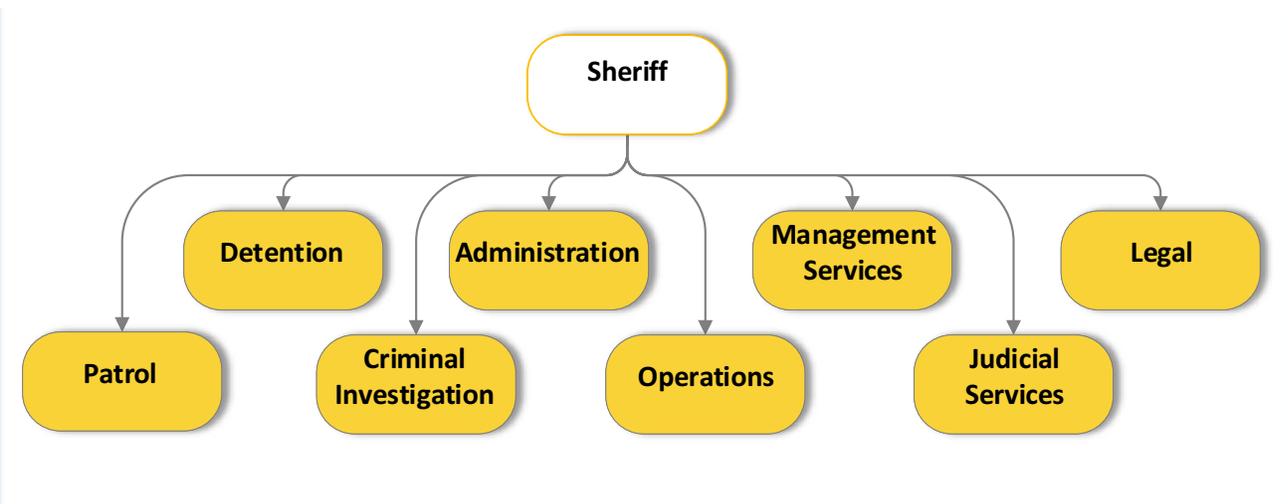
## Service Area: Crime Scene Investigation Division

**Description:** Timely documentation, collection, and preservation of items of physical evidence collected from crime scenes for forensic purposes.

Key Measures	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Target
<b>Output</b>				
Percent of officers requests responded to within 60 minutes	94	90	90	90



# Sheriff



## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$490,270	\$137,838	\$137,838	\$137,838	2.3%
State	\$9,671	—	—	—	0.0%
Charges For Services	\$6,041,692	\$5,279,300	\$5,279,300	\$5,279,300	88.8%
Licenses & Permits	\$594,929	\$510,000	\$510,000	\$510,000	8.6%
Interest Income	\$75	—	—	—	0.0%
Miscellaneous	\$15,847	\$15,000	\$15,000	\$15,000	0.3%
Transfers	\$30,823	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$7,183,307</b>	<b>\$5,942,138</b>	<b>\$5,942,138</b>	<b>\$5,942,138</b>	
<b>Expenditures</b>					
Salary / Benefits	\$85,809,001	\$81,168,544	\$81,300,559	\$83,731,057	83.8%
Contractual Services	\$6,413,910	\$6,316,135	\$6,353,135	\$5,839,135	5.8%
Supplies, Materials and Other Charges	\$9,111,955	\$9,618,966	\$9,609,191	\$10,108,823	10.1%
Capital Outlay	\$272,653	—	\$47,166	\$248,170	0.2%
Debt	\$2,050	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$101,609,568</b>	<b>\$97,103,645</b>	<b>\$97,310,051</b>	<b>\$99,927,185</b>	
<b>Expenditures by Division</b>					
Detention	\$51,578,128	\$50,109,750	\$50,159,188	\$50,130,558	50.2%
Law Enforcement	\$49,266,624	\$46,993,895	\$45,650,863	\$48,496,627	48.5%
Law Enforcement Officer Special Separation Allowance	\$764,816	—	\$1,500,000	\$1,300,000	1.3%
<b>Expenditure Totals by Division</b>	<b>\$101,609,568</b>	<b>\$97,103,645</b>	<b>\$97,310,051</b>	<b>\$99,927,185</b>	
<b>Number of FTEs</b>	<b>1,032.000</b>	<b>986.000</b>	<b>988.000</b>	<b>1,004.000</b>	

## Department Purpose and Goals

The Office of the Sheriff is a constitutional office of North Carolina. The Sheriff serves as Chief Law Enforcement Officer of Wake County and is elected

by the citizens. The Sheriff has jurisdiction throughout the County, including the incorporated and unincorporated areas. The Office provides law enforcement and support services to the County through the following divisions: Administration,

# Sheriff

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Criminal Investigations Division, Detention/ Detention Medical, Information Technology, Judicial, Patrol/Communications, Technical Operations, Training, Support Services and Management Services. The Sheriff provides requested assistance and support to local, state, and federal law enforcement agencies. The Wake County Sheriff's Office is responsible for operating three separate detention facilities: Public Safety Center (PSC), Wake County Detention Center (WCDC) and Wake County Detention Annex.

## Wake County Sheriff's Office Mission

The Wake County Sheriff's Office serves the citizens and visitors of Wake County by providing professional law enforcement, judicial and detention services that protect and preserve the constitutional rights of the people and mandates the fair and impartial enforcement of the law.

## Wake County Sheriff's Office Core Values

The Wake County Sheriff's Office pledges to infuse four core values in every aspect of service to the community.

- 1) Integrity - We pledge to maintain a strong sense of honesty, morality, goodness, and ethical character.
- 2) Accountability - We are skilled in the performance of our duties and governed by the code of ethics that demands integrity by word or by act publicly and

privately; the allegiance to our oath of office and the laws that govern our nation.

- 3) Transparency - We must value and nurture the trust we earn through honesty and excellence in service. We pledge to treat those we serve and have sworn to protect with courtesy, respect, dignity, and compassion to achieve that trust.

- 4) Consistency - We must always provide high levels of service, not just the consistency in the delivery of service. We will always strive to offer the highest standard of customer service always, without hesitation, for all residents and visitors of the County of Wake.

## FY22 Discussion

The budget increased by \$2.82 million from the prior year to include a new division reflecting the County's payment of benefits for the Law Enforcement Officers Separation Allowance and expansions to personnel.

There is an addition of sixteen new positions in the areas of Legal, Judicial Services, Information Technology, Criminal Investigations, Telecommunications, and Technical Operations. Other expansions are included to support recruitment and retention of employees and upgrades to the inventory asset management system. Details in the Separation Allowance and individual expansions referenced above are detailed in the specific division pages following this summary page for the Wake County Sheriff's Office.

# Law Enforcement

## Division Summary - Law Enforcement

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$37,838	\$37,838	\$37,838	\$37,838	1.5%
State	\$9,671	—	—	—	0.0%
Charges For Services	\$1,898,854	\$1,967,300	\$1,967,300	\$1,967,300	77.8%
Licenses & Permits	\$594,929	\$510,000	\$510,000	\$510,000	20.2%
Interest Income	\$75	—	—	—	0.0%
Miscellaneous	\$13,693	\$15,000	\$15,000	\$15,000	0.6%
Transfers	\$30,823	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$2,585,883</b>	<b>\$2,530,138</b>	<b>\$2,530,138</b>	<b>\$2,530,138</b>	
<b>Expenditures</b>					
Salary / Benefits	\$41,034,625	\$39,398,853	\$38,030,868	\$40,148,993	82.8%
Contractual Services	\$1,018,636	\$468,402	\$468,402	\$486,402	1.0%
Supplies, Materials and Other Charges	\$7,108,134	\$7,126,640	\$7,104,427	\$7,613,062	15.7%
Capital Outlay	\$103,179	—	\$47,166	\$248,170	0.5%
Debt	\$2,050	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$49,266,624</b>	<b>\$46,993,895</b>	<b>\$45,650,863</b>	<b>\$48,496,627</b>	
<b>Number of FTEs</b>	<b>461.000</b>	<b>453.000</b>	<b>461.000</b>	<b>477.000</b>	

### Division Purpose and Goals

Law enforcement duties include patrolling, preventing crime, serving domestic violence protection orders, investigating violations of the law, apprehending law violators and the overall protection of Wake County and its residents while promoting community relations. The Sheriff's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, statistical crime analysis, and transportation for inmates and involuntarily committed persons outside of Wake County when necessary.

### Major Accomplishments

Wake County Sheriff's Office COVID-19 Staff Support Services was established in March 2020 to provide an immediate line of communication and referral of employees experiencing COVID-19 symptoms or potential exposures. The Staff Support Services Hotline is available to staff 24/7 with an immediate response for law enforcement officers and all frontline employees. This immediate response continues to reduce the widespread of COVID-19 among all employees, jail residents, and Wake

County. There have been 1,435 calls received, not including follow up calls.

Support Services Division Legal is one of the most important units to review and develop policy and procedure to make sure our officers and staff are prepared to most effectively and lawfully serve the public in carrying out their duties. Development, training, implementation, and review of the application of policy and procedure reduce exposure to liability and the costs of litigation and outside counsel. With changes in policies and with training and accountability, vehicle crashes have been reduced, there have been no canine bites, no lawsuits alleging excessive force and deputies are prohibited from using choke holds per policy. Our use of force policy is in compliance with the Presidential Executive Orders for the United States Department of Justice Safe Policing for Safe Communities.

The Sheriff's Office conducted community training activities including area church security presentations and active shooter presentations to various corporations in early 2020. The WCSO also conducted community outreach including virtual meetings with high school classes about careers in

# Law Enforcement

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Law Enforcement and a virtual "Question and Answer" meeting with a local boy scout troop.

Judicial Division - The mental health transport services contract has been replaced with trained deputies to form an in-house Behavioral Transport Unit which complies with the recent North Carolina General Statute (NCGS) 122C-251 and NCGS 122C-263 change for 2019. The Sheriff's Office is currently responsible for transports from sixteen (16) locations throughout Wake County and transported over 728 behavioral health patients from July 1, 2020 to December 31, 2020. The statutes require counties to provide transportation between counties under the involuntary commitment proceedings for respondents held in 24-hour facilities. This change will be cost effective for the agency.

## FY22 Discussion

The budget increased by \$1.50 million from the prior year, reflecting salary and benefit changes from staff changes plus expansions detailed below.

Restoration of two positions eliminated in the FY 2021 budget, including an attorney and a paralegal (2.000 FTEs, \$229,000).

Six deputies and a sergeant are added to convert behavioral transport services from a contract to in-house (7.000 FTE, \$944,000).

A System Administrator for the Video Management System used in cars, body worn cameras, and digital evidence (1.000 FTE, \$104,000).

Investigators for the Drugs and Vice Unit and Crime Analysis Apprehension Team to support opioid overdose and drug seizures (2.000 FTE, \$255,000).

Upgrades to the Inventory Asset Management System upgrades (\$33,000).

A Telecommunicator to operate 24/7 dispatch calls (1.000 FTE, \$57,000).

Restoration of recruitment funding for job fairs and advertisements (\$84,000).

Two Desktop Support Technicians to support 24/7 agency personnel and information technology needs (2.00 FTE \$169,000).

An Inventory Control Specialist to assist in collecting, storing, and maintaining evidence for the State Bureau of Investigations and the Sheriff's Office (1.000 FTE, \$60,000).

## Horizon Issues

The Wake County Sheriff's Office will continue to face each day with commitment and dedication and look forward to preparing this agency to be able to serve this County into the future.

Patrol Division - This division has been responsible for evaluating our body worn camera program and plans to purchase body worn cameras through County Capital and grant funding.

Criminal Investigation Division - The Sheriff's Office is exploring development of a Human Trafficking Unit to reduce sex and labor trafficking crimes. The unit would seek to recover victims and connect with them with non-governmental organizations that provide support services.

Technical Operations Division - A Special Operations Unit has been developed to address special/critical incidents occurring throughout Wake County's lakes, woodlands, parks, nature trails and aerial surveillance through the use of boats, jet skis, scuba dive team, ATVs, bicycles, drones and projections for motorcycles services.

# Detention

## Division Summary - Detention

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$452,432	\$100,000	\$100,000	\$100,000	2.9%
Charges For Services	\$4,142,838	\$3,312,000	\$3,312,000	\$3,312,000	97.1%
Miscellaneous	\$2,155	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$4,597,425</b>	<b>\$3,412,000</b>	<b>\$3,412,000</b>	<b>\$3,412,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$44,009,559	\$41,769,691	\$41,769,691	\$42,282,064	84.3%
Contractual Services	\$5,395,274	\$5,847,733	\$5,884,733	\$5,352,733	10.7%
Supplies, Materials and Other Charges	\$2,003,821	\$2,492,326	\$2,504,764	\$2,495,761	5.0%
Capital Outlay	\$169,474	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$51,578,128</b>	<b>\$50,109,750</b>	<b>\$50,159,188</b>	<b>\$50,130,558</b>	
<b>Number of FTEs</b>	<b>571.000</b>	<b>533.000</b>	<b>527.000</b>	<b>527.000</b>	

### Division Purpose and Goals

State law authorizes Counties to establish, maintain, and operate local confinement facilities. The law states that the Sheriff is responsible for the care and custody of the jail. The Wake County Sheriff’s Office operates three separate detention facilities; the Public Safety Center, the Wake County Detention Center, and the Wake County Detention Annex.

Medical care is provided directly to inmates 24 hours a day by medical staff employed by the Sheriff’s Office as well as through contracts with external medical providers. The Sheriff’s Office is also responsible for transporting prisoners to and from court appearances, to the various units of the North Carolina Department of Corrections across the State, and to and from other Sheriffs’ offices. The Detention Division will continue to evaluate jail processes related to staffing and the projected jail population.

### Major Accomplishments

The Sheriff’s Office partnered with General Services Administration for construction of a new medical

holding area at the Wake County Detention center. The new holding area provides for safer and more efficient evaluation of inmates experiencing mental illness.

### FY22 Discussion

The budget increased by \$21,000 from the prior year. Salary and benefit adjustments from staff changes are largely offset by a decrease in contractual services for behavioral transport services. The Law Enforcement division reflects the addition of six deputies and one sergeant to convert the behavioral transport services in-house.

### Horizon Issues

The division will be working with a vendor to actively and efficiently scan all applicable past and present medical records as part of a larger project to convert all WCSO arrestee and inmate medical records to an electronic format.

# Law Enforcement Officer Special Separation Allowance

## Division Summary - Law Enforcement Officer Special Separation Allowance

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Salary / Benefits	\$764,816	—	\$1,500,000	\$1,300,000	100.0%
<b>Expenditure Totals</b>	<b>\$764,816</b>	<b>—</b>	<b>\$1,500,000</b>	<b>\$1,300,000</b>	

### Division Purpose and Goals

Wake County administers a single-employer defined benefit pension plan that provides retirement benefits to the County’s qualified sworn law enforcement officers under the age of 62 who have completed at least 30 years of creditable service, or have attained 55 years of age and have completed five or more years of creditable service. The benefit, known as the Separation Allowance, is equal to .85% of the annual equivalent of the base rate of compensation most

recently applicable to the officer for each year of creditable service.

The Law Enforcement Officer Separation Allowance Division includes the budget and actual payments for all of the County’s eligible retired law enforcement officers, including retired employees from the Wake County Sheriff’s Office and the City-County Bureau of Identification.

# Community Organizations

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Aid To Community Agencies	—	\$1,345,000	—	—	0.0%
North Carolina Symphony	\$100,000	—	\$81,000	\$84,240	4.0%
United Arts Council of Wake County	\$511,000	—	\$453,000	\$471,120	22.5%
East Wake Education Foundation	\$50,000	—	\$47,000	\$48,880	2.3%
Communities In Schools	\$100,000	—	\$96,000	\$99,840	4.8%
Marbles Kids Museum	\$650,000	—	\$450,000	\$468,000	22.4%
Wake County Smart Start	\$1,688,028	—	—	—	0.0%
Universal School Breakfast Program	\$258,000	\$258,000	\$258,000	\$268,320	12.8%
Interfaith Food Shuttle	\$25,000	\$35,000	\$35,000	\$36,400	1.7%
InterAct	\$100,000	\$100,000	\$100,000	\$104,000	5.0%
Food Bank of Central & Eastern NC	\$12,000	\$12,000	\$12,000	\$12,480	0.6%
Wake Smiles	—	—	\$50,500	\$52,520	2.5%
Dorcas Ministries	—	—	\$83,500	\$86,840	4.2%
Methodist Home for Children	—	—	\$80,000	\$83,200	4.0%
The Hope Center at Pullen, Inc.	—	—	\$59,500	\$61,880	3.0%
Resources for Seniors, Inc.	—	—	\$28,000	\$29,120	1.4%
StepUp Ministries	—	—	\$27,000	\$28,080	1.3%
The Green Chair Project, Inc.	—	—	\$26,500	\$27,560	1.3%
Triangle Family Services	—	—	\$125,000	\$130,000	6.2%
<b>Expenditure Totals</b>	<b>\$3,494,028</b>	<b>\$1,750,000</b>	<b>\$2,012,000</b>	<b>\$2,092,480</b>	

## Division Purpose and Goals

The Board of Commissioners allocates funding to non-profit organizations that provide services to the public. Agencies receiving Wake County funds must meet basic requirements and contractual obligations. County-supported programs include early childhood development, music education concerts, school food pantries and universal breakfast, and cultural field trips for school students. Funding also provides after-school programming and mentorship, support for

domestic violence survivors, and school readiness programs.

## FY22 Discussion

The community organizations budget increased \$342,000 in FY 2022 from the prior year budget. The community organizations budget are to be awarded to local non-profit organizations by the Board of County Commissioners.

# Memberships

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Raleigh-Durham Airport Authority	\$12,500	\$12,500	\$12,500	\$12,500	2.2%
Triangle J Council of Governments	\$195,790	\$200,000	\$200,000	\$200,000	34.5%
CAMPO (Capital Area Metro Planning Organization)	\$86,011	\$124,000	\$124,000	\$124,000	21.4%
School of Government	\$136,565	\$145,000	\$145,000	\$149,000	25.7%
National Association Of Counties	\$12,941	\$13,000	\$13,000	\$13,000	2.2%
NC Association Of County Commissioners	\$73,140	\$79,000	\$79,000	\$81,000	14.0%
<b>Expenditure Totals</b>	<b>\$516,947</b>	<b>\$573,500</b>	<b>\$573,500</b>	<b>\$579,500</b>	

## Division Purpose and Goals

The County takes part in various organizations for which membership dues are charged for participation and organizational benefits. The Raleigh Durham International Airport is a flat annual fee. Dues for the North Carolina Association of County Commissioners, National Association of Counties, School of Government, and Capital Area Metro

Planning Organization are determined on a per capita (population) basis. Triangle J Council of Governments dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion is based on percentages identified in Home and Community Care Block Grant for aging and ombudsman programs administered by the organization.

# Non-Departmental

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Historic Preservation	\$143,418	\$124,681	\$124,681	\$128,217	0.4%
Women’s Commission	\$1,880	—	—	—	0.0%
Non-Departmental	\$50,202	\$7,550,000	\$16,777,994	\$8,792,000	25.2%
County-Wide/Major Contracts	\$707,243	\$544,050	\$570,105	\$1,698,604	4.9%
Salary & Benefit Reserve	\$54,438	\$333,347	\$135,647	\$21,879,205	62.8%
Chamber of Commerce	\$467,792	\$490,000	\$547,000	\$640,000	1.8%
Jail Alternatives	\$981,340	\$1,006,723	\$1,006,723	\$1,006,723	2.9%
Medical Examiner	\$730,281	\$770,000	\$770,000	\$770,000	2.2%
Indirect Reimbursements	\$(74,605)	\$(98,132)	\$(98,132)	\$(70,007)	(0.2)%
April 2011 Tornadoes	\$4	—	—	—	0.0%
COVID-19 Response	—	—	\$6,769,869	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,061,994</b>	<b>\$10,720,669</b>	<b>\$26,603,887</b>	<b>\$34,844,742</b>	

## Division Purpose and Goals

Non-departmental includes funding for organization-wide activities, such as consulting and other professional services.

A variety of programs are included in non-departmental: Historic Preservation to preserve districts and landmarks that embody important elements of culture, history, architectural history or prehistory; County-Wide/Major Contracts to consult County-wide projects such as the One Water Initiative; Salary & Benefit Reserve to address pending salary adjustments, performance pay increases, or benefit changes; a contract with the Greater Raleigh Chamber of Commerce to offer economic development programs that promote the creation of new jobs; Jail Alternative Programs to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders through programs like Pre-Trial release, Pre-Trial monitoring, and the Free the People through the District Attorney’s Office; Indirect Reimbursements that represents indirect cost charges for service programs in Human Services; and Medical Examiner to investigate deaths in the County that are unattended or occur under questionable circumstances, including transportation of deceased persons to either the Medical Examiner office or a contracted funeral home; a COVID-19 Response unit was created to release a portion of EMS’s budget that was funded with CARES Act allocations so the

General Fund budget could support other necessary COVID-19 costs.

## FY22 Discussion

The budget for non-departmental increased from the prior year. Non-departmental expansions included in FY 2022:

- Disparity study to evaluate inequities in County contracting processes (\$415,000).

- Contracted services to assist the County in identifying and implementing diversity, equity, and inclusion strategies (\$180,000).

- Insurance premium rate increases for the County’s Cyber Insurance (\$188,000).

- A performance pay increase of 4%, and up to an additional 3% increase to our highest performers - roughly 20% of our workforce (\$14.6M).

- A pay adjustment to increase the hourly living wage to \$17.33 per hour for regular County employees (\$405,000).

- Salary and benefit reserve for wage compression evaluation results (\$6.75 million).

- Host a Lead for North Carolina fellow for 11 months. The selected fellow will support staff in the County Manager’s Office (\$54,000).

## Non-Departmental

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Increase the contract for historic preservation based on a multiyear service agreement adopted via Board of Commissioner action during FY 2021 (\$4,000).

Increase contracted funding for Wake County Economic Development through the Chamber of Commerce (\$150,000).

One-time funding for a Behavioral Health data sharing pilot to develop a cross-agency database to

help front-line responders encountering persons with behavioral health issues (\$2 million).

One-time funding for the Wake County Sheriff's Office detention medical study which will review the current medical and dental services offered to detention center residents and evaluate best operating practices (\$500,000).

# Health Benefits

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Healthcare - County Share	\$(30,689,347)	\$(32,000,000)	\$(32,000,000)	\$(33,100,000)	(305.0)%
Dental - County Share	\$(1,404,942)	\$(1,484,632)	\$(1,484,632)	\$(1,484,632)	(13.7)%
Health - Employee Share	\$(7,752,728)	\$(8,200,000)	\$(8,200,000)	\$(8,100,000)	(74.6)%
DNTL/Fringe Adj/Employee Share	\$(1,379,473)	\$(833,000)	\$(833,000)	\$(833,000)	(7.7)%
Actuarial Fees	\$21,713	\$20,000	\$20,000	\$20,000	0.2%
Contracted Services	\$1,609,451	\$1,575,000	\$1,575,000	\$1,575,000	14.5%
Health Self Insurance Admin Costs	\$2,125,437	\$2,140,000	\$2,140,000	\$2,250,000	20.7%
Health Self Insurance Claims	\$23,261,311	\$27,200,000	\$27,200,000	\$29,400,000	270.9%
Dental Self Insurance Claims	\$2,274,169	\$1,882,000	\$1,882,000	\$1,882,000	17.3%
Dental Self Insurance Admin Costs	\$132,621	\$95,000	\$95,000	\$95,000	0.9%
Health - Retiree Claims	\$5,377,620	\$6,200,000	\$6,200,000	\$6,200,000	57.1%
RX/Administration	\$29,085	—	—	—	0.0%
RX/Claims	\$8,173,605	\$9,915,000	\$9,915,000	\$10,050,000	92.6%
Stop Loss Premium	\$1,266,688	\$1,500,000	\$1,500,000	\$1,100,000	10.1%
Rx Reimbursements	\$(3,925,780)	\$(3,600,000)	\$(3,600,000)	\$(3,440,000)	(31.7)%
Medicare D Subsidy	\$(277,167)	\$(225,000)	\$(225,000)	\$(230,000)	(2.1)%
FSA Administration	\$70,465	\$70,000	\$70,000	\$70,000	0.6%
COBRA Administration	\$10,896	\$11,000	\$11,000	\$11,000	0.1%
RX Claims - Retirees	\$3,875,655	\$5,100,000	\$5,100,000	\$5,125,000	47.2%
PPACA Fees	—	\$22,000	\$22,000	\$24,000	0.2%
EAP Admin Fee	\$51,948	\$60,000	\$60,000	\$60,000	0.6%
HSA Funding - County	\$170,208	\$160,000	\$160,000	\$175,000	1.6%
Other	\$36,795	\$2,000	\$2,000	\$2,000	0.0%
<b>Expenditure Totals</b>	<b>\$3,058,228</b>	<b>\$9,609,368</b>	<b>\$9,609,368</b>	<b>\$10,851,368</b>	

## Division Purpose and Goals

The County is self-insured for health and dental benefits. The source of funding for expenditures are employer contributions and employee withholdings recorded as part of the payroll expenditures. Amounts are reflected as a contra expenditure so that the types of actual payments may be reflected in the budget without double-counting the expenditures.

## FY22 Discussion

The Health and Dental budget increased by \$1.24 million from the prior year from projected increases in health and prescription claims.

The Health and Dental Budget includes an intrafund transfer that shows the County's contribution for retiree health insurance. The portion of property tax revenue used for retiree health insurance is transferred as an expense from Non-Departmental and into the Health and Dental budget as a revenue. The intrafund transfer totals \$8.74 million.

The revenues for the Health and Dental Budget are shown on the Non-Departmental Revenues page. Other revenues in the Health and Dental Budget include \$1.40 million in contributions from retiree health plan participants, \$1 million in appropriated fund balance, and \$50,000 in contributions from COBRA participants.

# Risk Management - Cost of Claims

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Legal Fees/Litigation Services	\$291,053	\$215,000	\$216,425	\$125,000	6.7%
Actuarial Fees	\$8,500	\$8,750	\$8,750	\$9,000	0.5%
Brokerage Fees	\$41,000	\$41,000	\$41,000	\$42,500	2.3%
Claims Administration Expense	\$111,203	\$130,000	\$130,000	\$120,000	6.4%
Contracted Services	\$60,247	\$25,000	\$25,000	\$25,000	1.3%
Risk Management - Vehicle Claims	\$(449,331)	\$(493,500)	\$(493,500)	\$(490,500)	(26.4)%
Risk Management - Liability Claims	\$(349,421)	\$(222,000)	\$(222,000)	\$(142,000)	(7.6)%
Risk Management - Workers Comp Claims	\$(1,061,676)	\$(1,556,000)	\$(1,556,000)	\$(1,390,000)	(74.7)%
Purchased Insurance & Bonding	\$1,274,224	\$1,318,396	\$1,318,396	\$1,644,646	88.4%
Self Insurance Claims Year-end Adjustment	\$(72,326)	—	—	—	0.0%
Self Ins Claims - Property/Theft	\$123,699	\$50,000	\$58,380	\$50,000	2.7%
Self Ins Claims - Vehicles	\$435,176	\$468,500	\$544,660	\$470,500	25.3%
Self Ins Claims - Liability	\$17,705	\$7,000	\$7,000	\$7,000	0.4%
Self Ins Claims - W/C	\$1,073,431	\$1,556,000	\$1,556,000	\$1,390,000	74.7%
Vehicle Replacements	\$8,293	—	\$13,740	—	0.0%
Other	4,486	—	—	—	—
<b>Expenditure Totals</b>	<b>\$1,516,260</b>	<b>\$1,548,146</b>	<b>\$1,647,851</b>	<b>\$1,861,146</b>	

## Division Purpose and Goals

Wake County's Risk Management function is managed by three core departments and supported by the Risk Team. The County Attorney's Office manages claims and handles the litigation and settlement of claims. Finance manages the insurance program, risk management reporting, and administration of the driving policy. General Services Administration manages the safety program. The Risk Team also includes representatives from other departments across the County, including Human Resources and Human Services. This team works with staff and management to consider and implement risk reduction activities.

Wake County is self-funded for workers compensation, liability, and vehicle claims and purchases commercial excess liability, workers' compensation insurance, and other policies and bonds to cover specific risks and individuals. The claims portion of the cost of risk is charged back to County departments.

## Major Accomplishments

The Risk Team provided support to the phasing in of EMS power loaders in all ambulances.

Developed a training matrix to identify all OSHA-required training per County position.

Developed criteria for an enhanced claims management system and determined that conversion to the new upgraded version of the County's current system is the best and most cost-effective solution to meet business needs.

Workers' compensation Return to Work efforts and appropriate accommodation of employee work restrictions have resulted in reduced lost work time for injured employees.

## FY22 Discussion

The Risk Management budget increased \$313,000 from the prior year budget. The budget includes adjustments in workers compensation, general liabilities, and vehicle claims based on historical actuals and open claims (\$125,000). The budget also

## **Risk Management - Cost of Claims**

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includes on-going funding for a County cyber insurance policy (\$188,000).

### **Horizon Issues**

The Risk Team will continue to monitor environmental factors that drive the future management of County risks. Some factors include the technology, changing workforce demographics, the diverse types of activities performed by County employees, and rising medical and vehicle repair costs.

As the County relies on technology to manage and store data, continued focus on identification and protection of data as well as proactive cyber event response planning is essential. The County will continue to engage the services of a cyber advisory professional to identify sensitive records, address the controls that protect them, review vendor processes related to sensitive data, and develop a strong incident response plan that aligns with industry best practice.

# Transfers

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Transfer To County Capital CIP	\$44,604,000	\$34,873,000	\$34,873,000	\$56,718,000	14.0%
Transfer To WCPSS Capital Fund	\$38,381,000	\$40,905,000	\$40,905,000	\$58,230,000	14.4%
Transfer To Debt Service (Property Tax)	\$251,677,000	\$251,376,000	\$251,376,000	\$229,536,554	56.8%
Transfer To Wake Tech CIP	\$10,033,000	\$8,033,000	\$8,033,000	\$7,500,000	1.9%
Transfer To Debt Service (Sales Tax)	\$45,952,000	\$38,804,000	\$38,804,000	\$52,318,000	12.9%
<b>Expenditure Totals</b>	<b>\$390,647,000</b>	<b>\$373,991,000</b>	<b>\$373,991,000</b>	<b>\$404,302,554</b>	

## Division Purpose and Goals

The budget includes dedication of an equivalent 18.57 cents of the 60.00 cent property tax rate for pay-as-you-go capital funding and debt service.

## FY22 Discussion

Transfers to capital and debt funds increased by \$30.31 million. The increases in the debt and capital programs for the County, Wake County Public School System, and Wake Tech Community College are based on revised property and sales tax projections.

# Non Departmental Revenue Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Property Taxes	\$1,102,133,709	\$1,127,859,000	\$1,127,859,000	\$1,144,975,000	81.4%
Sales Tax	\$209,288,738	\$162,189,000	\$162,189,000	\$234,826,000	16.7%
Lease/Rental Vehicle Tax	\$3,300,292	\$3,350,000	\$3,350,000	\$3,350,000	0.2%
Lease/Rental Heavy Equipment Tax	\$(128,465)	—	—	—	0.0%
Payment in Lieu of Taxes	\$2,158,555	\$1,222,003	\$1,222,003	\$1,222,003	0.1%
Environmental	\$90,476	—	—	—	0.0%
ABC 5 Cent Bottle	\$393,585	\$255,000	\$255,000	\$255,000	0.0%
Beer & Wine	\$886,345	\$877,200	\$877,200	\$877,200	0.1%
Other - State	\$1,404,689	\$1,500,000	\$1,500,000	\$1,500,000	0.1%
ABC Board	\$12,061,826	\$4,000,000	\$4,000,000	\$6,000,000	0.4%
Other - Charges for Services	\$1,603,315	\$1,450,000	\$1,450,000	\$1,450,000	0.1%
Licenses	\$84,385	\$72,000	\$72,000	\$72,000	0.0%
Interest	\$97,888	\$200	\$200	\$200	0.0%
Miscellaneous Revenue	\$117,832	—	—	—	0.0%
Appropriated Fund Balance	—	\$4,784,000	\$17,643,254	\$3,500,000	0.2%
Transfers From	\$293,680	\$7,793,680	\$7,793,680	\$9,035,680	0.6%
<b>Revenue Totals</b>	<b>\$1,333,786,850</b>	<b>\$1,315,352,083</b>	<b>\$1,328,211,337</b>	<b>\$1,407,063,083</b>	



# Wake County Public School System

## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Expenditures</b>				
Wake County Schools Allocations	\$515,955,101	\$527,904,101	\$527,904,101	\$544,205,101
Direct Appropriation	\$515,955,101	\$527,904,101	\$527,904,101	\$544,205,101
Debt Service	\$233,853,206	\$222,648,556	\$222,648,556	\$253,060,198
<b>Expenditure Totals</b>	<b>\$749,808,307</b>	<b>\$750,552,657</b>	<b>\$750,552,657</b>	<b>\$800,015,299</b>

### Department Purpose and Goals

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina, provides regular and special instructional programs for children in kindergarten through high school, as well as pre-kindergarten services for special needs students. WCPSS also provides school bus transportation, child nutrition, counseling, athletic programs, and other operations to support instructional programs. WCPSS operates 117 elementary schools, 40 middle schools, 33 high schools, one K-8 Academy, and two leadership academies.

### FY22 Discussion

The budget includes a \$16.30 million increase in the WCPSS General Fund appropriation over the prior year budget. The FY 2022 appropriation also includes

\$11.95 million in recurring funding that was funded on a one-time basis in FY 2021. For more information on the WCPSS budget, visit the Finances page on the WCPSS website (<https://www.wcpss.net/domain/98>).

With combined projected enrollment for WCPSS and charter students of 175,736, this brings the County's per pupil funding to \$3,097, an increase of 5.6%, or \$165 per student from the prior year budgeted per pupil.

WCPSS will be opening one new school in 2021-22: Willow Spring High School in Fuquay-Varina.

The budget includes a transfer from the Wake County Public School System Capital Projects Fund of \$888,000 to fund the lease of the Crossroads Administrative Building in Cary.

# Wake Technical Community College

## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted
<b>Expenditures</b>				
Wake Technical College Allocation	\$24,285,436	\$24,453,030	\$24,453,030	\$28,544,788
Communities In Schools	\$295,000	\$295,000	\$295,000	\$295,000
Direct Appropriation	\$24,580,436	\$24,748,030	\$24,748,030	\$28,839,788
Debt Service	\$29,002,017	\$31,396,360	\$31,396,360	\$38,984,795
<b>Expenditure Totals</b>	<b>\$53,582,453</b>	<b>\$56,144,390</b>	<b>\$56,144,390</b>	<b>\$67,824,583</b>

### Department Purpose and Goals

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. Its mission is to provide education and training for the workforce and to serve as an instrument of job creation and economic growth for the County.

Per North Carolina General Statute 115D-32, the County is required to provide operating funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes. A detailed discussion of Wake Tech's current capital programming and the County's capital responsibilities per NCGS 115-D32 are included in Wake Tech's capital section.

### Major Accomplishments

Wake Tech successfully pivoted to 100% online classes when the coronavirus pandemic began in March 2020. The college resumed some in-person instruction in the fall with reduced capacity and strict safety protocols. Wake Tech enrolled 30,781 credit students during the 2019-2020 academic year. Since the college's inception in 1963 Wake Technical Community College has awarded nearly 43,000 associate degrees; nearly 9,300 diplomas; more than 38,000 certificates; nearly 25,000 GED/HSE diplomas; and over 3,000 Adult High School diplomas.

Over the past year, Wake Technical Community College has added one associate degree in Medical Sonography; one diploma in Mechanical Engineering Technology; and certificates in Electromechanical Analysis; Mechanical Analysis and Design I and II; Architectural CAD; Architectural Practices; Civil

Engineering; Civil Design Elements I and II; Geomatics Technology; Geomatics Field Technology; and Geomatics Mapping Technology.

The college partnered with Wake County to launch WakeWorks Apprenticeship, to give students the opportunity to "learn while they earn" in order to prepare skilled workers for County employment. Wake Tech also partnered with Wake County to launch "Wake Invests in Women," a collective impact initiative focusing on the gender wage gap and attracting more women to high paying jobs.

### FY22 Discussion

The Wake Tech Community College budget increased from prior years, and the changes adopted in the budget are listed below. The additional FTEs listed are employees of Wake Tech, rather than employees of the County.

Lease increases to new building facility costs (\$1.78 million).

Market based pay increases for information technology staff (\$752,000).

Pay increase to Non-IT employees based on Wake Tech request to the General Assembly (\$150,000).

A Senior Cyber Security Engineer to oversee risk management and information security program compliance for all Wake Tech campus locations (1.000 FTE, \$160,000).

Increase to staff salaries to match market rates from pay study (\$182,000).

Facility Technicians to carry out facility maintenance, repairs and related tasks (2.000 FTE, \$101,000).

# Wake Technical Community College

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Learning Management System Administrator to manage the college application system, support increased online course offerings and improve customer support (1.000 FTE, \$89,000).

Support East Wake Campus Projects (\$142,000).

IT Project Manager to address increased project workload from new software applications, network infrastructure upgrades, and standardization of A/V and class lab requirements (1.000 FTE, \$101,000).

Help Desk Analyst to address concerns at the Perry Health Sciences Campus and support activities at Beltline Education center that includes Amazon employee training in January 2021 (1.000 FTE, \$66,000).

Help Desk Analyst to support new RTP Classroom Building opening and corresponding increase in users and devices (1.000 FTE, \$66,000).

## Horizon Issues

Curriculum Education will continue to build upon existing partnerships and establish new relationships to expand learning opportunities for students

through Career and College Promise, cooperative/innovative high schools, university partnerships, 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 partnerships with four-year transfer institutions and initiatives such as Reverse Transfer and Finish First. Reverse Transfer allows students who have transferred to four-year colleges without having earned an associate's degree to do so while in a bachelor's degree program. Finish First identifies students who have met the requirements for a credential that has not yet been awarded. As part of the college's innovation efforts, Curriculum Education will continue to focus on improving student success in online courses.

Wake Tech is undergoing a strategic planning process dubbed "Reach and Rally." As part of that initiative, the college has adopted a new mission, vision and goals, establishing a focus on equitable access and economic mobility for Wake County citizens. All Wake Tech staff and faculty will be engaged in the strategic planning process.

# Other Education Initiatives

## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
Wake County Smart Start	—	\$1,688,028	\$1,688,028	\$2,038,028	100.0%
<b>Expenditure Totals</b>	<b>—</b>	<b>\$1,688,028</b>	<b>\$1,688,028</b>	<b>\$2,038,028</b>	

## Department Purpose and Goals

Wake County is committed to collaborating with education stakeholders to achieve a well-educated citizenry prepared for success. This includes collaborating with Wake County’s continuum of education providers. The Other Education Initiatives Department, which was created with the FY 2021 Adopted Budget, captures funding for education initiatives in addition to the County’s contribution to the Wake County Public Schools System and Wake Technical Community College. The funds budgeted in this section represent County allocations to Wake County Smart Start to support high quality pre-kindergarten programs.

## Major Accomplishments

Wake County continues to support Wake County Smart Start’s administration of NC Pre-K, which provides four-year-olds with a high-quality classroom program to prepare for Kindergarten. Children attend Pre-K for 6.5 hours each day, Monday through Friday. In FY 2021, Wake County provided funding to assist Wake County Smart Start in providing 1,532 Pre-K slots.

As part of their 2020 Goals, the Board of Commissioners adopted an initiative to implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four year old’s. Wake County continues to work with Wake County Smart Start to measure Pre-K access and levels of interest and eligibility.

## FY22 Discussion

Prior to FY 2020, County support for Wake County Smart Start was included in the Non-Departmental Public Agency Division. The FY 2020 actual contribution totaled \$1.69 million.

The budget for Other Education Initiatives totals \$2.04 million. This continues a \$1.69 million allocation to Wake County Smart Start to support an estimated 1,532 NC Pre-K slots for income-eligible four-year-olds in Wake County, plus an additional \$350,000 for Smart Start to begin developing a pilot pre-k program to serve income-eligible three-year-olds in the County.

# Debt Service

## Department Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$2,832,186	\$2,783,013	\$2,783,013	—	0.0%
State	\$12,061,403	\$10,000,000	\$10,000,000	\$10,467,000	3.2%
Charges For Services	\$12,917	—	—	—	0.0%
Interest Income	\$12,977,062	\$3,000,427	\$3,000,427	\$594,915	0.2%
Other Financing Sources	\$77,412,502	—	—	\$36,580,769	11.0%
Transfers	\$298,862,221	\$291,561,560	\$291,561,560	\$283,420,316	85.6%
<b>Revenue Totals</b>	<b>\$404,158,291</b>	<b>\$307,345,000</b>	<b>\$307,345,000</b>	<b>\$331,063,000</b>	
<b>Expenditures</b>					
Debt Service Principal	\$193,181,554	\$189,829,823	\$189,829,823	\$220,674,000	66.7%
Debt Service Interest	\$103,854,521	\$99,489,153	\$99,489,153	\$105,655,155	31.9%
Debt Service Fees	\$1,073,738	\$1,434,355	\$1,434,355	\$823,703	0.2%
Refunding Bonds	\$77,054,156	—	—	—	0.0%
Other Refunding Debt	—	—	—	—	0.0%
Salary / Benefits	\$333,114	\$387,576	\$387,576	\$404,066	0.1%
Contractual Services	\$135,572	\$144,000	\$144,000	\$151,500	0.0%
Supplies, Materials and Other Charges	\$482,226	\$1,105,527	\$1,105,527	\$1,058,576	0.3%
Budget Reserves	—	\$13,560,566	\$13,560,566	—	0.0%
Transfers Out	\$1,539,898	\$1,394,000	\$1,394,000	\$2,296,000	0.7%
<b>Total</b>	<b>\$377,654,778</b>	<b>\$307,345,000</b>	<b>\$307,345,000</b>	<b>\$331,063,000</b>	
<b>Number of FTEs</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	

## Debt Service Expenditures by Purpose

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Expenditures</b>					
WCPS Debt Service	\$233,853,206	\$222,648,556	\$222,648,556	\$253,060,198	76.4%
WTCC Debt Service	\$29,002,017	\$31,396,360	\$31,396,360	\$38,984,795	11.8%
Criminal Justice Debt Service	\$21,891,505	\$21,198,645	\$21,198,645	\$20,481,044	6.2%
Parks, Recreation, Greenways, and Open Space Debt Service	\$6,314,211	\$10,019,279	\$10,019,279	\$9,428,656	2.8%
Libraries Debt Service	\$5,581,261	\$5,898,795	\$5,898,795	\$5,583,209	1.7%
Other Debt Service	\$2,250,835	\$16,183,365	\$16,183,365	\$451,681	0.1%
Debt Refundings	\$77,221,845	—	—	—	0.0%
Fire Tax District Debt	\$1,539,898	—	—	\$3,073,417	0.9%
<b>Expenditure Totals</b>	<b>\$377,654,778</b>	<b>\$307,345,000</b>	<b>\$307,345,000</b>	<b>\$331,063,000</b>	

# Debt Service

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## Fund Purpose and Goals

The County effectively manages its existing debt portfolio and planned future debt issuances through use of a Debt Service Fund to conform with established policies, guidelines, and procedures as well as assist in maintaining its long-established triple-A bond ratings.

Wake County issues long-term debt to leverage taxpayer dollars to best meet its capital needs for benefit of its citizens. By issuing debt and paying for major assets over a long term, the County frees up tax revenues in the near term to direct toward other County priorities as determined by its Board of Commissioners.

The County currently utilizes debt for three broad purposes: County needs; Wake Technical Community College (WTCC) needs; and Wake County Public School System (WCPSS) needs.

**County needs:** County needs for which debt has been issued include parks and recreation, greenways, open space, libraries, housing, criminal justice, governmental facilities and public safety vehicles.

**WTCC needs:** *NC G.S. 115D* stipulates the County is responsible to fund the capital needs along with certain operating needs of WTCC. Debt may be issued for capital needs, but not for operating.

**WCPSS needs:** *NC G.S. 115C* stipulates the County is responsible to fund the K-12 public education capital and operating needs of WCPSS. Debt may be issued for capital needs, but not for operating.

The County currently utilizes 3 main types of debt instruments: General Obligation Bonds (GO Bonds); Limited Obligation Bonds (LOBs); and bank loans.

GO Bonds are the lowest cost type of long-term debt the County issues. GO Bonds are typically rated by one or more of the three major rating agencies – Moody's; Fitch; and S&P. A bond rating attempts to gauge an issuer's ability to meet its continued financial obligations. The County has achieved each rating agency's highest triple-A rating (Moody's

AAA; Fitch AAA; S&P AAA). Citizens authorize GO Bonds through a bond referendum ballot question which states a specific purpose and a not to exceed bond issuance amount. GO Bonds are backed by the full taxing authority of the County. When voters authorize a GO Bond Referendum, they authorize the County to raise future taxes, if needed, sufficient to pay the debt service over the life of the bonds. Past referenda categories include Libraries, Parks & Recreation, Open Space, WCPSS, WTCC, and Public Safety.

LOBs are another type of long-term debt issued by the County under *NC G.S. 160A-20*. Whereas GO Bonds are voter authorized, LOBs are authorized by the Wake County Board of Commissioners (upon completion of due process, which includes holding a public hearing). Issuing LOBs typically comes with two stipulations: (a.) the governmental unit pledges certain assets sufficient that the pledged asset valuation meets or exceeds a minimum threshold (typically 50%) as it relates to the amount of debt being issued; and (b.) the debt service of the LOBs must be annually appropriated by the governmental unit.

Whereas GO Bonds and LOBs are long-term debt, bank loans or installment financing agreements issued by the County are short-term in nature. They can be issued at a fixed rate with a 5 to 10-year amortization, or they can take the form of a shorter 2 to 3-year variable rate draw program. County draw programs can be categorized either as GO draw programs (GO Bond Anticipation Notes or GO BANs) or non-GO draw programs (Bond Anticipation Notes or BANs). In recent years the County has utilized short-term GO BANs and non-GO BANs as a proven cashflow saving strategy to meet its capital needs. This strategy typically entails issuing a 2 to 4-year variable rate bank draw program whereby the County draws upon the loan only as authorized capital project expenses are incurred. Once the draw program reaches a maximum defined amount or defined date, the bank loan is transferred to long-term permanent debt (GO BANs into GO Bonds; non-GO BANs into LOBs).

# Debt Service

## GO Bond Referendum - Unissued Balances as of March 31, 2021

Purpose	Date Approved by Voters	Authorized and Unissued
Schools	11/06/2018	\$548,000,000
Community College	11/06/2018	\$349,000,000
Parks, Greenways, Recreation & Open Space	11/06/2018	\$83,140,000
<b>Total</b>		<b>\$980,140,000</b>

For Schools and Community College respective capital needs, the County’s preference is to issue GO Bonds, the lowest cost financing option for its citizens. Voter authorized GO Bond referenda balances are reduced only as permanent GO Bonds are issued. The most recent voter authorized GO Bond referenda occurred in November 2018 for purpose of Schools; Community College; and Parks, Greenways, Recreation, and Open Space (PGROS). The next anticipated GO Bond referenda is projected to be November 2022 for respective capital needs of WCPSS (FY 2024 and FY 2025 two-year period) and WTCC (FY 2024 through FY 2027 four-year period).

On October 30, 2019 the County issued Series 2019C PGROS General Obligation Bonds, representing \$36.86 million bonds issued under the 2018 voter authorization. There are more PGROS Bond issuances anticipated through FY 2026 under the 2018 voter authorization. The County expects to issue its first General Obligation Bonds for WCPSS and WTCC, under the respective 2018 voter authorizations, later in FY 2021 prior to fiscal year end. There are several anticipated bond issuances for WCPSS and WTCC purposes planned through FY 2024 under the respective 2018 voter authorizations.

In the past the County has utilized both GO BANs and non-GO BANs draw programs as a

cashflow saving debt instrument utilized during the construction period of various projects. On August 15, 2019, the County closed on Series 2019A GO BANs draw program with Bank of America for \$548 million authorization for WCPSS projects to be appropriated in FY 2020 and FY 2021, as authorized by voters in November 2018 bond referendum for WCPSS. On August 15, 2019, the County also closed on Series 2019B GO BANs draw program with SunTrust Bank for \$177.1 million authorization for WTCC projects to be appropriated in FY 2020 and FY 2021, as authorized by voters in November 2018 bond referendum for WTCC.

The County currently has zero non-GO BANs draw programs outstanding.

### Outstanding Debt

Current total outstanding debt for March 1, 2021 is \$2.414 billion. By purpose, this represents \$1.799 billion for WCPSS; \$325 million for WTCC; and \$289 million for County. By debt type, this represents \$1.450 billion in GO Bonds; \$802 million in LOBs; and \$161 million in bank loans and other (i.e., BANs draw programs and Public Safety loans). Total debt outstanding at June 30, 2021 may differ for reasons including, but not limited to, regular scheduled principal payments remaining in FY 2021 and a planned Series 2021 General Obligation Refunding Bond issuance scheduled to close later in FY 2021 prior to fiscal year end June 30, 2021.

The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to 8% of the assessed value of property subject to taxation. The legal debt limit is the difference between the debt limit and the County’s net debt outstanding applicable to that limit and represents the County’s legal borrowing authority.

# Debt Service

## Legal Debt Margin Information

	2019	2020
Assessed Value of Property	\$148,627,572,143	\$155,673,341,532
Debt Limit, 8% of Assessed Value (Statutory Limitation)	\$11,890,205,771	\$12,453,867,323
<b>Amount of Debt Applicable to Limit</b>		
GO Bonds	\$1,727,510,000	\$1,580,690,000
GO BANs	-	\$36,078,529
Other Long Term Debt	\$554,346,998	\$772,873,485
Bond Authorized not Issued	\$1,017,000,000	\$980,140,000
<b>Total Net Debt Applicable to Limit</b>	<b>\$3,298,856,998</b>	<b>\$3,369,782,014</b>
Legal Debt Margin	\$8,591,348,773	\$9,084,085,309
Total Net Debt as % of Debt Limit	27.74%	27.06%
Total Net Debt as % of Assessed Value	2.22%	2.16%

## On the Horizon

At this time, the County expects to issue during FY 2022: a new Series 2021 GO BAN draw program for Community College capital needs (for FY 2022 and FY 2023) estimated at \$172 million; a new Series 2021 non-GO draw program for Schools capital needs (for FY 2022 and FY 2023) estimated at \$584 million; and new Series 2022 GO Refunding Bunds to refund current drawn amounts under respective 2019A and 2019B GO BANs draw programs, estimated at \$245 million.

The County will continue monitoring the debt markets for appropriate opportunities to pursue bond refundings, whereby existing long-term debt could be reissued at a lower market rate yielding economic savings.

# Capital Area Workforce Development

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$7,250,616	\$6,396,250	\$6,142,127	\$5,603,000	100.0%
State	\$36,100	—	\$137,473	—	0.0%
Local	\$501,112	—	—	—	0.0%
Charges For Services	\$48,856	—	\$16,561	—	0.0%
Transfers	—	—	\$100,090	—	0.0%
<b>Revenue Totals</b>	<b>\$7,836,683</b>	<b>\$6,396,250</b>	<b>\$6,396,251</b>	<b>\$5,603,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,247,871	\$1,145,920	\$1,473,126	\$1,204,924	21.5%
Contractual Services	\$4,797,111	\$5,159,359	\$5,296,621	\$4,312,830	77.0%
Supplies, Materials and Other Charges	\$1,358,112	\$90,971	\$162,256	\$85,246	1.5%
Budget Reserves	—	—	\$(535,753)	—	0.0%
<b>Expenditure Totals</b>	<b>\$7,403,095</b>	<b>\$6,396,250</b>	<b>\$6,396,250</b>	<b>\$5,603,000</b>	
<b>Number of FTEs</b>	<b>18.000</b>	<b>18.000</b>	<b>18.000</b>	<b>18.000</b>	

### Fund Purpose and Goals

Capital Area Workforce Development implements the Workforce Innovation and Opportunity Act activities throughout Wake and Johnston Counties. Generally, these include:

- (1) Promoting business partnerships to enhance regional competitiveness
- (2) Facilitating employment success for adults and youth
- (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives
- (4) Expanding resources through strategic leadership and collaborative engagement.

The department certifies and provides oversight for the area's NCWorks Career Centers, administers Incumbent Worker Training, and aids new and expanding businesses and industries through economic development partnerships. Twenty-three local Workforce Development Boards serve North Carolina's 100 counties. The Capital Area has the largest population of North Carolina's local workforce areas.

### Major Accomplishments

Provided career readiness and workforce services to over 10,000 individuals across Wake and Johnston Counties

Provided workforce support to over 1,990 businesses across Wake and Johnston Counties.

Established Reentry program and expanded funding through Department of Public Safety and Department of Labor.

Enhanced virtual/online access to NCWorks services due to the COVID-19 pandemic. The multi-channel Access NCWorks platform provides access to career services through online chat, web information, and telephone.

Provided workforce development support plans for 14 economic development recruiting projects which represents and estimated 6,000 jobs.

### FY22 Discussion

The Capital Area Workforce Development budget decreased by \$793,000 from last year's Adopted Budget due to the loss of one-time State funding to aid response to the COVID-19 pandemic.

# Fire Tax District

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Taxes	\$26,951,034	\$29,595,000	\$29,595,000	\$33,938,000	99.8%
Charges For Services	—	—	\$140,000	—	0.0%
Interest Income	\$92,847	\$51,000	\$51,000	\$51,000	0.2%
<b>Revenue Totals</b>	<b>\$27,043,882</b>	<b>\$29,646,000</b>	<b>\$29,786,000</b>	<b>\$33,989,000</b>	
<b>Expenditures</b>					
Contractual Services	\$24,497,033	\$25,530,884	\$25,670,884	\$27,146,575	79.9%
Supplies, Materials and Other Charges	\$819,411	\$1,046,556	\$1,046,556	\$1,417,663	4.2%
Debt	\$1,636	—	—	—	0.0%
Transfers Out	\$2,523,323	\$3,068,560	\$3,068,560	\$5,424,762	16.0%
<b>Expenditure Totals</b>	<b>\$27,841,404</b>	<b>\$29,646,000</b>	<b>\$29,786,000</b>	<b>\$33,989,000</b>	

## Fund Purpose and Goals

The County contracts with 18 departments to provide fire suppression and emergency services in the Fire Tax District. Eleven departments are nonprofit corporations and seven are municipal fire departments. Eight departments are considered "cost-share" departments that receive a portion of their funding from the Fire Tax Fund. The remainder of their funding is provided by the municipalities they serve. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell.

Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls and prepare for technical rescues. The Fire Tax District also provides fire prevention services and assists other emergency and law enforcement agencies in their districts. Each department strives to maintain high insurance ratings to save property owners on fire insurance premiums.

## Major Accomplishments

Wake County implemented a new computer-aided dispatch (CAD) system and purchased all new mobile data terminals in all responding fire trucks in Wake County. This new CAD and associated systems are integrated with a County supported record management system for the not-for-profit departments. This technology upgrade automatically captures en route times and on scene times during

emergency incidents. This collection of data is key to measuring the performance of departments in regard to service delivery.

Two Insurance Services Office (ISO) fire inspections were performed this year resulting in Wake County's first rural Class 1 Fire Department. Only one other Class 1 rural district exist in the state.

## FY22 Discussion

The Fire Tax District revenues increased by \$4.34 million, or 14.6% over the prior year, primarily from a recommended increase in the tax rate for the Fire Tax District. The total recommended tax rate for FY 2022 is 10.27 cents. There was also no change in budgeted interest income. Approximately 84% of Fire Tax revenues are dedicated to the operating budget and 16% for debt service and capital projects.

Expenditures increased by \$4.34 million. Transfers increased by \$2.36 million primarily to fund the cash portion of FY 2022 capital projects in the Fire Tax Capital Improvement Program. Additional departmental expenditure increases were related to personnel and operating, totaling \$1.98 million.

## Horizon Issues

Fire Services staff continues to work with the Fire Commission Volunteer and Recruitment Committee in the implementation of a Volunteer Workforce Solution Grant. This grant has provided Wake County with both strategic methods and required

# Fire Tax District

media materials to assist in obtaining new volunteers for the fire service workforce. The committee continues to work on compiling best practices for the recruitment and retention of volunteer firefighters

standards for the County. Measurements will be based on data from a technology upgrade that automatically captures en route times and on scene times during emergency incidents.

County staff is very engaged in an ongoing Long-Range Plan that will determine service delivery

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Budget
<b>Fire Tax Revenue</b>				
Operating	\$24,427,711	\$26,526,440	\$26,526,440	\$28,513,238
Capital	\$2,523,323	\$3,068,560	\$3,068,560	\$5,424,762
<b>Subtotal, Taxes</b>	<b>\$26,951,034</b>	<b>\$29,595,000</b>	<b>\$29,595,000</b>	<b>\$33,938,000</b>
Other	-	-	\$140,000	-
Interest	\$92,847	\$51,000	\$51,000	\$51,000
<b>Total Revenues</b>	<b>\$27,043,882</b>	<b>\$29,646,000</b>	<b>\$29,786,000</b>	<b>\$33,989,000</b>
<b>Expenditures</b>				
<b>Department Appropriations</b>				
Personnel and Operating	\$24,394,053	\$25,154,884	\$25,294,884	\$26,769,937
<b>Subtotal, Department Appropriations</b>	<b>\$24,394,053</b>	<b>\$25,154,884</b>	<b>\$25,294,884</b>	<b>\$26,769,937</b>
<b>Systemwide Costs</b>				
800 MHz Fire Costs	\$134,913	\$161,000	\$161,000	\$159,273
CAD Fire Costs	\$5,298	\$41,000	\$41,000	\$44,247
CAD Licenses and Maint. Costs	\$3,764	\$41,000	\$41,000	\$41,638
NC Forestry - Wildfire Prevention	\$68,072	\$70,674	\$70,674	\$94,701
Toner & Voice Pager Maint.	\$403	\$5,000	\$5,000	\$5,000
HAZMAT Program	\$88,428	\$91,000	\$91,000	\$87,711
RWCC Dispatch Service	\$306,579	\$308,000	\$308,000	\$439,420
Fire Service Training	\$49,712	\$186,032	\$186,032	\$186,032
Contracted Services	\$10,763	\$115,000	\$115,000	\$115,000
DMV Motor Vehicle Tax Collection Fees	\$63,047	\$59,150	\$59,150	\$65,704
Vehicle Maint. And Repair	\$258	-	-	-
Computer Software Fees	\$18,410	\$19,000	\$19,000	\$242,382
Other Office Supply Costs	\$1,636	-	-	-
Telematics	\$450	\$28,100	\$28,100	\$15,293
Medical Exams	\$88,453	\$220,000	\$220,000	\$220,000
MDT Supporting Costs	\$83,840	\$77,600	\$77,600	\$77,900
<b>Subtotal, Systemwide Costs</b>	<b>\$924,027</b>	<b>\$1,422,556</b>	<b>\$1,422,556</b>	<b>\$1,794,301</b>
<b>Debt and Capital Expenditures</b>				
Transfer to Capital Projects Fund	\$1,290,102	\$1,687,000	\$1,687,000	\$3,859,000
Transfer to Debt Service Fund	\$1,233,221	\$1,381,560	\$1,381,560	\$1,565,762
<b>Subtotal Debt and Capital</b>	<b>\$2,523,323</b>	<b>\$3,068,560</b>	<b>\$3,068,560</b>	<b>\$5,424,762</b>
<b>Total Expenditures</b>	<b>\$27,841,404</b>	<b>\$29,646,000</b>	<b>\$29,786,000</b>	<b>\$33,989,000</b>
<b>Change in Fund Balance</b>	<b>\$(797,522)</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Fire Tax District

## Summary of Appropriations by Department

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Municipal</b>					
Apex FD	\$1,242,269	\$1,242,107	\$1,242,107	\$1,243,155	4.6%
Cary FD	\$45,265	\$50,000	\$50,000	\$56,000	0.2%
Fuquay Varina FD	\$2,031,128	\$1,986,039	\$1,986,039	\$2,138,607	8.0%
Holly Springs FD	\$691,578	\$681,150	\$681,150	\$752,167	2.8%
Knightdale FD	—	—	—	\$2,066,446	7.7%
Morrisville FD	\$846,120	\$787,833	\$787,833	\$858,102	3.2%
Zebulon FD	\$580,654	\$572,847	\$572,847	\$640,152	2.4%
<b>Total Municipal</b>	<b>\$5,437,014</b>	<b>\$5,319,976</b>	<b>\$5,319,976</b>	<b>\$7,754,629</b>	
<b>Rural</b>					
Durham Highway FD	\$938,958	\$932,439	\$932,439	\$940,843	3.5%
Eastern Wake FD	\$1,932,410	\$1,850,483	\$1,990,483	—	0.0%
Fairview FD	\$1,774,821	\$1,814,774	\$1,814,774	\$1,922,540	7.2%
Gamer FD	\$2,274,889	\$2,345,943	\$2,345,943	\$2,552,849	9.5%
Hopkins FD	\$1,004,431	\$1,037,081	\$1,037,081	\$1,075,588	4.0%
Northern Wake FD	\$3,385,965	\$3,530,500	\$3,530,500	\$3,757,714	14.0%
Rolesville FD	\$806,253	\$664,877	\$664,877	\$662,139	2.5%
Swift Creek FD	\$846,282	\$849,885	\$849,885	\$871,329	3.3%
Wake Forest FD	\$1,356,275	\$1,524,053	\$1,524,053	\$1,763,008	6.6%
Wake-New Hope FD	\$1,724,201	\$1,789,348	\$1,789,348	\$1,901,574	7.1%
Wendell FD	\$2,098,708	\$2,666,968	\$2,666,968	\$2,737,949	10.2%
Western Wake FD	\$813,846	\$828,557	\$828,557	\$829,775	3.1%
<b>Total Rural</b>	<b>\$18,957,039</b>	<b>\$19,834,908</b>	<b>\$19,974,908</b>	<b>\$19,015,308</b>	
<b>Total</b>	<b>\$24,394,053</b>	<b>\$25,154,884</b>	<b>\$25,294,884</b>	<b>\$26,769,937</b>	<b>100.0%</b>

# Grants and Donations

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$2,056,982	\$1,722,218	\$7,650,461	\$974,798	35.3%
State	\$880,655	\$905,454	\$1,033,574	\$1,044,469	37.9%
Local	\$999,077	\$753,674	\$3,001,521	\$538,767	19.5%
Charges For Services	\$151,346	—	—	—	0.0%
Interest Income	\$18,035	—	\$12,634	—	0.0%
Miscellaneous	\$2,973	—	\$(9,218)	—	0.0%
Transfers	\$268,813	\$1,045,654	\$1,045,654	\$199,966	7.3%
<b>Revenue Totals</b>	<b>\$4,377,881</b>	<b>\$4,427,000</b>	<b>\$12,734,626</b>	<b>\$2,758,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,496,071	\$1,537,342	\$1,108,195	\$1,112,641	40.3%
Contractual Services	\$1,428,973	\$1,754,578	\$8,545,325	\$1,329,382	48.2%
Supplies, Materials and Other Charges	\$618,815	\$1,132,338	\$2,840,053	\$315,977	11.5%
Capital Outlay	\$830,993	—	\$237,279	—	0.0%
Debt	\$1,427	\$2,742	\$2,742	—	0.0%
Budget Reserves	—	—	\$1,033	—	0.0%
Transfers Out	\$30,823	—	—	—	0.0%
<b>Expenditure Totals</b>	<b>\$4,407,101</b>	<b>\$4,427,000</b>	<b>\$12,734,627</b>	<b>\$2,758,000</b>	
<b>Number of FTEs</b>	<b>23.000</b>	<b>22.000</b>	<b>22.000</b>	<b>22.000</b>	

## Summary by Source and Department

Department	Grants/Donations	County Match	Totals
Communications	\$84,743	—	\$84,743
Human Services	\$2,250,284	\$199,966	\$2,450,250
Fire Services	\$223,007	—	\$223,007
<b>Totals</b>	<b>\$2,558,034</b>	<b>\$199,966</b>	<b>\$2,758,000</b>

# Grants and Donations

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## Planned Use of Funds in FY 2022

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### 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).	\$84,743
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### 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.	\$65,760
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Wake County ABC Board	The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery Court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	\$309,966
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Substance Abuse and Mental Health Services Administration (SAMHSA)	The grant supports the administration of the Wake County Recovery Court (formerly Drug Treatment Court). The purpose of the Recovery Court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	\$400,000
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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.	\$473,766
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US Department of Health and Human Services - Health Resources and Services Administration	Ryan White Part C Early Intervention Services grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing, primary care, mental health and substance abuse assessment and treatment, medication adherence education and counseling, nutrition education and counseling, emotional support and linkage for clients of HIV test sites and private providers to the HIV Clinic.	\$534,798
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# Grants and Donations

**Planned Use of Funds in FY 2022**

NC Department of Public Safety - Division of Juvenile Justice	The grant supports the Community Alternative Program (CAP) for Wake County Juveniles at risk for placement in detention. CAP provides opportunities for youth to practice effective problem-solving skills, improve interpersonal and communication skills, and work towards goals of enhanced self-esteem while improving behaviors through participation in pro-social activities.	\$150,000
North Carolina Department of Public Safety - Division of Juvenile Justice	This grant supports Gang Reduction and Intervention Team, serving Juvenile Justice involved youth and parents/guardians in Wake County.	\$151,320
NC Department of Health and Human Services, Division of Social Services	The DSS Respite Services Grant supports outreach, education and support groups, and respite services to relative caregivers of children at risk of entering the child welfare system.	\$40,000
NC Department of Health and Human Services, NC Adoption Promotion Fund	North Carolina provides Adoption Promotion funds based on the number of children in foster care that are adopted. Funds provide temporary social workers to assist Child Welfare.	\$184,640
Delta Dental Foundation	This grant will be used to offset the charge of sealants for uninsured and underinsured children needing them. Sealants prevent dental decay in the grooved surfaces of teeth and therefore the future cost of possible restorations at a much higher cost. This project will provide 325 sealants at no charge to families with limited resources to pay for them	\$5,000
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.	\$60,000
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
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.	\$223,007
<b>FUND TOTAL</b>		<b>\$2,758,000</b>

# Housing Affordability & Community Revitalization

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$4,597,798	\$7,135,000	\$29,748,076	\$9,305,000	94.5%
Charges For Services	\$264,673	—	\$(11,811)	\$540,000	5.5%
Interest Income	\$2,516	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$4,864,987</b>	<b>\$7,135,000</b>	<b>\$29,736,265</b>	<b>\$9,845,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$713,915	\$922,986	\$825,558	\$927,393	9.4%
Contractual Services	\$2,740,304	\$6,155,983	\$28,859,849	\$8,844,265	89.8%
Supplies, Materials and Other Charges	\$(112,059)	\$56,031	\$35,712	\$73,342	0.7%
Capital Outlay	\$95	—	\$833	—	0.0%
Budget Reserves	—	—	\$14,310	—	0.0%
<b>Expenditure Totals</b>	<b>\$3,342,254</b>	<b>\$7,135,000</b>	<b>\$29,736,262</b>	<b>\$9,845,000</b>	
<b>Number of FTEs</b>	<b>8.000</b>	<b>9.000</b>	<b>9.000</b>	<b>12.000</b>	

## Fund Purpose and Goals

The Department of Housing Affordability & Community Revitalization administers programs to preserve, develop, and improve affordable housing for residents of Wake County through federal and County funds. The department also includes services in the County General Fund and the Housing Capital Fund. The special revenue fund has four primary revenue sources from the U.S. Department of Housing and Urban Development: Community Development Block Grant Program, Home Investment Partnership Program, Housing Opportunities for People with AIDS, and the Emergency Solutions Grant. Program income is also earned in this fund through programs requiring repayment of loans.

Specific programs include grant programs to assist low income individuals with repairs to substandard housing, as well as public facility projects that improve infrastructure in low income neighborhoods. These programs are available throughout Wake County in the unincorporated areas and all municipalities, excluding Raleigh and Cary, which receive their own federal funds.

Funds are also used to mitigate the affordable housing crisis through preservation and development

of additional affordable units across the County. In addition, employment training, multifamily (apartments) rehabilitation, community outreach, homelessness prevention, and supportive services to vulnerable populations are all targeted in the five-year consolidated plan.

## Major Accomplishments

The department's work using federal funding is on track to meet the five-year goals for housing rehabilitation outlined in the Annual Action Plan submitted to U.S. Department of Housing and Urban Development.

Some federal dollars also go towards producing and preserving affordable housing units. The department exceeded its goal for 500 units per year. A total of 1,048 homes were funded for construction or preservation. 876 new apartment unit communities were awarded: Sussex, Primavera, Rock Quarry Landing, Hampton Spring, Aspen Spring, Broadstone Walk. 168 units were preserved in Avery Square, Beechridge I and II, and Granite Falls apartment communities. Four single family homes were rehabilitated. All goals benefit low income families, prioritizing the most vulnerable populations of Wake County.

# Housing Affordability & Community Revitalization

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## FY22 Discussion

In FY 2021, an additional \$22.6 million was received through COVID-19 relief funding to stabilize housing and prevent homelessness.

The FY 2022 budget totals \$9.8 million, \$2.7 million more than the prior year. \$2.1 million of the increase is related to CDBG and HOME expenditures as a result of program income revenue.

Two housing inspectors will coordinate and perform federally-mandated inspections that ensure safe, decent, and sanitary housing units (2.000 FTE, \$130,000).

An additional social worker will reduce caseload to more effectively administer vouchers in response to a 10% increase in the number of HOPWA clients (1.000 FTE, \$73,000).

## Horizon Issues

The 20-year Comprehensive Affordable Housing plan identified as many as 56,000 low income households with unmet housing needs. That number is projected to grow to as many as 150,000 in the next 20 years, if mitigating steps are not taken to preserve and increase housing options that are affordable for all residents, especially vulnerable populations.

The cost of living continues to outpace growth in wages for many across Wake County. Developable land, especially in areas of high economic opportunity, has become more difficult to find and is more expensive. In addition, Wake County continues to experience significant growth intensifying supply and demand for materials, skilled trade workers, and the overall housing supply. Wake has consistently been identified as a top market for real estate investment which has led to displacement of tenants as naturally occurring affordable housing is repositioned or redeveloped.

# Major Facilities

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Appropriated Fund Balance	—	\$536,000	\$536,000	\$1,607,000	3.4%
Occupancy Tax	\$23,331,207	\$23,558,000	\$23,558,000	\$17,329,000	36.3%
Other Revenues	\$154,891	—	—	—	0.0%
Prepared Food Tax	\$28,463,809	\$24,500,000	\$24,500,000	\$28,745,000	60.3%
<b>Revenue Total</b>	<b>\$51,949,907</b>	<b>\$48,594,000</b>	<b>\$48,594,000</b>	<b>\$47,681,000</b>	
<b>Expenditures</b>					
Cary-Occupancy Tax	\$1,134,060	\$1,145,000	\$1,145,000	\$834,000	1.7%
Cent Auth/Facility Improvements	\$5,000,000	\$9,000,000	\$9,000,000	\$9,000,000	18.9%
Centennial Authority	\$3,034,038	\$4,768,000	\$4,768,000	\$2,760,000	5.8%
Centennial Center-Debt Service	\$868,000	—	—	—	0.0%
GRCVB	\$5,917,552	\$5,974,000	\$5,974,000	\$4,417,000	9.3%
Indoor Sports Facility	—	—	—	\$2,360,000	4.9%
New Convention Center	\$26,997,160	\$19,627,000	\$19,627,000	\$19,230,000	40.3%
Other Aid To Governmental Units	\$3,000,000	\$2,000,000	\$2,000,000	\$3,000,000	6.3%
Raleigh Annual Distribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	2.1%
Raleigh-Occupancy Tax	\$680,000	\$680,000	\$680,000	\$680,000	1.4%
Transfer To General Fund	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	2.9%
Transfer To Major Facilities CIP	\$1,000,000	\$3,000,000	\$3,000,000	\$3,000,000	6.3%
<b>Expenditure Totals</b>	<b>\$50,030,811</b>	<b>\$48,594,000</b>	<b>\$48,594,000</b>	<b>\$47,681,000</b>	

## Fund Purpose and Goals

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently 1% and the Occupancy rate is 6%.

In March 2017, stakeholders developed operating principles to articulate the values of the community and stakeholders related to use of Wake County Room Occupancy and Prepared Food and Beverage Revenues:

A. Prioritize use of funds for projects that drive measurable, regular overnight visitation, or positive return on investment

B. Support and promote the on-going capital expenditure program and expansion of existing investments in major facilities to keep them current, relevant, and competitive in market.

C. Comply with all requirements of the existing enabling legislation

D. Ensure project investments are secured by solid long-term plans, both operational and financial, that demonstrate viability and sustainability

E. Utilize high standards of fiscal accountability in planning and managing the use of tax revenues: fulfill existing obligations before entering into significant new financial commitments and maintain long-term conservative financial forecasting

F. Support investments that complement economic development efforts and enhance quality of life experiences for visitors, newcomers, and long-time residents

# Major Facilities

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G. Create sports, arts, and cultural opportunities, by leveraging community investments and partnerships, that benefit residents and enhance tourism offerings

H. Support a project investment mix that considers location and types of uses (sports, cultural, arts, convention, etc.)

I Engage stakeholders representing varying entities, jurisdictions, and uses

J. Ensure that investments support the long-term vision of Wake County and its cities and towns as a tourism destination

K. Provide a regular funding source for eligible projects that require a smaller scale investment

L. Support investments that consider emerging arts, sports, and cultural experiences and unmet needs

## Major Accomplishments

Interlocal Agreement amendments, approved by the Raleigh City Council and County Board of Commissioners, direct the distribution of revenues for projects. The second amendment authorized debt service for the PNC Arena (formerly RBC Center) through FY 2020. In 2004, the eighth amendment dedicated 85% of uncommitted funds to the construction and operation of a Raleigh Convention Center. The tenth amendment distributed the remaining 15% to other projects. The table below summarizes the payment schedule for projects funded by the remaining 15%.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds between February 2011 and March 2012. Following the review, changes were recommended and approved. These included: 1) setting aside funds from Raleigh’s 85% to fund the capital maintenance program; 2) reaffirming the funding schedule for the 15% Uncommitted Funds; and 3) updating revenue projections for Occupancy and Prepared Food and Beverage tax revenues.

The twentieth amendment provided for the County to receive \$2 million annually for distribution via a competitive process to support capital projects. It also capped the administration and collection fee for

Wake County at \$1.4 million, which sufficiently recovers costs.

Following an extensive public review process, the twenty-first amendment was approved in September 2019 and included: 1) A \$9.0 million annual allocation to support the PNC Arena; 2) A \$2.36 million annual allocation up to 25 years for an indoor sports facility in Wake County; 3) Medium Competitive Projects funding totaling \$46.6 million for the period of FY 2020-2026; 4) Support for the City of Raleigh’s Convention Center Complex expansion plans, including purchase of land, parking and infrastructure; and 5) continued funding for Cary sports venues.

The COVID-19 pandemic triggered adoption of the twenty-second amendment in June 2020. Measures to combat the virus directly and negatively impacted revenues, requiring corresponding expenditure reductions. Staff worked closely with partners that would typically receive distributions of funds to bring forward the recommendations approved in the amendment. Major provisions include: 1) elimination of the Medium Competitive Projects funding established in the 21st Amendment; 2) reduced funding for optimization of the Raleigh Convention Center; 3) delayed funding for the Convention Center Complex parking/infrastructure needs and future commitments associated with Convention Center Expansion; 4) elimination of planned funding for the relocation of the music venue; 5) a one-year delay in funding for the Town of Cary Indoor Sports Facility; and 6) elimination of Small Competitive Project funding in FY 2020. The amendment also established a deadline of July 1, 2023 for the next review of the Major Facilities Model and Convention Center Financing Plan.

## FY22 Discussion

Travel restrictions, event cancellations, and capacity limitations continued to directly impact the occupancy and prepared food and beverage tax revenue sources throughout FY 2021. Occupancy revenues were especially impacted through lower bookings and average daily room rates. As a result, occupancy and prepared food and beverage revenues for FY 2021 are projected at \$40.17 million, which is \$7.89 million below the FY 2021 Adopted Budget amount of \$48.06 million.

# Major Facilities

The FY 2022 budget includes increases above the lower FY 2021 projections for both revenue sources. Occupancy tax revenues are projected to increase by 30%, or \$4.03 million, in FY 2022 compared to the FY 2021 projection. Prepared food and beverage revenues are expected to increase by 7%, or \$1.88 million, in FY 2022 compared to the FY 2021 projection.

A fund balance appropriation totaling \$1.61 million is also included to sustain current expenditure plans.

In FY 2022, the expenditure budget totals \$47.68 million. A portion of expenditures are based on a percent of revenue collections required by North Carolina Statutes. The following agencies receiving a significant portion of required distributions: \$4.42 million to the Greater Raleigh Convention and

Visitors Bureau, \$2.76 million to the Centennial Authority (PNC Arena), and \$834,000 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 2022, significant amounts will be directed to the following agencies: \$19.23 million to the Raleigh Convention Center, \$9.0 million to PNC Arena, \$5.36 million to the Town of Cary for sports venues, including \$2.36 million for a new indoor sports facility. In FY 2022, \$3.00 million will be transferred to Major Facilities Capital Fund: \$2.00 million will be awarded through a competitive process and \$1.00 million supports capital improvements at Five County Stadium and the Marbles Kids Museum.

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Museum of Natural Sciences	PNC Center**	St. Augustine's College Track	Small Competitive Projects
2011	-	\$1,000,000	\$900,000	\$1,000,000	\$100,000	-
2012	-	\$1,000,000	\$900,000	\$1,000,000	\$100,000	-
2013	\$400,000	\$1,000,000	\$800,000	\$1,679,355	\$100,000	-
2014	\$1,000,000	\$1,000,000	\$200,000	\$1,500,000	\$100,000	-
2015	\$1,000,000	\$1,000,000	\$200,000	\$2,820,645	\$100,000	-
2016	\$1,300,000	\$1,000,000	\$400,000	\$1,000,000	\$100,000	-
2017	\$1,700,000	\$1,000,000	-	-	-	-
2018	\$2,600,000	-	-	-	-	\$2,000,000
2019	\$2,000,000	-	-	-	-	\$2,000,000
2020	\$3,000,000	-	-	-	-	-
2021	\$2,000,000	-	-	-	-	\$2,000,000
2022	\$3,000,000	-	-	-	-	\$2,000,000
2023	\$3,000,000	-	-	-	-	\$2,000,000
2024	\$3,000,000	-	-	-	-	\$2,000,000
2025	\$3,000,000	-	-	-	-	\$2,000,000
2026	\$3,000,000	-	-	-	-	\$2,000,000
<b>Total</b>	<b>\$30,000,000</b>	<b>\$7,000,000</b>	<b>\$3,400,000</b>	<b>\$9,000,000</b>	<b>\$600,000</b>	<b>\$16,000,000</b>

\* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

\*\*Amounts reflect Medium Competitive Projects funded through Section 3 (15%) only.

# Transportation

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$1,193	\$2,220,478	\$6,442,202	\$5,968,140	46.3%
State	\$1,317,146	\$1,558,613	\$888,613	\$1,332,200	10.3%
Local	\$388,492	\$584,883	\$416,757	\$518,293	4.0%
Charges For Services	\$4,278,746	\$4,807,026	\$4,975,152	\$4,807,026	37.3%
Interest Income	\$4,818	—	—	—	0.0%
Miscellaneous	\$32,090	\$138,000	\$138,000	\$137,062	1.1%
Other Financing Sources	—	\$125,000	\$799,300	\$125,279	1.0%
<b>Revenue Totals</b>	<b>\$6,022,485</b>	<b>\$9,434,000</b>	<b>\$13,660,024</b>	<b>\$12,888,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$270,060	\$429,411	\$429,411	\$351,002	2.7%
Contractual Services	\$5,434,438	\$7,736,173	\$10,834,591	\$11,071,782	85.9%
Supplies, Materials and Other Charges	\$428,179	\$529,776	\$983,082	\$879,084	6.8%
Capital Outlay	\$521,934	\$620,640	\$1,294,940	\$469,070	3.6%
Budget Reserves	—	\$118,000	\$118,000	\$117,062	0.9%
<b>Expenditure Totals</b>	<b>\$6,654,611</b>	<b>\$9,434,000</b>	<b>\$13,660,024</b>	<b>\$12,888,000</b>	
<b>Number of FTEs</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	

## Fund Purpose and Goals

The Human Services Transportation Fund (also known as GoWake Access) provides access options and supports safety-net transportation infrastructure for Human Services divisions and other human service organizations. The transportation provided primarily includes services for mandated Medicaid transportation as well as for clients of Social Services and Public Health. Clients are often the elderly, disabled, underemployed, and those with limited rural public transportation options. These services are performed on a shared ride/shared cost basis as a method for efficient use of limited resources and cost controls.

The division is designed to cover all costs either through grants received or through fees for services provided. Transportation is provided by a service contract with a private vendor with County staff ensuring compliance, fiscal stewardship, efficiency, quality, and safety of service. The Transportation Advisory Board is appointed by the County Manager and provides staff with feedback on services.

## FY22 Discussion

The budget totals \$12.89 million, \$3.45 million higher than the prior year. Nearly all of that increase is related to CARES Act grant funds to ensure continued operating services in rural communities and prevent, prepare, and respond to the COVID-19 public health emergencies. The increase supports planning functions like zone based scheduling and mobility management. It also supports operational functions like trips for riders who are elderly and disabled, PPE supplies, and fuel cost. Finally, the grant funds support capital equipment like updated security equipment, vehicle radios, tablet software, and capital upgrades to transfer stations.

## Horizon Issues

In 2015, the NC General Assembly enacted a law transitioning Medicaid from a fee-for-service structure to a managed care service (PHPs receive a set per member per month payment for services). PHPs will be responsible for contracting for non-emergency transportation and don't have to contract with the County. Currently, receiving \$3.15M and estimated that ~20% of those revenues will move to PHPs in the first year with additional

# Transportation

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funding being lost each year. The roll out date for the 1st phase will be implemented on July 1, 2021. The 2nd phase will be implemented in 2021.

GoRaleigh Transportation and GoWake Access Transportation will be sharing a new paratransit facility that will house, vehicles for both agencies, drivers, vendors, customer service representatives, management and administrative staff. GoWake currently rents an older building owned by the City of Raleigh that houses County operations. This new combined facility is the first of its kind in Wake County. The combined paratransit center will allow for better coordination, increased efficiency, and

increased opportunities for growth between two of Wake County's largest transportation providers.

Fiscal year 2023 will be the last year Wake County will receive the 5311 Community Transportation Grant. The 5311 grant has provided capital to replace wheelchair equipped vans, administrative staff and expenses since the inception of the program over 10+years ago. This change is taking place as a result of Wake County's rural communities being redefined as an urban community based on Census data. GoWake continues to prepare for this upcoming change by exploring other funding opportunities.

# Coronavirus Relief Fund

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Federal	\$27,995,268	—	\$131,262,021	—	0.0%
Interest Income	\$33,416	—	—	—	0.0%
Miscellaneous	\$100,000	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$28,128,684</b>	<b>—</b>	<b>\$131,262,021</b>	<b>—</b>	
<b>Expenditures</b>					
Salary / Benefits	\$4,107,765	—	\$17,006,816	—	0.0%
Contractual Services	\$4,178,160	—	\$79,348,657	—	0.0%
Supplies, Materials and Other Charges	\$19,742,759	—	\$34,906,548	—	0.0%
<b>Expenditure Totals</b>	<b>\$28,028,684</b>	<b>—</b>	<b>\$131,262,021</b>	<b>—</b>	

## Fund Purpose and Goals

The County established the Public Health Emergency Response special revenue fund in FY20 as a result of the COVID-19 pandemic. This special revenue fund holds the \$193.9 million of federal Coronavirus Aid, Relief and Economic Security (CARES) Act funding received by Wake County as part of the federal stimulus and COVID-19 response.

The County dedicated these resources to the Public Health Emergency Response, Community Response and Resiliency, Continuity of Operations, and Economic Recovery. Public Health Emergency Response included resources for the Emergency Operations Center, mass testing efforts, contract

tracing, and vaccination operations. Community Response programs included efforts to ensure food security across the County, provide utility bill assistance, assist with childcare, and operate the healthy hotels program for homeless assistance. Through Continuity of Operations, the County supported partner municipalities, Wake Tech, and Wake County Public School System with resources to modify facilities and pivot to remote learning. This area also covered the County’s own continuity of operations, particularly facility modifications, personal protective equipment, and technology needs for remote working. Small business loans and youth employment training comprise the main programs for Economic Recovery.

# WCPSS Fines and Forfeitures

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Miscellaneous	—	—	—	\$2,750,000	100.0%
<b>Revenue Totals</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$2,750,000</b>	
<b>Expenditures</b>					
Supplies, Materials and Other Charges	—	—	—	\$2,750,000	100.0%
<b>Expenditure Totals</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$2,750,000</b>	

## Fund Purpose and Goals

The purpose of the Fines and Forfeiture Special Revenue Fund is to account for fines and forfeitures collected related to North Carolina State Statute 115C-437, which are to be passed on to the Wake County Public School System. Under the State Statute 115C-437, clear proceeds in a county Court of Justice from all penalties, forfeitures, and fines collected for any breach of penal laws of the State should be remitted to the local school administrative unit.

The Fines and Forfeiture Special Revenue fund remits payment to the Wake County Public School System on a monthly basis in compliance with the North Carolina State Statutes. Expenditures in the fund are completely reliant upon the funding from the court and may fluctuate in tandem with revenue. The revenue from the Court of Justice is the sole revenue source for this fund and is reliant upon court activity.

# Human Services Client Trust

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Miscellaneous	—	—	—	\$2,750,000	100.0%
<b>Revenue Totals</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$2,750,000</b>	
<b>Expenditures</b>					
Supplies, Materials and Other Charges	—	—	—	\$2,750,000	100.0%
<b>Expenditure Totals</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$2,750,000</b>	

## Fund Purpose and Goals

The Social Security Administration considers Wake County an Organizational Representative Payee, meaning an organization appointed to receive Social Security and/or Supplemental Security Income (SSI) benefits for someone who cannot manage or direct someone else to manage his or her money. Individual Human Services Client accounts are setup to manage the respective income and Wake County is named the representative payee or guardian of a client’s money. Human Services program and accounting staff are responsible for account administration, deposit and disbursement of client funds, and the monitoring and management of client fund accounts.

The Social Security Administrations is the primary provider of revenue for this fund. Checks and electronic transfers from client revenue sources, e.g.,

SSA, SSI (Supplemental Security Income), or private retirement funds, are posted to the individual trust accounts as they are received. The Human Services Client Special Revenue fund payments are made in adherence with the requirements of Social Security Administration and the Wake County Disbursement Procedure. Program managers and case managers review all open trust accounts balances and manage trust funds based on the clienta??s essential needs. Payments on behalf of clients are made by Human Services staff to cover food, living, and other necessary living expenses. On occasion, an individual trust account may reflect a deficit on account of payment of a recurring necessary expense prior to a regular monthly receipt. Wake County uses general fund expenditures to temporarily cover such shortfalls to ensure continuity of necessary services for recipients.



# Corporate Fleet Fund

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$9,456,221	\$9,551,525	\$9,551,525	\$9,734,979	86.4%
Interest Income	\$72,760	\$20,000	\$20,000	\$20,000	0.2%
Miscellaneous	\$550,193	\$397,147	\$397,147	\$528,856	4.7%
Other Financing Sources	—	\$350,328	\$2,040,283	\$979,165	8.7%
<b>Revenue Totals</b>	<b>\$10,079,174</b>	<b>\$10,319,000</b>	<b>\$12,008,955</b>	<b>\$11,263,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,376,894	\$1,461,727	\$1,461,727	\$1,708,951	15.2%
Contractual Services	\$192,443	\$206,048	\$231,318	\$206,048	1.8%
Supplies, Materials and Other Charges	\$3,589,070	\$4,130,194	\$4,199,904	\$4,091,909	36.3%
Capital Outlay	\$2,864,554	\$4,499,686	\$6,094,661	\$5,256,092	46.7%
Budget Reserves	—	\$21,345	\$21,345	—	0.0%
<b>Expenditure Totals</b>	<b>\$8,022,961</b>	<b>\$10,319,000</b>	<b>\$12,008,955</b>	<b>\$11,263,000</b>	
<b>Number of FTEs</b>	<b>18.000</b>	<b>18.000</b>	<b>18.000</b>	<b>20.000</b>	

## Fund Purpose and Goals

The purpose of Fleet Services is to provide a well-managed, competitive, environmentally responsible fleet to Wake County. Fleet Services is a division of the General Services Administration department and is accounted for within an internal services fund.

Fleet Services consists of three business areas: Asset, Service, and Fuel Management. The Corporate Fleet Plan guides Fleet in providing safe, reliable vehicles to County departments using best practices and technology to deliver excellent customer service.

To ensure maintenance service levels can meet the demands of the County fleet, a Vehicle Equivalency Unit (VEU) ratio is utilized. This methodology calculates a weighted score by vehicle type to represent the cost and project service demands.

## Major Accomplishments

Achieved Automotive Service Excellence Blue Seal Certification and achieved Emergency Vehicle Technician Certification. Emergency Vehicle Technician training enhances skills required to service and repair ambulance chassis and modules, and Automotive Service Excellence offers recognition opportunity for highly qualified repair facilities to

showcase technicians and the commitment to excellence.

Awarded one of the Top 100 Best Fleets in North America. The program recognizes and rewards peak performing fleet operations in North America. 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

Decommissioned Wake Tech Fuel Site avoiding over \$500,000 in required renovations.

Replaced lifecycle fuel dispensers at two county owned fuel depots which have allowed a more streamlined fueling process for users and provided increased data reporting.

Piloted two motor pool systems to assist in the expanded use of vehicle sharing and reduction in employee mileage reimbursements.

## FY22 Discussion

The Fleet Fund budget increased by \$763,000 compared to the prior year due to the vehicle replacement schedule and vehicle increases. The budget maintains the FY 2021 projected fuel rate to assume \$1.60/gallon for unleaded and \$2.00/gallon for diesel.

# Corporate Fleet Fund

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The Fleet Fund budget also includes an Assistant Director - Operations Manager to promote alternative fuel vehicles and strategies and create business efficiencies for Fleet systems and operations (1.000, \$112,000).

An additional Automotive Senior Technician will provide additional vehicle support as the County's fleet continues to grow (1.000, \$69,000).

## Horizon Issues

Reduce fuel use through conservation, idle reduction, and right sizing vehicles. Continue evaluating market analysis recommendations for future enhancements.

Implement a motor pool system and expand this program to additional key County facilities. The module will be designed to help monitor motor pool usage, track mileage and expenses, and decrease staff mileage reimbursements.

# Solid Waste Management

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
State	\$2,330,916	\$2,354,168	\$2,354,168	\$2,345,981	12.9%
Charges For Services	\$9,971,945	\$10,081,809	\$10,081,809	\$10,404,068	57.4%
Licenses & Permits	\$8,900	\$8,600	\$8,600	\$8,900	0.0%
Interest Income	\$455,369	\$448,526	\$448,526	\$460,718	2.5%
Miscellaneous	\$1,536,314	\$2,767,150	\$2,767,150	\$2,499,777	13.8%
Other Financing Sources	—	\$2,180,909	\$2,190,712	\$1,173,150	6.5%
Transfers	\$1,186,879	\$1,209,838	\$1,209,838	\$1,223,406	6.8%
<b>Revenue Totals</b>	<b>\$15,490,323</b>	<b>\$19,051,000</b>	<b>\$19,060,803</b>	<b>\$18,116,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$1,614,345	\$1,660,061	\$1,660,061	\$1,747,855	9.6%
Contractual Services	\$11,250,531	\$13,533,746	\$13,534,177	\$13,844,375	76.4%
Supplies, Materials and Other Charges	\$(860,623)	\$983,757	\$993,129	\$1,079,583	6.0%
Debt	\$1,117	\$1,163	\$1,163	\$1,187	0.0%
Transfers Out	\$3,462,000	\$2,872,273	\$2,872,273	\$1,443,000	8.0%
<b>Expenditure Totals</b>	<b>\$15,467,370</b>	<b>\$19,051,000</b>	<b>\$19,060,803</b>	<b>\$18,116,000</b>	
<b>Number of FTEs</b>	<b>15.000</b>	<b>15.000</b>	<b>15.000</b>	<b>15.000</b>	

## Fund Purpose and Goals

The mission of the Solid Waste Management Division 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: providing the maximum opportunity practicable for waste reduction, reuse, and recycling; offering convenient and appropriately sized waste and recycling facilities for residents; monitoring and enforcing illegal dumping and littering ordinances; informing and educating the public about the importance of recycling, landfill operations and other environmental issues; using an equitable funding system to cover the cost of the current and future solid waste management programs.

## Major Accomplishments

Completed and presented the 2020 Comprehensive Solid Waste Management Plan which reviewed solid waste activities throughout the County. The study

looked at potential future waste disposal options including Waste from Energy, as well as out-of-county disposal. The study also made recommendations regarding management of special wastes and potential new transfer station locations and concepts.

Conducted a study regarding litter with Litterati to help determine future action steps regarding litter.

Made access and safety related improvements to five convenience centers, and fully repaved the site on Battle Bridge Road.

Continued working with the Town of Morrisville in the planning and design of the future West Wake Solid Waste Management facility planned to be in the Morrisville area.

Completed expansion of the commingled recycling program to all Wake County Public Schools. This will help better align students' recycling experience at home and school, leading to more and better recycling habits.

# Solid Waste Management

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## FY22 Discussion

The household fee, set at \$20 per year per household, is the largest funding source and accounts for 54% of total revenues for the fund. State revenues for scrap tires, white goods, electronic recycling and the Solid Waste Disposal tax distributions make up another 14%. Revenues from the sale of scrap metal and landfill gas rights are another 13%. Rebates, interest income and administrative transfers account for the remainder of revenues. For FY 2022, operating revenues total \$16.94 million, a minimal increase of \$73,000 over the prior year budget. Total fund revenues are \$18.12 million which includes a fund balance appropriation of \$1.17 million to support solid waste capital projects.

The budget totals \$18.12A million. Approximately 68% of the budget, or \$12.33A million, funds convenience centers, multi-material recycling and household hazardous waste programs. The budget includes \$1.44 million in transfers, with \$993,000 to the Solid Waste Capital Projects Fund and \$450,000 of administrative transfers to the General Fund. Administration of the Solid Waste Division programs including staff salaries and benefitsA totals \$1.75A million. The budget includes \$700,000 for outreach and community programs such as school recycling.A State mandated post-closure activities at closed

landfills totals \$938,000. Another \$524,000 is budgeted for landfill gas to energy initiatives.

## Horizon Issues

The Solid Waste Division will continue working with the Town of Morrisville on design and construction of the West Wake Solid Waste Management Facility. Work on a mattress and tire shredding program will also begin in FY 2022. The division will also look to implement other initiatives identified in the Comprehensive Solid Waste Management Plan as funding and staff capacity allow.

Expenses for scrap tire collection and disposal continue to exceed state revenues for this program at a growing rate. These state revenues, generated from the Scrap Tire Disposal Tax, are distributed to local governments on a per capita basis. If program expenses continue to outpace these state distributions as projected, it will place significant pressure on the fund.

Ultimately all the above items factor into the available funding through the existing sources (household fee, state funding and resale of collected recyclables). It is anticipated that to keep pace with growth and continue expansion of needed and desired programs, changes to the Household Fee may need to be considered within the next 3-4 years.

# South Wake Landfill

## Fund Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Adopted	% of Total
<b>Revenues</b>					
Charges For Services	\$20,018,060	\$20,454,598	\$20,454,598	\$21,277,000	100.0%
Interest Income	\$168,387	\$402	\$402	—	0.0%
Miscellaneous	\$(34)	—	—	—	0.0%
Other Financing Sources	—	\$361,000	\$392,000	—	0.0%
Transfers	\$9,080,391	—	—	—	0.0%
<b>Revenue Totals</b>	<b>\$29,266,804</b>	<b>\$20,816,000</b>	<b>\$20,847,000</b>	<b>\$21,277,000</b>	
<b>Expenditures</b>					
Salary / Benefits	\$299,498	\$304,684	\$304,684	\$407,130	1.9%
Contractual Services	\$12,199,863	\$13,177,042	\$13,208,042	\$13,855,322	65.1%
Supplies, Materials and Other Charges	\$6,350,174	\$5,557,436	\$5,557,436	\$5,526,142	26.0%
Transfers Out	\$10,417,270	\$1,776,838	\$1,776,838	\$1,488,406	7.0%
<b>Expenditure Totals</b>	<b>\$29,266,805</b>	<b>\$20,816,000</b>	<b>\$20,847,000</b>	<b>\$21,277,000</b>	
<b>Number of FTEs</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	

### Fund Purpose and Goals

The South Wake Landfill Partnership was created in 2006 to provide the most efficient, effective and sustainable long-term waste disposal services to all the citizens of Wake County. This system ensures the availability of economical long-term municipal solid waste disposal capacity and involves the operating and maintenance of the South Wake Landfill (SWLF) and the East Wake Transfer Station (EWTS).

### Major Accomplishments

Prepared the Odor Management & Control plan as well as a timeline and proposed metrics for minimizing odor reports at the South Wake Landfill.

Twenty-six new LFG wells were installed along with additional piping and horizontal collectors.

Future LFG well collection facilities were installed as part of the Phase 2B landfill expansion to deal with leachate more effectively in this future landfill cell.

Automated wellheads (LOCI) and odor reporting & evaluation software/hardware (Envirosuite) were maintained.

### FY22 Discussion

For FY 2022, revenues total \$21.27 million based on projected tonnage of 568,000.

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

The budget includes \$13.19 million directly supporting the operation of the South Wake Landfill and the East Wake Transfer Station. Contributions to capital reserves for the East Wake Transfer Station and landfill closure and post-closure reserves are budgeted on a per-ton basis and total \$2.67 million.

The budget includes \$2.28 million in anticipated rebates to partners, which reflect payouts of net revenues following the end of the fiscal year. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and actual tonnages.

# South Wake Landfill

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The budget includes new funding in FY 2022 to support an additional position within the County's Communications department. The position will focus on outreach and communications efforts associated with the South Wake Landfill.

Transfers totaling \$1.49 million are also included for cost allocation and capital projects in FY 2022. Other items include salary and benefits for staffing at the scalehouse for the landfill and the transfer station, consulting fees, and other minor operating expenses.

## Horizon Issues

Soil for future phases of the landfill will continue to be a primary importance. If development continues in the Apex/Holly Springs area this should be a minimal issue, but it continues to be an important concern. We are better able to deal with this issue

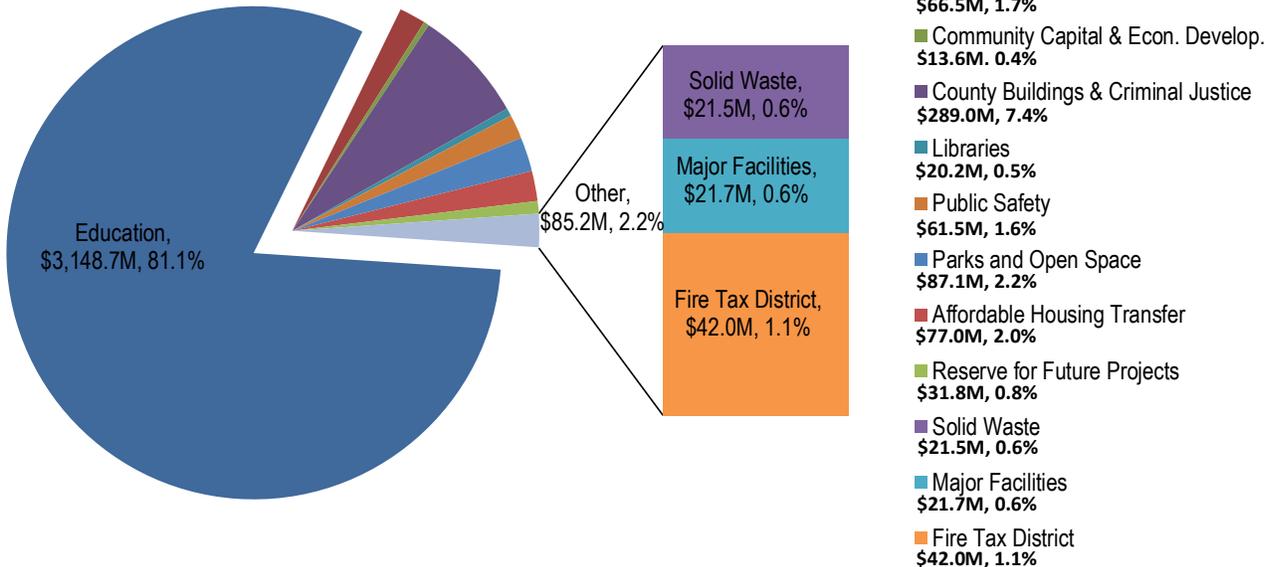
now that we have an established soil borrow site for County use.

Efforts will continue to be made to minimize odor issues at the landfill. Recent operational changes have reduced odor reporting by 50-75% but additional efforts are being evaluated to assist further. Due to proximity, elimination of odor reporting is physically impossible; however, significant reductions are possible and being pursued.

Leachate and leachate condensate management continues to be a difficult issue due to historic levels of rain. Management of this waste stream is the landfill contractor's responsibility, but the County must make sure that these waste streams are appropriately managed and may require more County involvement.

# Capital Improvement Program

**FY 2022 - 2028 Capital Improvement Program: \$3.880 billion**



## 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 2022 - 2028 Capital Improvement Program (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital projects cost \$100,000 or more and require longer than one year to complete. The acquisition of land is also considered a capital expenditure, including when the land is acquired to preserve Open Space.

The FY 2022 capital budget represents funded projects. The remaining projects shown in FY 2023 - 2028 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 Capital Improvement Program; 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 Capital Improvement Program also includes funding for the

Fire Tax District, Major Facilities Fund, the Solid Waste Fund, and Housing Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are mandated for use towards capital as the result of state statutes. Other sources are in accordance with the Board of Commissioners’ financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Wake County does not appropriate funds for debt funded projects until financing has been secured. Appropriations for bond funded projects, while reflected in the Capital Improvement Program, will be appropriated by the Board of Commissioners once financing has been approved for the project. This approach ensures that the County has sufficient financing commitments prior to award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Debt funded projects for WCPSS and Wake Technical Community College are anticipated to be financed through bond anticipation notes. The County will then repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt. Debt funded Parks, Recreation, and Open Space projects in the County Capital Fund will be financed with general obligation debt. Other County Capital Debt funded items, such as the Human Services

# Introduction and Highlights

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Master Plan and the Hammond Road Annex, are anticipated to be financed through Limited Obligation bonds.

## Highlights of the FY 2022 -

### 2028 Capital Improvement Program

The FY 2022 - 2028 Capital Improvement Program is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of a Regional Library. Most non-routine capital projects in the Capital Improvement Program are driven by the County's rapid growth. Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

### Wake County Public School System

The Wake County Public School System's Capital Improvement Program is a seven year plan that includes funding for land acquisition, design and construction of new schools. It also includes funding for major renovation at existing schools, life cycle replacement, education equipment replacement, technology and security, land acquisition, start-up design for new schools, facility assessments and program management and contingency. The financial model incorporates the WCPSS Capital Improvement Program, and accordingly will be updated as the WCPSS Capital Improvement Program is annually updated during each year's capital budget development.

### Wake Technical Community College

Wake Tech leaders presented an updated Capital Improvement Program Master Plan to the Board of Commissioners in February 2020. This plan included a look at future student population growth in combination with workforce demands and trends over a seven-year period, including an estimate of needs for an additional four years. The projects in the first three fiscal years of the presented multi-year Capital Improvement Program (FY 2021 - FY 2023) will be funded through a combination of and voter-approved General Obligation bonds and annual cash

allocations from the General Fund. Projects in FY 2024 - 2028 will be funded through a combination of proposed future debt funds and cash allocations from the General Fund.

The Wake Tech Capital Improvement Program includes funding for new buildings, repairs and renovations at existing facilities, infrastructure replacement, and technology infrastructure projects. All campuses plan to support increased safety and security for students, faculty, and staff; online class growth; and school technology needs.

### Automation

The Automation Capital Improvement Program funds the acquisition, upgrading, and modernization of the County's technical infrastructure including desktop and laptop computers and associated peripherals and technical solutions for the County's business units. The Capital Improvement Program includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects.

### Community Capital

The FY 2022 - 2028 Capital Improvement Program totals \$350,000 over the seven year period. These funds go towards partnering with community organizations who have identified capital projects that address county-wide problems. During the fall of FY 2018, a process was undertaken to evaluate and recommend projects to be funded from FY 2019 - FY 2022. Five projects were selected for funding during the FY 2018 process. A total of \$2.3 million was allocated to those projects with \$815,000 distributed in FY 2019, another \$500,000 distributed for FY 2020 and the remaining \$1.0 million planned for disbursement in FY 2021 and 2022. During the summer of 2022, the County will embark on a new way to fund Community Capital projects. Projects will be awarded using the County's fund balance committed from excess ABC distributions. The selection of projects will remain similar to the FY 2018 process.

### County Buildings

The County Buildings Capital Improvement Program maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The Capital Improvement Program includes funds for life cycle upgrades at County facilities which includes re-

# Introduction and Highlights

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roofing and building systems projects, repaving projects at county facilities, minor renovations, energy savings projects, stormwater control repairs, and improvements identified in facility condition assessments. The County Buildings Capital Improvement Program includes projects associated with the Human Services Facilities Master Plan and construction of a new Animal Control Center.

## **Criminal Justice**

The FY 2022 - 2028 Capital Improvement Program includes capital projects related to Criminal Justice facilities and needs in the County. The County's rapidly growing population will likely place increasing demands on the County detention and court facilities. There is funding in FY 2025 - 2027 to reopen the Wake County Jail Annex to house inmates as a result of anticipated growth in the general population as well as the increase in special inmate populations that require special housing and programming.

## **Libraries**

The FY 2022 - 2028 Capital Improvement Program includes funding for the renovation of West Regional Library, Holly Springs Community Library, Village Regional Library, and the Library Administration Building. Master planning is also underway for future years' renovation and construction.

## **Parks, Recreation, Greenways and Open Space**

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways and open space that will improve and expand recreational opportunities across the County. The FY 2022 - 2028 Capital Improvement Program includes this bond funding for greenway development, open space acquisition, new parks in southeast Wake County and at Lake Myra, existing park renovations and improvements, and nature preserves. The plan also includes the County's contribution towards the Community Use of School Parks Program, existing facility improvements at various County parks and school/park facilities, and reimbursements from the City of Raleigh for open space acquisitions.

## **Public Safety & Public Safety Communications**

The FY 2022 - 2028 Capital Improvement Program includes planned facilities, equipment and emergency communication systems. Planned facilities include 17 EMS stations, land acquisition for three EMS station replacements, and the construction of a new

County Emergency Operations Center. Continued funding to maintain the 800 MHz radio & CAD infrastructure are included in this program. Funding is included for the purchase of handheld radios for detention officers and the replacement of the digital antenna system used to provide communication capabilities for 800Mhz, Wake County Simulcast, Verizon, and AT&T cellular service.

## **Economic Development**

The FY 2022 - 2028 Capital Improvement Program includes funding towards economic development strategies within Wake County. These include water and sewer system infrastructure reimbursements and economic development business development grants. Wake County provides business development grant payments to companies that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. The FY 2022 - 2028 Capital Improvement Program includes anticipated business development grant awards for Bandwidth, MetLife, NetApp, Red Hat, Citrix, Syneos (formerly INC Research), Conduent, Trilliant, Infosys, Pendo, Credit Suisse, Collectis, Green Square, Schmalz, Xerox, and Microsoft.

In addition to providing grants to new businesses creating jobs and increasing the tax base in Wake County, the County provides off-site and on-site water and sewer infrastructure improvements in the southern portion of Research Triangle Park (RTP) to attract new businesses to RTP.

## **Housing Affordability and Community Revitalization Capital Fund**

On October 16, 2017, the Board of Commissioners approved the 20-year, Comprehensive Affordable Housing Plan informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended tools to preserve and increase affordable housing. Based on this plan, the County created a new Housing Department and increased the annual contribution to housing affordability efforts. The FY 2022 - 2028 Capital Improvement Program continues to build on the Housing plan by providing gap funding to increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless, and other vulnerable populations. This includes partnerships with non-

# Introduction and Highlights

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profits to provide affordable mortgages for eligible low-income homebuyers. In addition, affordable housing investments will be targeted to create a loan fund to acquire sites for affordable housing development and provide low-cost permanent financing to maintain existing affordable multi-family rental properties. Capital funds also aim to improve the County voucher administration system for assessing and placing its most vulnerable populations into housing, such as homeless veterans. This work includes partnering with public housing authorities to increase support for landlords as well.

## Fire Tax District Capital Fund

The FY 2022 - 2028 Capital Improvement Program includes funding for fire apparatus and vehicles, small equipment, facility repairs and renovations, and a contribution to the Reserve for Future Fire Station Construction.

The plan continues funding for apparatus, vehicles, and equipment replacement on schedules driven by data-based formulas and national standards.

Funds for the fifth year of a five-year plan to provide a defibrillator on every vehicle throughout the District are also included, as well as the continuation of the small equipment replacement for Turnout

Gear, Thermal Imaging Camera and Self Contained Breathing Apparatus (SCBA).

## Solid Waste Capital Fund

The FY 2022 - 2028 Capital Improvement Program for the Solid Waste Capital Fund includes capital replacements and expansions at the County's convenience centers, purchase of a mattress and tire shredder, expansion of the landfill gas collection and control system, park improvements at the shuttered North Wake Landfill, improvements at the East Wake Transfer Station, soil for construction at the South Wake Landfill and costs associated with the closure of a phase at the landfill.

## Major Facilities Capital Fund

The FY 2022 - 2028 Capital Improvement Program for the Major Facilities Capital Fund includes Wake County's allocation of occupancy and prepared food/beverage tax revenue that is used to support tourism generating capital projects. Funding is included for scheduled projects at Five County Stadium and Marbles Kids Museum. The Capital Improvement Program includes an annual appropriation for Wake County to award to small capital projects through a competitive process.

# Capital Budget Process

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The County develops and manages its long-term Capital Improvement Program through needs assessment, project prioritization, and in-depth cost estimation. The Wake County Public School System and Wake Technical Community College initially conduct these components internally within their organizations. Subsequently, funding requests are discussed with County staff who understand program elements and identify funding and financing alternatives. Final requests are presented to the Board of Commissioners for final approval for inclusion in the Capital Improvement Plan.

## Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

### Comprehensive Master Planning

Comprehensive needs assessments for non-routine capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants, and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY 2022 - 2028 Capital Improvement Program 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 EMS stations and facilities, which is part of the Public Safety element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital

expenditures also help the County to smooth the financial impact of these projects on the capital improvement program.

### Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, and General Services Administration meet annually with other County departments who are requesting new projects be added to the seven-year Capital Improvement Program. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

### Project Prioritization

Within limited funding available for capital projects, the County must annually prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans’ assumptions against current needs for renovations and new facilities. Project timing is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County’s Senior Management Team. The Board of Commissioners provides policy guidance in planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following goals:

Ensure life, safety, and basic environmental concerns. Investments in public safety communications, building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.

Provide operating expense savings. Investments such as energy-saving projects in buildings, technology infrastructure or constructing libraries instead of 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,

# Capital Budget Process

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and space renovations that improve service delivery illustrate these types of projects.

Improve existing facilities, technology systems, and infrastructure to meet emerging needs and higher service levels.

Without expanding the County's existing role, add new facilities and systems based on approved plans. These types of investments include new libraries, detention facilities, technology systems, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation, and school and community college construction.

Expand the County's service delivery role with investments in facilities, infrastructure, and new technology based on Board Goals and/or State and/or Federal Mandates.

Match contributions by partners to support community and systems infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

## In-Depth Cost Estimation

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction, Information Services, and General Services Administration conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. The Capital Improvement Program also includes an annual update of inflation estimates based on market conditions.

## Funding Capacity Analysis

Budget and Management Services and Finance uses the County's long-term financial model to assess the funding capacity available in the seven-year capital

horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams. The County incorporates its capital program, as well as the seven-year capital programs from WCPSS and Wake Tech, into the model for an overall funding strategy within debt and capital policies.

## Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates General Fund interest earnings to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments annually. Specifically, funds are set aside each year the Debt Service Fund to make current year debt service payments and have funds available as new debt is incurred in the future years of the Capital Improvement Program planning period.

## Debt Funding

The County also funds the capital plan with long-term debt. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest available) from all three rating agencies, interest rates incurred on debt are very favorable. Voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so current and future taxpayers share the cost and benefits of the facilities.

# How to Read the Capital Improvement Program

This section groups capital projects into six broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller groupings 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 Ad Valorem tax revenues, general obligation bonds, or limited obligation bonds. Other revenue sources may include grants, water/sewer loan repayments, and reimbursements or payments from municipal partners.	Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Parks, Recreation, Greenways, and Open Space Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
Housing	Housing Capital Projects are primarily funded with an annual transfer from the General Fund.	Housing
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	Projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

The following information is presented for each element:

**Financial Summary:** Presents the FY 2022 appropriation (a financial commitment by the Board of Commissioners), FY 2023-2028 planned projects, and the operating impact of the planned projects.

**Seven-Year Capital Improvement Program Summary:** A synopsis of each element’s physical and financial scope, and the time-frame for completing major projects and phases.

**History/Background:** This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.

**Project Accomplishments in FY 2021.**

**Horizon Issues:** Potential future projects not funded in the current Capital Improvement Program.

**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

## CIP Operating Budget Impact

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
<b>County Capital Elements:</b>								
Automation	\$1,000	\$1,000	\$1,000	\$1,000	-	-	-	\$4,000
County Buildings	-	\$195,000	\$8,000	1,371,000	\$72,000	\$46,000	-	\$1,692,000
Criminal Justice	-	-	-	-	-	\$743,000	\$33,000	\$776,000
Parks, Recreation, Greenways, and Open Space	-	\$475,000	\$1,025,000	\$174,310	\$991,000	\$1,235,052	\$107,208	\$4,007,570
Public Safety	-	\$401,000	\$189,000	\$2,953,000	\$102,000	\$126,000	\$41,000	\$3,812,000
<b>Education Elements:</b>								
Wake County Public School System	\$1,225,700	\$444,390	\$1,749,242	\$2,193,632	\$1,304,852	-	-	\$6,917,816
<b>Totals</b>	<b>\$1,226,700</b>	<b>\$1,516,390</b>	<b>\$2,972,242</b>	<b>\$6,692,942</b>	<b>\$2,469,852</b>	<b>\$2,150,052</b>	<b>\$181,208</b>	<b>\$17,209,386</b>

When developing the seven-year Capital Improvement Program, the County must carefully evaluate the financial impacts of each project; this includes the initial capital cost and the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated.

The table above depicts both ongoing and one-time operating impacts on the General Fund as a result of new projects in the FY 2022 - 2028 Capital Improvement Program (FY 2022 impacts are included in the FY 2022 operating budget). Operating impacts are provided and evaluated alongside the Capital Improvement Program project request.

One-time operating impacts (ex. purchase of large equipment and furnishings) are shown only in the years they are expected to impact the General Fund budget.

New ongoing operating impacts as a result of a capital project (ex. personnel and supply costs) are displayed with the full amounts shown in the first fiscal year they are anticipated to impact the operating budget. In subsequent fiscal years, only the changes in

ongoing operating impacts above or below the first fiscal year's amount are shown (ie. - fiscal year one will show ongoing appropriations for 2.000 FTEs with a cost of \$100,000; however fiscal year two would only show the increase in cost over fiscal year one - \$5,000 for increases in merit and benefits).

When possible, these estimates have been based on current operating costs for comparable facilities. Operating costs associated with certain elements, such as Fire Tax District and Solid Waste are not borne by the General Fund and are, therefore, not shown in the above chart.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvement project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of EMS stations requires new operating budget dollars for both staff and facility maintenance. In some cases, operating impacts are provided for vehicle and equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

# Horizon Issues

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The following capital projects are either unfunded in the current Capital Improvement Program 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.

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Element	Project
Automation	Future Business Needs Public Health Electronic Medical Records System Replacement ERP System Replacement
County Building Improvements	Wake County Administrative Building
Public Safety	Future EMS Stations Radio Replacements Additional Radio Channel Capacity
Criminal Justice	Wake County Justice Center 6th Floor Build-out
Libraries	Future Library Projects
Solid Waste	Future Waste Disposal Study

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# Capital Improvement Program Projects

The following is a list of project balances as of June 30, 2021 for all County Capital Projects.

Fund: 4100 County Capital Improvement Fund

Department 62 Automation CIP

Division 6210 Major Automation Projects

Unit	Unit Name	Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
210A	Major Systems - Property Tax	\$1,510,000.00	\$1,208,850.32	\$301,149.68
237A	DSS Document Management	\$1,820,000.00	\$1,305,106.89	\$514,893.11
238A	Public Health System Replacement	\$3,270,713.75	\$2,626,145.80	\$644,567.95
238A	Public Health System Replacement	\$6,786.25	\$6,786.25	\$0.00
240A	eWake Upgrade	\$13,722,354.94	\$13,589,187.00	\$133,167.94
241A	CCBI Lab Information Management System	\$300,000.00	\$303,195.97	(\$3,195.97)
244A	Jail & Records Management System Upgrade	\$451,855.95	\$450,173.84	\$1,682.11
246A	ROD Books	\$2,129,000.00	\$1,857,425.82	\$271,574.18
247A	Reval Projects	\$1,360,437.55	\$277,799.74	\$1,082,637.81
247A	Reval Projects	\$295,562.45	\$295,562.45	\$0.00
278A	Planning & Permitting System	\$2,996,992.00	\$2,273,627.56	\$723,364.44
278A	Planning & Permitting System	\$0.00	\$8.00	(\$8.00)
279A	DSS Document Management - Child Welfare	\$1,475,000.00	\$1,364,473.80	\$110,526.20
279A	DSS Document Management - Child Welfare	\$0.00	\$4,196.56	(\$4,196.56)
295A	eWake Pilot Document Management	\$1,137,000.00	\$939,634.97	\$197,365.03
296A	Telecommunications Infrastructure	\$3,982,000.00	\$2,277,974.45	\$1,704,025.55
312A	VoIP System Acquisition and Implementation	\$2,750,000.00	\$2,258,580.08	\$491,419.92
313A	Enterprise Infrastructure - WCSO Infrastructure	\$1,189,155.00	\$1,123,469.91	\$65,685.09
315A	Document Management - Adult Services	\$231,060.85	\$231,060.85	\$0.00
316A	Document Management - Program Integrity	\$164,905.21	\$164,905.21	\$0.00
317A	GIS MAR Implementation	\$340,000.00	\$320,352.00	\$19,648.00
344A	Enterprise Wide Document Management	\$526,000.00	\$345,043.15	\$180,956.85
345A	Child Support Document Management	\$496,000.00	\$340,428.17	\$155,571.83
347A	Innovation	\$400,000.00	\$231,788.23	\$168,211.77
349A	WCSO Electronic Medical Records System	\$1,400,000.00	\$254,949.15	\$1,145,050.85
350A	Recruitment System Replacement	\$654,711.00	\$650,508.82	\$4,202.18
352A	BOE Voting Equipment Replacement	\$3,148,000.00	\$1,737,473.65	\$1,410,526.35
362A	DSS Queuing System	\$100,000.00	\$84,314.78	\$15,685.22
363A	Human Services Automation Projects	\$1,628,000.00	\$167,490.59	\$1,460,509.41
374A	EMS Operation/Deployment Modeling Software	\$411,000.00	\$397,832.00	\$13,168.00
375A	eWake 4.0	\$3,820,000.00	\$3,820,000.00	\$0.00
376A	NC Fast Document Management Implementation	\$85,000.00	\$34,655.36	\$50,344.64
377A	NC FAST Federation	\$250,000.00	\$99,725.00	\$150,275.00
390A	Performance Management (PDMS Replacement	\$526,000.00	\$0.00	\$526,000.00
391A	WakeGov Redesign	\$700,000.00	\$692,200.00	\$7,800.00
402A	Risk Information System	\$108,000.00	\$94,450.00	\$13,550.00
403A	CSOD Succession Planning	\$106,000.00	\$0.00	\$106,000.00
404A	WCSO Gun Permit Backfile Scanning Project	\$175,000.00	\$109,471.02	\$65,528.98
405A	WCSO Scheduling Software	\$200,000.00	\$0.00	\$200,000.00
418A	ERP Consultant 2022	\$7,000,000.00	\$0.00	\$7,000,000.00
419A	WCSO Next Generation 911	\$57,400.00	\$0.00	\$57,400.00
<b>Total Division 6210 Major Automation Projects</b>		<b>\$60,923,934.95</b>	<b>\$41,938,847.39</b>	<b>\$18,985,087.56</b>

## Division 6230 Computer Equipment

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
379A	New Equipment 2020	\$2,705,000.00	\$2,705,622.78	(\$622.78)
380A	Maintenance Libraries 2020	\$25,000.00	\$18,029.71	\$6,970.29
392A	New Equipment 2021	\$2,815,000.00	\$2,715,887.40	\$99,112.60
393A	Telephone Equipment 2021	\$50,000.00	\$0.00	\$50,000.00
394A	Maintenance Libraries 2021	\$25,000.00	\$0.00	\$25,000.00
<b>Total Division 6230 Computer Equipment</b>		<b>\$5,620,000.00</b>	<b>\$5,439,539.89</b>	<b>\$180,460.11</b>

## Division 6240 Enterprise Network

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
340A	Libraries Infrastructure 2017	\$65,000.00	\$19,829.17	\$45,170.83
357A	CCBI Infrastructure 2018	\$170,000.00	\$170,000.00	\$0.00
371A	Security Services 2019	\$130,000.00	\$98,709.00	\$31,291.00
373A	GIS Infrastructure 2019	\$45,000.00	\$36,060.00	\$8,940.00
383A	Telecom/Desktop/Helpdesk Tools 2020	\$134,000.00	\$64,580.00	\$69,420.00
384A	Database Operations 2020	\$120,000.00	\$51,472.20	\$68,527.80
386A	Security Services 2020	\$465,000.00	\$430,520.66	\$34,479.34
388A	GIS Infrastructure 2020	\$70,000.00	\$0.00	\$70,000.00
389A	Libraries Infrastructure 2020	\$24,000.00	\$10,920.00	\$13,080.00
395A	Application Hardware/Software 2021	\$67,000.00	\$0.00	\$67,000.00
396A	Telecom/Desktop/Helpdesk Tools 2021	\$6,000.00	\$0.00	\$6,000.00
397A	Database Operations 2021	\$50,000.00	\$0.00	\$50,000.00
398A	Network Services 2021	\$698,800.00	\$181,677.41	\$517,122.59
399A	Security Services 2021	\$91,000.00	\$0.00	\$91,000.00
401A	Libraries Infrastructure 2021	\$9,000.00	\$0.00	\$9,000.00
<b>Total Division 6240 Enterprise Network</b>		<b>\$2,144,800.00</b>	<b>\$1,063,768.44</b>	<b>\$1,081,031.56</b>
<b>Total Department 62 Automation CIP</b>		<b>\$68,688,734.95</b>	<b>\$48,442,155.72</b>	<b>\$20,246,579.23</b>

# Capital Improvement Program Projects

## Department 64 Community Capital Projects Division 6400 Community Capital Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
001C	General Community Planned Projects	\$100,000.00	\$0.00	\$100,000.00
019C	NC Freedom Park	\$25,000.00	\$0.00	\$25,000.00
023C	Healing Transitions 2018 Community Capital	\$300,000.00	\$300,000.00	\$0.00
024C	YMCA 2018 Community Capital	\$350,000.00	\$350,000.00	\$0.00
025C	Alliance Medical Ministry 2018	\$125,000.00	\$125,000.00	\$0.00
026C	Healing Transitions Campus Expansion & Renovation	\$5,000,000.00	\$0.00	\$5,000,000.00
<b>Total Division 6400 Community Capital Projects</b>		<b>\$5,900,000.00</b>	<b>\$775,000.00</b>	<b>\$5,125,000.00</b>

<b>Total Department 64 Community Capital Projects</b>		<b>\$5,900,000.00</b>	<b>\$775,000.00</b>	<b>\$5,125,000.00</b>
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## Department 66 County Building Improvements Division 6610 Major Building Renovations and New Construction Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
019B	Facilities Condition Assessment	\$1,644,148.34	\$1,473,509.05	\$170,639.29
200B	WakeBrook Partnership	\$28,450,000.00	\$27,894,724.32	\$555,275.68
281B	Board of Elections	\$6,146,910.15	\$5,633,442.79	\$513,467.36
282B	WCOB Life Safety/Egress Renovations	\$599,644.26	\$594,351.43	\$5,292.83
329B	WCOB Renovations	\$14,593,253.80	\$10,455,139.38	\$4,138,114.42
353B	Human Service Master Planning	\$238,000.00	\$236,941.43	\$1,058.57
368B	Swinburne FCA Upgrades	\$580,000.00	\$570,126.73	\$9,873.27
378B	HS Western Facilities	\$140,000.00	\$122,619.66	\$17,380.34
390B	GSA Site Improvements	\$275,000.00	\$225,984.96	\$49,015.04
401B	New Public Health Center	\$14,800,000.00	\$2,629,360.73	\$12,170,639.27
405B	S. Wilmington St Shelter FCA lifecycle/upgrades	\$375,000.00	\$368,475.76	\$6,524.24
407B	Agricultural Bldg FCA Upgrades	\$1,634,371.54	\$1,621,719.59	\$12,651.95
433B	County Administrative Master Plan	\$500,000.00	\$438,674.93	\$61,325.07
434B	Community Services Center Renovation - Ph.2	\$5,430,315.15	\$4,552,398.91	\$877,916.24
435B	Western Regional Center/ Dorcas Co-Location	\$1,050,000.00	\$1,033,944.02	\$16,055.98
437B	Swinburne Center Major Renovations	\$100,000.00	\$0.00	\$100,000.00
438B	Animal Control Center Future Land Planning	\$1,000,000.00	\$26,700.00	\$973,300.00
467B	Somerset HS Lease Upfit	\$1,125,556.61	\$1,124,946.44	\$610.17
468B	Departure Drive Phase II Upfit	\$377,000.00	\$192,790.74	\$184,209.26
470B	Sunnybrook FCA Upgrades	\$750,000.00	\$201,957.99	\$548,042.01
477B	Oak City Vacant Space Build Out	\$1,461,140.43	\$115,541.89	\$1,345,598.54
504B	Wake 2.0 Initiatives	\$2,350,000.00	\$0.00	\$2,350,000.00
505B	Justice Center Modifications	\$750,000.00	\$0.00	\$750,000.00
508B	Cornerstone Exterior Envelope Repairs	\$200,000.00	\$0.00	\$200,000.00
<b>Total Division 6610 Major Building Renovations and New Construction Projec</b>		<b>\$84,570,340.28</b>	<b>\$59,513,350.75</b>	<b>\$25,056,989.53</b>

## Division 6620 Energy Conserving Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
408B	Energy Conservation Measures	\$852,052.16	(\$0.00)	\$852,052.16
461B	ECM-Direct Digital System Migration	\$61,578.51	\$19,075.65	\$42,502.86
465B	ECM-Holly Springs Library Controls Upgrades	\$230,000.00	\$203,383.41	\$26,616.59
466B	ECM-Cameron Village Library Building Controls	\$209,500.00	\$182,338.64	\$27,161.36
478B	ECM-Wake County Office Park LED Retrofit	\$80,000.00	\$50,000.00	\$30,000.00
479B	ECM-Holly Springs Community Library and Culture Center - LED	\$42,000.00	\$26,404.17	\$15,595.83
490B	ECM-Animal Control Kennels-LED Retrofit	\$12,500.00	\$11,150.00	\$1,350.00
495B	ECM-FY21 Multi-site LED Retrofit Project	\$333,500.00	\$312,500.00	\$21,000.00
497B	ECM-Green Road Library	\$26,000.00	\$20,000.00	\$6,000.00
509B	ECM - Crosby-Garfield HVAC upgrades (Controls)	\$159,500.00	\$0.00	\$159,500.00
<b>Total Division 6620 Energy Conserving Projects</b>		<b>\$2,006,630.67</b>	<b>\$824,851.87</b>	<b>\$1,181,778.80</b>

## Division 6630 County Building Security Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
280B	Security Improvements - Ph 9	\$2,339,152.59	\$2,026,449.35	\$312,703.24
382B	Hardware Upgrade	\$363,008.98	\$139,091.31	\$223,917.67
429B	Library Door Counters	\$42,000.00	\$41,862.35	\$137.65
<b>Total Division 6630 County Building Security Projects</b>		<b>\$2,744,161.57</b>	<b>\$2,207,403.01</b>	<b>\$536,758.56</b>

# Capital Improvement Program Projects

## Division 6640 Minor CIP Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
037B	General Bld Renov - Minor-General	\$1,976,950.37	\$0.00	\$1,976,950.37
320B	RR - Fellowship Home Partnership Reimbursement Account	\$55,000.00	\$54,403.99	\$596.01
366B	RR - General Partnership Accounts	\$100,000.00	\$0.00	\$100,000.00
409B	RR - Digital Signage & Corporate A/V Replacements	\$121,000.00	\$111,286.45	\$9,713.55
415B	RR - SWSC-Oak City Center PME Interconnect	\$313,589.00	\$304,619.80	\$8,969.20
430B	RR - AE Finley Ed & Res Ctr UG HW & CW Lines Repairs	\$101,694.00	\$69,413.59	\$32,280.41
431B	RR - WCCH Stairwell & Elevator Security Phase 1	\$241,145.00	\$189,190.32	\$51,954.68
446B	RR - WC Parking Deck Generator Replacement	\$119,837.00	\$96,454.66	\$23,382.34
447B	RR - UPS Battery Replacements	\$136,700.00	\$136,677.32	\$22.68
450B	RR-WCDC Kitchen Improvement	\$90,900.00	\$89,160.72	\$1,739.28
458B	RR-WCCH Plaza Improvements Fayetteville Street	\$240,000.00	\$172,190.38	\$67,809.62
460B	RR-WCDC Dorm Floor Repairs	\$75,000.00	\$64,944.06	\$10,055.94
463B	AR-Sunnybrook Pharmacy Renovation	\$135,000.00	\$104,490.12	\$30,509.88
464B	AR-WCOB 6th Floor ES Renovations	\$109,940.87	\$109,940.87	\$0.00
475B	RR-Field Services Gate Replacement	\$194,000.00	\$120,608.00	\$73,392.00
491B	AR-WCOB Permitting Office Renovation	\$52,706.98	\$52,706.98	\$0.00
492B	RR-Green Road Lighting Repairs	\$35,000.00	\$32,900.00	\$2,100.00
494B	RR-Generator Replacement EMS#8	\$60,000.00	\$49,800.00	\$10,200.00
506B	RR-FY21 Multi Site Paving Repairs	\$100,000.00	\$0.00	\$100,000.00
507B	RR-FY22 Multi Site Stormwater Repairs	\$30,000.00	\$0.00	\$30,000.00
510B	RR - Crosby-Garfield HVAC upgrades (Mechanical)	\$206,250.00	\$0.00	\$206,250.00
<b>Total Division 6640 Minor CIP Projects</b>		<b>\$4,494,713.22</b>	<b>\$1,758,787.26</b>	<b>\$2,735,925.96</b>

## Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
080B	Mechanical, Electrical & Plumbing - Gen	\$140,547.81	\$140,520.95	\$26.86
393B	Rural Center HVAC Replacement	\$115,000.00	\$13,540.31	\$101,459.69
395B	CSC Elevator Mordernization	\$302,545.79	\$298,811.73	\$3,734.06
422B	S. Wilmington St HVAC Replacement	\$755,754.36	\$755,278.00	\$476.36
426B	Olivia Raney Library HVAC	\$300,000.00	\$299,261.81	\$738.19
436B	PSC VAV - Inmate Housing Area	\$930,000.00	\$611,472.43	\$318,527.57
442B	WCOB Elevator Replacement	\$700,000.00	\$525,374.55	\$174,625.45
469B	MEP-Eva Perry-Municipal Reimbursements	\$300,000.00	\$367,156.38	(\$67,156.38)
480B	Firearms Training Center HVAC Replacement	\$900,000.00	\$87,989.25	\$812,010.75
481B	Cornerstone Center HVAC Replacement	\$900,000.00	\$0.00	\$900,000.00
482B	Crosby Garfield Elevator Replacement	\$300,000.00	\$77,167.24	\$222,832.76
483B	Sanderson HS Emergency Generator Replacement	\$410,000.00	\$398,492.09	\$11,507.91
<b>Total Division 6650 Mechanical, Electrical And Plumbing</b>		<b>\$6,053,847.96</b>	<b>\$3,575,064.74</b>	<b>\$2,478,783.22</b>

## Division 6660 Roofing and Building Envelope Replacement Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
098B	Roof Replacements - General	\$20,857.44	\$535.71	\$20,321.73
375B	Eva Perry Library Roof Replacement	\$370,000.00	\$267,058.19	\$102,941.81
443B	PSC Atrium Skylight Penthouse Wall Repl	\$1,624,784.00	\$91,300.07	\$1,533,483.93
444B	GSA Field Services Center Roof	\$250,000.00	\$227,530.41	\$22,469.59
484B	Olivia Raney Library Roof	\$300,000.00	\$240,657.78	\$59,342.22
485B	WakeBrook Roof Replacement	\$100,000.00	\$0.00	\$100,000.00
486B	Downtown Roof Anchor Points	\$30,216.00	\$30,215.68	\$0.32
<b>Total Division 6660 Roofing and Building Envelope Replacement Projects</b>		<b>\$2,695,857.44</b>	<b>\$857,297.84</b>	<b>\$1,838,559.60</b>

## Division 6680 Stormwater Control Device Upgrades

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
335B	Stormwater Control Devices Upgrades - General	\$174,504.82	\$0.45	\$174,504.37
404B	CCWP - 22 Lake Lynn	\$188,852.64	\$180,239.00	\$8,613.64
406B	Flood Control Telemetry	\$152,500.00	\$73,467.64	\$79,032.36
440B	Site 13 - Shelley Lake	\$255,552.41	\$255,552.41	\$0.00
441B	Lynn Road EMS Site Stormwater Improvements	\$155,000.00	\$82,479.60	\$72,520.40
448B	Site 20A Shoreline Structure Replacement	\$275,000.00	\$20,650.00	\$254,350.00
471B	CCWS Sedimentation Management	\$210,000.00	\$144,625.00	\$65,375.00
472B	6WCOP Weir System Study & Repairs	\$78,750.00	\$5,000.00	\$73,750.00
473B	Site 2 Hatcher's Grove Aux Spillway Repairs	\$78,750.00	\$17,580.00	\$61,170.00
489B	CCWP Site 23 - Lake Crabtree	\$70,000.00	\$34,170.00	\$35,830.00
496B	Crabtree Creek Watershed Rehabilitation Grant	\$2,553,310.00	\$57,000.00	\$2,496,310.00
<b>Total Division 6680 Stormwater Control Device Upgrades</b>		<b>\$4,192,219.87</b>	<b>\$870,764.10</b>	<b>\$3,321,455.77</b>

# Capital Improvement Program Projects

## Division 6685 Infrastructure Paving

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
336B	Infrastructure Paving - General	\$208,353.39	\$0.00	\$208,353.39
416B	Knightdale ES Park Paving	\$380,000.00	\$163,391.85	\$216,608.15
419B	Green Road Library Paving	\$355,000.00	\$34,331.35	\$320,668.65
487B	Wendell Library Repaving	\$75,000.00	\$0.00	\$75,000.00
488B	Yates Mill Park Repaving	\$35,000.00	\$0.00	\$35,000.00
<b>Total Division 6685 Infrastructure Paving</b>		<b>\$1,053,353.39</b>	<b>\$197,723.20</b>	<b>\$855,630.19</b>

<b>Total Department 66 County Building Improvements</b>		<b>\$107,811,124.40</b>	<b>\$69,805,242.77</b>	<b>\$38,005,881.63</b>
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## Department 68 Criminal Justice CIP

### Division 6810 Detention Facilities

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
071J	Hammond Population/Inmate Projection Study	\$400,000.00	\$195,901.65	\$204,098.35
073J	WCDC Safety Cells	\$1,213,000.00	\$1,206,326.35	\$6,673.65
<b>Total Division 6810 Detention Facilities</b>		<b>\$1,613,000.00</b>	<b>\$1,402,228.00</b>	<b>\$210,772.00</b>

### Division 6820 Criminal Justice Security

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
054J	Detention and Security Assessment Improvements	\$4,792,501.13	\$2,842,731.22	\$1,949,769.91
<b>Total Division 6820 Criminal Justice Security</b>		<b>\$4,792,501.13</b>	<b>\$2,842,731.22</b>	<b>\$1,949,769.91</b>

### Division 6830 Judicial Facilities

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
018J	General Judicial Facilities Planned Proj	\$758,004.64	\$724,141.37	\$33,863.27
034J	WCCH Elevator Upgrade/Refurbishment	\$2,514,571.66	\$2,486,692.97	\$27,878.69
042J	Justice Center	\$176,517,269.55	\$176,462,100.32	\$55,169.23
063J	Stairwell/Elevator Security	\$191,600.00	\$129,758.61	\$61,841.39
064J	CTHS Renovations - Floors 1 - 5 & 10	\$443,000.00	\$413,641.79	\$29,358.21
065J	CTHS - Skywalk Repair	\$145,148.59	\$25,300.00	\$119,848.59
067J	NC Business Court Partnership Upfit	\$100,000.00	\$73,801.88	\$26,198.12
075J	WCCH Genset B (generator)	\$550,000.00	\$538,916.93	\$11,083.07
078J	WCCH - Clerks and Courts Renovations	\$1,000,000.00	\$928,524.48	\$71,475.52
079J	WCCH - Switchgear Replacement	\$1,170,000.00	\$1,152,221.34	\$17,778.66
<b>Total Division 6830 Judicial Facilities</b>		<b>\$183,389,594.44</b>	<b>\$182,935,099.69</b>	<b>\$454,494.75</b>

### Division 6850 Criminal Justice Equipment

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
077J	CCBI Instrument Lifecycle Replacements	\$170,000.00	\$0.00	\$170,000.00
<b>Total Division 6850 Criminal Justice Equipment</b>		<b>\$170,000.00</b>	<b>\$0.00</b>	<b>\$170,000.00</b>

<b>Total Department 68 Criminal Justice CIP</b>		<b>\$189,965,095.57</b>	<b>\$187,180,058.91</b>	<b>\$2,785,036.66</b>
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## Department 70 Public Libraries CIP

### Division 7000 Library Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
026L	Fuquay Varina Library (Construction)	\$6,624,067.99	\$6,622,067.99	\$2,000.00
029L	Olivia Raney Library FCA	\$628,271.00	\$618,444.52	\$9,826.48
031L	Fuquay Varina Library - Books	\$650,500.00	\$650,500.00	\$0.00
033L	Cary Regional Library - Books	\$1,750,897.87	\$1,306,126.00	\$444,771.87
035L	Morrisville Library - Books	\$610,778.30	\$610,778.30	\$0.00
055L	Morrisville Library	\$4,743,417.00	\$4,711,876.48	\$31,540.52
056L	Eva Perry Library Renovations	\$1,888,334.00	\$1,879,929.31	\$8,404.69
057L	North Regional Library	\$1,843,082.94	\$149,544.78	\$1,693,538.16
058L	Library Kiosks/Cash Handling Solution	\$354,721.70	\$354,721.70	\$0.00
059L	Duraleigh Lease Upfits	\$26,262.00	\$26,262.00	\$0.00
060L	Southgate Community Library Lease Upfit	\$70,000.00	\$0.00	\$70,000.00
<b>Total Division 7000 Library Projects</b>		<b>\$19,190,332.80</b>	<b>\$16,930,251.08</b>	<b>\$2,260,081.72</b>

# Capital Improvement Program Projects

## Division 7010 Library Materials & Collections

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
061L	2021 Library Materials & Collection Development	\$1,000,000.00	\$0.00	\$1,000,000.00
<b>Total Division 7010 Library Materials &amp; Collections</b>		\$1,000,000.00	\$0.00	\$1,000,000.00

<b>Total Department 70 Public Libraries CIP</b>	\$20,190,332.80	\$16,930,251.08	\$3,260,081.72
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## Department 72 Open Space Division 7200 Open Space

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
087G	Beaverdam Greenway	\$228,625.00	\$228,625.00	\$0.00
<b>Total Division 7200 Open Space</b>		\$228,625.00	\$228,625.00	\$0.00

<b>Total Department 72 Open Space</b>	\$228,625.00	\$228,625.00	\$0.00
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## Department 74 Parks, Recreation, Greenways & Open Space CIP Division 7410 County Parks

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
035R	Beech Bluff Park	\$16,547,305.80	\$4,011,281.03	\$12,536,024.77
074R	Randleigh Farm	\$25,000.00	\$0.00	\$25,000.00
083R	Aquatic Species Propagation Facility	\$387,000.00	\$337,723.36	\$49,276.64
<b>Total Division 7410 County Parks</b>		\$16,959,305.80	\$4,349,004.39	\$12,610,301.41

## Division 7420 Community Use Of School/Parks

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
004R	General Community Use Of Schools	\$508,815.03	\$90,996.20	\$417,818.83
082R	South Lake ES Community Use	\$250,000.00	\$250,000.00	\$0.00
085R	Knightdale High School - Track Replacement	\$374,109.00	\$374,108.22	\$0.78
086R	Knightdale Elementary School Park	\$57,920.00	\$0.00	\$57,920.00
<b>Total Division 7420 Community Use Of School/Parks</b>		\$1,190,844.03	\$715,104.42	\$475,739.61

## Division 7430 Other Park Projects

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
300R	Little River Reimbursement	\$500,000.00	\$0.00	\$500,000.00
399R	Unallocated PROS	\$0.00	\$0.00	\$0.00
<b>Total Division 7430 Other Park Projects</b>		\$500,000.00	\$0.00	\$500,000.00

## Division 7440 Greenways

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
101G	Crabtree Creek West Greenway	\$2,800,000.00	\$2,800,000.00	\$0.00
102G	Future Greenways	\$2,200,000.00	\$0.00	\$2,200,000.00
<b>Total Division 7440 Greenways</b>		\$5,000,000.00	\$2,800,000.00	\$2,200,000.00

## Division 7450 Open Space

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
500R	Open Space Administration	\$232,512.00	\$78,169.46	\$154,342.54
501R	Boling-Singleton OS	\$400,000.00	\$400,000.00	\$0.00
502R	Old Creedmoor Road OS	\$836,000.00	\$0.00	\$836,000.00
503R	Perry Property OS	\$2,035,000.00	\$2,005,682.88	\$29,317.12
505R	Bluffs at West Oaks OS	\$2,500.00	\$0.00	\$2,500.00
506R	Wake Equity LLC OS	\$1,725,776.00	\$1,705,558.71	\$20,217.29
507R	Tippett Property OS	\$648,165.00	\$613,760.63	\$34,404.37
508R	Mitchell Property OS	\$565,000.00	\$534,160.21	\$30,839.79
509R	TLC-Beaver Dam Creek 2021	\$1,944,955.00	\$0.00	\$1,944,955.00
510R	Carter Cedar Fork Creek	\$640,625.00	\$608,000.00	\$32,625.00
<b>Total Division 7450 Open Space</b>		\$9,030,533.00	\$5,945,331.89	\$3,085,201.11

# Capital Improvement Program Projects

**Division 7460 Preserves**

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
601R	Kellam Wyatt Preserve	\$250,000.21	\$101,134.21	\$148,866.00
605R	Procter Farm Preserve Ph1A	\$2,398,564.35	\$2,309,337.93	\$89,226.42
<b>Total Division 7460 Preserves</b>		<b>\$2,648,564.56</b>	<b>\$2,410,472.14</b>	<b>\$238,092.42</b>

**Division 7490 Minor Park Facility Improvements**

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
052R	PARK FACILITY IMPROVEMENTS	\$5,398,276.52	\$5,345,390.83	\$52,885.69
<b>Total Division 7490 Minor Park Facility Improvements</b>		<b>\$5,398,276.52</b>	<b>\$5,345,390.83</b>	<b>\$52,885.69</b>

<b>Total Department 74 Parks, Recreation, Greenways &amp; Open Space CIP</b>		<b>\$40,727,523.91</b>	<b>\$21,565,303.67</b>	<b>\$19,162,220.24</b>
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**Department 76 Public Safety CIP**  
**Division 7620 Computer Aided Dispatch**

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
070P	CAD System Replacement	\$8,278,219.51	\$8,067,933.15	\$210,286.36
<b>Total Division 7620 Computer Aided Dispatch</b>		<b>\$8,278,219.51</b>	<b>\$8,067,933.15</b>	<b>\$210,286.36</b>

**Division 7630 800 MHZ Radio Communications**

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
068P	800 MHZ Radio System Infrastructure Replacement	\$28,460,845.39	\$28,331,355.61	\$129,489.78
079P	Tone & Voice Pager Infrastructure Replacement	\$100,405.00	\$100,405.00	\$0.00
082P	Alpha Numeric Paging Infrastructure Replacement	\$91,000.00	\$0.00	\$91,000.00
083P	Alpha Pager Replacement	\$37,000.00	\$0.00	\$37,000.00
<b>Total Division 7630 800 MHZ Radio Communications</b>		<b>\$28,689,250.39</b>	<b>\$28,431,760.61</b>	<b>\$257,489.78</b>

**Division 7640 EMS**

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
012P	EMS Defibrillators	\$9,348,534.96	\$8,802,805.78	\$545,729.18
055P	Knightdale South Co-location	\$186,500.00	\$54,761.35	\$131,738.65
067P	New Hope (EMS)	\$2,075,491.99	\$2,075,491.99	\$0.00
073P	Fuquay North EMS Station Co-Location	\$5,000.00	\$0.00	\$5,000.00
074P	Wendell Main EMS Station Replacement	\$2,039,486.67	\$2,039,486.67	\$0.00
075P	Public Safety Warehouse	\$1,058,425.18	\$1,004,529.99	\$53,895.19
077P	Wendell Falls EMS Co-Location	\$2,068,000.00	\$2,064,142.35	\$3,857.65
085P	ESEC Sim Space 3 Wall Upfit	\$686,000.00	\$657,972.35	\$28,027.65
088P	EMS - Ambulance Stretcher Load System	\$617,000.00	\$0.00	\$617,000.00
089P	EMS - New Hill Station	\$525,000.00	\$1,956.77	\$523,043.23
090P	EMS - Apex Station	\$3,087,513.33	\$74,400.00	\$3,013,113.33
092P	EMS - Lynn Road	\$352,500.00	\$320,265.51	\$32,234.49
093P	EMS - McCuller-Garner West Station	\$195,000.00	\$141,200.70	\$53,799.30
095P	Zebulon EMS Station	\$90,000.00	\$18,649.96	\$71,350.04
096P	Garner Main EMS Station	\$290,000.00	\$137,736.65	\$152,263.35
097P	EMS Station Advanced Planning	\$25,000.00	\$8,500.00	\$16,500.00
099P	EMS-Cary Main Regional	\$1,139,508.01	\$2,750.00	\$1,136,758.01
100P	EMS-North Hills Area Substation	\$1,000,000.00	\$0.00	\$1,000,000.00
102P	EMS-Co-Location Morrisville Fire Station	\$47,500.00	\$47,500.00	\$0.00
999P	EMS Holding Account	\$26,034.63	\$16,272.64	\$9,761.99
<b>Total Division 7640 EMS</b>		<b>\$24,862,494.77</b>	<b>\$17,468,422.71</b>	<b>\$7,394,072.06</b>

**Division 7650 Public Safety**

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
026P	Former 911 Emergency Fund	\$315,601.23	\$314,865.83	\$735.40
084P	Emergency Shelter Generator Review	\$1,400,000.00	\$805,973.29	\$594,026.71
091P	Sheriff - Simunition Training House	\$100,000.00	\$23,743.01	\$76,256.99
094P	City of Raleigh - LETC	\$495,160.07	\$495,160.07	\$0.00
098P	EOC Renovations	\$645,000.00	\$638,174.20	\$6,825.80
<b>Total Division 7650 Public Safety</b>		<b>\$2,955,761.30</b>	<b>\$2,277,916.40</b>	<b>\$677,844.90</b>

<b>Total Department 76 Public Safety CIP</b>		<b>\$64,785,725.97</b>	<b>\$56,246,032.87</b>	<b>\$8,539,693.10</b>
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# Capital Improvement Program Projects

Department 79 Economic Development  
Division 7910 On-Site Water and Sewer

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
001D	On-Site Water and Sewer Unallocated in RTP	\$1,504,388.79	\$704,387.94	\$800,000.85
004D	Integrated DNA Technologies Water & Sewer Infra (On-site)	\$1,289,593.50	\$1,289,593.00	\$0.50
<b>Total Division 7910 On-Site Water and Sewer</b>		<b>\$2,793,982.29</b>	<b>\$1,993,980.94</b>	<b>\$800,001.35</b>

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
010D	RTP Off-Site Water and Sewer Unallocated	\$1,324,047.07	\$110,662.63	\$1,213,384.44
011D	Jordan Lake Reclaimed Water - Phase 2	\$2,689,767.00	\$2,654,865.68	\$34,901.32
<b>Total Division 7920 Off-Site Water and Sewer</b>		<b>\$4,013,814.07</b>	<b>\$2,765,528.31</b>	<b>\$1,248,285.76</b>

Division 7930 Economic Incentives

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
020D	Economic Incentives Unallocated	\$590,350.24	\$8,736.16	\$581,614.08
024D	MetLife	\$4,061,796.00	\$3,984,226.22	\$77,569.78
025D	Red Hat	\$381,794.37	\$382,222.77	(\$428.40)
027D	NetApp 2	\$1,468,000.00	\$1,386,421.46	\$81,578.54
030D	INC Research	\$323,340.00	\$0.00	\$323,340.00
031D	Citrix Systems Inc	\$23,200.00	\$0.00	\$23,200.00
032D	Trilliant	\$8,750.00	\$0.00	\$8,750.00
033D	InfoSys	\$46,454.00	\$0.00	\$46,454.00
035D	Conduent	\$13,411.00	\$0.00	\$13,411.00
036D	Raleigh Bike Share Agreement	\$170,000.00	\$170,000.00	\$0.00
038D	Credit Suisse 2	\$468,256.27	\$0.00	\$468,256.27
070D	Advanced AutoParts	\$36,000.00	\$0.00	\$36,000.00
071D	Green Square	\$325,000.00	\$266,445.00	\$58,555.00
<b>Total Division 7930 Economic Incentives</b>		<b>\$7,916,351.88</b>	<b>\$6,198,051.61</b>	<b>\$1,718,300.27</b>

Division 7950 Water, Sewer & Road Improvements

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
050D	Banks Pointe Road Improvements	\$837,812.56	\$837,812.56	\$0.00
051D	Forrest Ridge Subdivision Road Improvements	\$13,000.00	\$1.19	\$12,998.81
054D	Mallard Crossing Subdivision Road Improvements	\$420,000.00	\$420,575.49	(\$575.49)
055D	Crooked Creek Subdivision Road Improvements	\$211,300.00	\$179,032.67	\$32,267.33
056D	West Oaks Subdivision Road Improvements	\$362,745.00	\$342,177.92	\$20,567.08
058D	Water, Sewer & Road Studies	\$45,200.00	\$0.00	\$45,200.00
059D	Reserved for Future Water, Sewer & Road Improvements	\$495,000.00	\$0.00	\$495,000.00
<b>Total Division 7950 Water, Sewer &amp; Road Improvements</b>		<b>\$2,385,057.56</b>	<b>\$1,779,599.83</b>	<b>\$605,457.73</b>

<b>Total Department 79 Economic Development</b>		<b>\$17,109,205.80</b>	<b>\$12,737,160.69</b>	<b>\$4,372,045.11</b>
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Department 81 WCPSS Multi-Year CIP

Division 8100 On-Going Program Support

<b>Total Division 8100 On-Going Program Support</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
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<b>Total Department 81 WCPSS Multi-Year CIP</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
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Department 88 Program Wide Projects

Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Current Budget	Actual Expenses to Date with Commitments and Pending	Remaining Budget
001W	Revenue Subfund For CIP	\$0.00	\$0.00	\$0.00
005W	RESERVED FOR FUTURE PROJECTS	\$1,817,000.00	\$0.00	\$1,817,000.00
<b>Total Division 8810 440 Co Construction - General - Revenue</b>		<b>\$1,817,000.00</b>	<b>\$0.00</b>	<b>\$1,817,000.00</b>

<b>Total Department 88 Program Wide Projects</b>		<b>\$1,817,000.00</b>	<b>\$0.00</b>	<b>\$1,817,000.00</b>
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<b>Total Fund: 4100 County Capital Improvement Fund</b>		<b>\$517,223,368.40</b>	<b>\$413,909,830.71</b>	<b>\$103,313,537.69</b>
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# Seven-Year Summary of Sources and Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Sources</b>								
Transfers From Special Districts Fund	3,859,000	2,310,000	3,872,000	2,518,000	4,245,000	2,710,000	3,609,000	23,123,000
Transfers From South Wake Landfill Fund	265,000	1,084,000	1,083,000	1,473,000	1,197,000	655,000	914,000	6,671,000
Transfers From Solid Waste Enterprise	993,000	273,000	663,000	303,000	1,122,000	5,240,000	127,000	8,721,000
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
Transfers From General Fund	133,443,000	119,030,000	121,982,000	123,969,000	132,745,000	137,113,000	139,925,000	908,207,000
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Proposed Future Funding	—	49,500,000	410,658,702	397,819,976	434,327,716	373,262,470	369,964,300	2,035,533,164
Pooled Investments	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Municipalities	395,000	110,000	—	—	—	550,000	—	1,055,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
Generic Bond Issuance	—	22,150,000	21,700,000	15,300,000	19,120,000	—	—	78,270,000
Bond Anticipation Notes	377,483,329	372,558,600	—	—	—	—	—	750,041,929
Appropriated Fund Balance	740,000	1,216,250	2,011,550	4,439,750	6,454,500	672,000	—	15,534,050
<b>Total Sources</b>	<b>525,011,079</b>	<b>578,783,194</b>	<b>567,938,467</b>	<b>552,330,020</b>	<b>606,893,380</b>	<b>528,288,276</b>	<b>521,277,501</b>	<b>3,880,521,917</b>
<b>Uses</b>								
County Capital	58,098,000	119,145,000	108,793,550	107,427,500	69,840,500	59,824,000	46,510,000	569,638,550
Education	444,101,379	434,644,544	438,008,917	423,574,270	512,910,880	441,578,276	453,864,501	3,148,682,767
Fire Rescue	6,155,000	5,739,250	5,395,000	5,557,250	6,867,000	6,381,000	5,867,000	41,961,500
Housing	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
Major Facilities	3,176,700	3,187,400	3,000,000	3,000,000	3,364,000	3,000,000	3,000,000	21,728,100
Solid Waste	2,485,000	5,072,000	1,746,000	1,776,000	2,916,000	6,510,000	1,041,000	21,546,000
<b>Total Uses</b>	<b>525,011,079</b>	<b>578,783,194</b>	<b>567,938,467</b>	<b>552,330,020</b>	<b>606,893,380</b>	<b>528,288,276</b>	<b>521,277,501</b>	<b>3,880,521,917</b>



# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Automation</b>								
Computer Equipment	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
Enterprise Infrastructure	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
Major Projects	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
<b>Total Automation</b>	<b>8,329,500</b>	<b>9,450,200</b>	<b>9,006,050</b>	<b>11,622,000</b>	<b>9,831,000</b>	<b>8,310,000</b>	<b>9,909,000</b>	<b>66,457,750</b>
<b>Community Capital Grants</b>								
Healing Transitions	200,000	—	—	—	—	—	—	200,000
YMCA of the Triangle	150,000	—	—	—	—	—	—	150,000
<b>Total Community Capital Grants</b>	<b>350,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>350,000</b>
<b>County Building Improvements</b>								
Building Systems Replacements	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000
Corporate Security	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
Energy Conservation Measures	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
Infrastructure Paving	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
Major Building Renovations	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
Minor Building Projects	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
Roofing Projects	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000
Stormwater Control Device Upgrades	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
<b>Total County Building Improvements</b>	<b>30,769,020</b>	<b>62,575,200</b>	<b>49,372,500</b>	<b>59,257,500</b>	<b>17,344,500</b>	<b>17,617,250</b>	<b>16,804,000</b>	<b>253,739,970</b>

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Criminal Justice</b>								
Criminal Justice Equipment	—	—	233,000	733,000	—	225,000	90,000	1,281,000
Criminal Justice Security	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
Detention Facilities	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
Existing Courthouse Renovations	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
<b>Total Criminal Justice</b>	<b>5,951,000</b>	<b>1,616,000</b>	<b>2,903,000</b>	<b>2,613,000</b>	<b>5,994,000</b>	<b>14,659,000</b>	<b>1,562,000</b>	<b>35,298,000</b>
<b>Economic Development</b>								
Business Development Grants	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
Off-site Water and Sewer	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
On-site Water and Sewer	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
<b>Total Economic Development</b>	<b>1,032,027</b>	<b>2,024,000</b>	<b>1,954,000</b>	<b>1,968,000</b>	<b>2,307,000</b>	<b>2,321,000</b>	<b>1,647,000</b>	<b>13,253,027</b>
<b>Libraries</b>								
Upgrades to Existing Library Facilities	—	1,714,000	14,868,000	3,646,000	—	—	—	20,228,000
<b>Total Libraries</b>	<b>—</b>	<b>1,714,000</b>	<b>14,868,000</b>	<b>3,646,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>20,228,000</b>
<b>Parks, Recreation, Greenways and Open Space</b>								
Community Use of School Parks	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
County Parks	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Open Space and Greenways	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000
<b>Total Parks, Recreation, Greenways and Open Space</b>	<b>1,000,000</b>	<b>23,450,000</b>	<b>23,000,000</b>	<b>16,600,000</b>	<b>20,420,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>87,070,000</b>
<b>Program-wide Projects</b>								
Reserve for Future Projects	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
<b>Total Program-wide Projects</b>	<b>2,271,453</b>	<b>7,568,600</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11,655,750</b>	<b>10,286,000</b>	<b>31,781,803</b>

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Public Safety</b>								
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
CAD Improvements	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
Emergency Management Projects	565,000	697,000	—	—	—	—	—	1,262,000
Emergency Operations Center	5,400,000	—	—	—	—	—	—	5,400,000
EMS Equipment	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
EMS Projects	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000
Sheriff Projects	980,000	—	—	—	—	661,000	—	1,641,000
<b>Total Public Safety</b>	<b>8,395,000</b>	<b>10,747,000</b>	<b>7,690,000</b>	<b>11,721,000</b>	<b>13,944,000</b>	<b>3,961,000</b>	<b>5,002,000</b>	<b>61,460,000</b>
<b>Total County Capital Uses</b>	<b>58,098,000</b>	<b>119,145,000</b>	<b>108,793,550</b>	<b>107,427,500</b>	<b>69,840,500</b>	<b>59,824,000</b>	<b>46,510,000</b>	<b>569,638,550</b>

## County Capital: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	—	—	2,011,550	3,453,500	6,090,500	—	—	11,555,550
Generic Bond Issuance	—	22,150,000	21,700,000	15,300,000	19,120,000	—	—	78,270,000
Municipalities	395,000	110,000	—	—	—	550,000	—	1,055,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Proposed Future Funding	—	49,500,000	42,200,000	45,500,000	—	12,906,000	—	150,106,000
Transfers From General Fund	56,718,000	46,885,000	42,382,000	42,674,000	44,130,000	45,868,000	46,010,000	324,667,000
<b>Total County Capital Sources</b>	<b>58,098,000</b>	<b>119,145,000</b>	<b>108,793,550</b>	<b>107,427,500</b>	<b>69,840,500</b>	<b>59,824,000</b>	<b>46,510,000</b>	<b>569,638,550</b>

# Detailed Seven-Year Summary of Sources and Uses

## Education: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Wake County Public School System</b>								
Wake County Public Schools System Capital Program	344,340,329	345,597,600	342,993,702	328,399,976	417,677,716	346,786,470	357,334,300	2,483,130,093
WCPSS Administrative Lease Reserve	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
<b>Total Wake County Public School System</b>	<b>345,228,379</b>	<b>346,533,544</b>	<b>343,938,917</b>	<b>329,354,270</b>	<b>418,640,880</b>	<b>347,758,276</b>	<b>358,314,501</b>	<b>2,489,768,767</b>
<b>Wake Technical Community College</b>								
Wake Technical Community College Capital Program	98,873,000	88,111,000	94,070,000	94,220,000	94,270,000	93,820,000	95,550,000	658,914,000
<b>Total Wake Technical Community College</b>	<b>98,873,000</b>	<b>88,111,000</b>	<b>94,070,000</b>	<b>94,220,000</b>	<b>94,270,000</b>	<b>93,820,000</b>	<b>95,550,000</b>	<b>658,914,000</b>
<b>Total Education Uses</b>	<b>444,101,379</b>	<b>434,644,544</b>	<b>438,008,917</b>	<b>423,574,270</b>	<b>512,910,880</b>	<b>441,578,276</b>	<b>453,864,501</b>	<b>3,148,682,767</b>

## Education: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Bond Anticipation Notes	377,483,329	372,558,600	—	—	—	—	—	750,041,929
Pooled Investments	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Proposed Future Funding	—	—	368,458,702	352,319,976	434,327,716	360,356,470	369,964,300	1,885,427,164
Transfers From General Fund	65,730,000	61,150,000	68,605,000	70,300,000	77,620,000	80,250,000	82,920,000	506,575,000
<b>Total Education Sources</b>	<b>444,101,379</b>	<b>434,644,544</b>	<b>438,008,917</b>	<b>423,574,270</b>	<b>512,910,880</b>	<b>441,578,276</b>	<b>453,864,501</b>	<b>3,148,682,767</b>

# Detailed Seven-Year Summary of Sources and Uses

## Fire Rescue: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Fire/Rescue</b>								
Fire Apparatus and Vehicles	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000
Fire Equipment	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
Fire Facilities	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000
Reserve for Future Projects	44,750	—	64,750	—	1,028,000	—	159,000	1,296,500
<b>Total Fire Rescue Uses</b>	<b>6,155,000</b>	<b>5,739,250</b>	<b>5,395,000</b>	<b>5,557,250</b>	<b>6,867,000</b>	<b>6,381,000</b>	<b>5,867,000</b>	<b>41,961,500</b>

## Fire Rescue: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	—	1,056,250	—	986,250	—	672,000	—	2,714,500
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
Transfers From Special Districts Fund	3,859,000	2,310,000	3,872,000	2,518,000	4,245,000	2,710,000	3,609,000	23,123,000
<b>Total Fire Rescue Sources</b>	<b>6,155,000</b>	<b>5,739,250</b>	<b>5,395,000</b>	<b>5,557,250</b>	<b>6,867,000</b>	<b>6,381,000</b>	<b>5,867,000</b>	<b>41,961,500</b>

# Detailed Seven-Year Summary of Sources and Uses

## Major Facilities: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Major Facilities Capital Trust Fund</b>								
Five County Stadium	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750
Marbles/IMAX	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	—	68,600	274,750	—	565,000	700,000	1,608,350
<b>Total Major Facilities Uses</b>	<b>3,176,700</b>	<b>3,187,400</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,364,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,728,100</b>

## Major Facilities: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	150,000	160,000	—	—	364,000	—	—	674,000
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Transfers From Major Facilities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	21,000,000
<b>Total Major Facilities Sources</b>	<b>3,176,700</b>	<b>3,187,400</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,364,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,728,100</b>

# Detailed Seven-Year Summary of Sources and Uses

## Solid Waste: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Solid Waste</b>								
Landfill Gas Development	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000
Multi-material and Convenience Centers	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000
North Wake	—	164,000	—	—	—	—	—	164,000
South Wake Landfill	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000
<b>Total Solid Waste Uses</b>	<b>2,485,000</b>	<b>5,072,000</b>	<b>1,746,000</b>	<b>1,776,000</b>	<b>2,916,000</b>	<b>6,510,000</b>	<b>1,041,000</b>	<b>21,546,000</b>

## Solid Waste: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Appropriated Fund Balance	590,000	—	—	—	—	—	—	590,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
Transfers From Solid Waste Enterprise	993,000	273,000	663,000	303,000	1,122,000	5,240,000	127,000	8,721,000
Transfers From South Wake Landfill Fund	265,000	1,084,000	1,083,000	1,473,000	1,197,000	655,000	914,000	6,671,000
<b>Total Solid Waste Sources</b>	<b>2,485,000</b>	<b>5,072,000</b>	<b>1,746,000</b>	<b>1,776,000</b>	<b>2,916,000</b>	<b>6,510,000</b>	<b>1,041,000</b>	<b>21,546,000</b>

# Detailed Seven-Year Summary of Sources and Uses

## Housing: Uses

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
<b>Housing</b>								
Housing	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
<b>Total Housing Uses</b>	<b>10,995,000</b>	<b>76,965,000</b>						

## Housing: Sources

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
<b>Total Housing Sources</b>	<b>10,995,000</b>	<b>76,965,000</b>						

# Automation

## Element Summary: Automation

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	8,329,500	9,450,200	9,006,050	11,622,000	9,831,000	8,310,000	9,909,000	66,457,750
<b>Total Sources</b>	<b>8,329,500</b>	<b>9,450,200</b>	<b>9,006,050</b>	<b>11,622,000</b>	<b>9,831,000</b>	<b>8,310,000</b>	<b>9,909,000</b>	<b>66,457,750</b>
Computer Equipment	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
Enterprise Infrastructure	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
Major Projects	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
<b>Total Uses</b>	<b>8,329,500</b>	<b>9,450,200</b>	<b>9,006,050</b>	<b>11,622,000</b>	<b>9,831,000</b>	<b>8,310,000</b>	<b>9,909,000</b>	<b>66,457,750</b>
CIP Operating Impacts	1,000	1,000	1,000	1,000	—	—	—	4,000

### History/Background

The Board of Commissioners and County department provide the business drivers that shape the approach to the Automation Capital Improvement Program. The business drivers are balanced with the strategic direction for the County’s technical environment, which is part of the Information Services Department’s business plan. Among the guiding principles for the selection and prioritization of technology projects are: business and service needs that drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired. The County’s Automation program investments have been made in computer equipment, enterprise infrastructure, and major projects and systems replacements.

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, licenses for enterprise services, security hardware and software, the County’s database platforms, 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, such as the County’s enterprise resource planning system, or support large departmental operations that require significant investments in resources and time, such as the replacement of the public health care management system. As large systems are upgraded by vendors or are no longer supported and require replacement, they are scheduled with typical lead times of 18 to 24 months.

### Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts include Information Services security applications and the County’s document management initiatives, which are implemented in Emergency Medical Services, Human Services, Tax Administration, and Finance.

### Major Accomplishments

Information Services carried out several initiatives in FY 2021 to improve business processes, productivity, and core technologies through the Capital Improvement Program. These initiatives included:

# Automation

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Information Services has partnered with Finance Department staff to develop an electronic receipt system for all cash and check payments received by the County. This new system will provide electronic captures, receipts, application, and balanced payments. When implemented, this system will provide efficiencies in staff time savings, as well as better financial audit controls and reporting. Development is underway and deployment is planned for early FY 2021.

Wake County debuted on-demand live speech and American Sign Language video interpretation services in all health clinics ran by the Human Services Department. Video devices provide access to calls with trained professional interpreters in over 240 languages. The service allows staff to provide non-English speaking citizens with services without the delays that come with locating and coordinating with contracted translators. The new platform now allows non-English speaking citizens walk-in access to County and federal services such as medical exams, nutrition counseling, and evaluation.

Information Services upgraded core IT infrastructure in FY 2021 to address needs that are growing more quickly than prior forecasts. Information Services extended support on the existing storage, allowing

the department to seamlessly upgrade storage without disrupting operations. The existing backup platform replaced a new platform that includes improved cyber recovery technology. Information Services increased internet bandwidth to help with off-site data backup, increased usage of cloud-based applications, and the high VPN usage from over 2,500 employees who began working from home because of COVID-19.

## Seven Year Summary

The Automation Capital Improvement Program funds improvements of core information technologies, including 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 2022 - 2028 Automation Capital Improvement Program supports investments for Computer Equipment, Enterprise Infrastructure and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to manage services and information that meet organizational and public needs.

# Automation

## Computer Equipment

The Computer Equipment Capital Improvement Program funds the purchase, maintenance, and upgrade of desktop and portable computers including associated peripherals used to provide the County’s operations. The County will focus on ensuring that the business units have equipment that is appropriate

to the technical needs of their business processes. The Capital Improvement Program Computer Equipment budget will continue to replace County PCs that are at their end of life cycle, as well as meet the more specialized needs of some County departments.

### Program Summary: Computer Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
<b>Total Sources</b>	<b>2,967,000</b>	<b>3,272,000</b>	<b>3,667,000</b>	<b>4,026,000</b>	<b>3,624,000</b>	<b>3,933,000</b>	<b>4,203,000</b>	<b>25,692,000</b>
Computer Equipment	2,967,000	3,272,000	3,667,000	4,026,000	3,624,000	3,933,000	4,203,000	25,692,000
<b>Total Uses</b>	<b>2,967,000</b>	<b>3,272,000</b>	<b>3,667,000</b>	<b>4,026,000</b>	<b>3,624,000</b>	<b>3,933,000</b>	<b>4,203,000</b>	<b>25,692,000</b>

# Automation

## Enterprise Infrastructure

The Enterprise Infrastructure Capital Improvement Program funds the core technical components and systems that support the County’s operations. The projects include upgrades to, and replacement of, technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

Funding is used to replace server, security and network infrastructure that is reaching end-of-life or end-of-support. Network infrastructure provides connections within County facilities, connections to

the County network and the Internet, and wireless hardware for the County’s mobile workers. Projects include end-of-life/support replacement of network firewalls and switches/routers in many County facilities. Server Services will use Capital Improvement Program funding to continue the deployment of high-capacity servers to replace and augment existing servers that are at end-of-life, especially for those servers that support the County’s virtual server environment. Security Services will renew or replace the tool that helps protect the County’s workstations from security threats.

### Program Summary: Enterprise Infrastructure

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
<b>Total Sources</b>	<b>872,000</b>	<b>2,270,000</b>	<b>1,779,500</b>	<b>3,608,000</b>	<b>2,644,000</b>	<b>739,000</b>	<b>2,368,000</b>	<b>14,280,500</b>
Enterprise Infrastructure	872,000	2,270,000	1,779,500	3,608,000	2,644,000	739,000	2,368,000	14,280,500
<b>Total Uses</b>	<b>872,000</b>	<b>2,270,000</b>	<b>1,779,500</b>	<b>3,608,000</b>	<b>2,644,000</b>	<b>739,000</b>	<b>2,368,000</b>	<b>14,280,500</b>

# Automation

## Major Projects

The Major Projects Capital Improvement Program funds software and services for major information system projects. The Capital Improvement Program provides funding for the maintenance and upgrade of the County’s Enterprise Resource Planning system, Property Tax system, Revaluation system, Jail and Records management system, Emergency Medical

Services’ document management platform, and the Register of Deeds Real Property and Vital Records applications. Additionally, Major Projects will continue support for the Public Health system and the document management initiatives for Human Services, as well as integration into other County departments including Finance and Revenue.

### Program Summary: Major Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
<b>Total Sources</b>	<b>4,490,500</b>	<b>3,908,200</b>	<b>3,559,550</b>	<b>3,988,000</b>	<b>3,563,000</b>	<b>3,638,000</b>	<b>3,338,000</b>	<b>26,485,250</b>
Major Projects	4,490,500	3,908,200	3,559,550	3,988,000	3,563,000	3,638,000	3,338,000	26,485,250
<b>Total Uses</b>	<b>4,490,500</b>	<b>3,908,200</b>	<b>3,559,550</b>	<b>3,988,000</b>	<b>3,563,000</b>	<b>3,638,000</b>	<b>3,338,000</b>	<b>26,485,250</b>
CIP Operating Impacts	1,000	1,000	1,000	1,000	—	—	—	4,000

# Community Capital Grants

## Element Summary: Community Capital Grants

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	350,000	—	—	—	—	—	—	350,000
<b>Total Sources</b>	<b>350,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>350,000</b>
Healing Transitions	200,000	—	—	—	—	—	—	200,000
YMCA of the Triangle	150,000	—	—	—	—	—	—	150,000
<b>Total Uses</b>	<b>350,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>350,000</b>

### History/Background

In FY 2002, the Board of Commissioners established Community Capital Grants funding to support capital investments in projects that address critical community issues. This grant funding provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. Community Capital Grants are intended to develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and encourage sustainable financial plans that address countywide problems.

### Operating Budget Impact

Because of the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

### Seven Year Summary

In the fall of FY 2018, the Board of Commissioners approved a process for the selection of Community Capital projects. The Board of Commissioners allocated funding to capital projects that were reviewed and selected through a competitive, analytical process which included a request for proposals, submissions by applicants, analysis by an evaluation team comprised of external and internal stakeholders, finalist interviews, and Board approval. The final year of funding for that process is FY 2022.

The County will embark on a new approach to fund Community Capital projects. Projects will be awarded using the County's fund balance committed from excess ABC distributions. The selection of projects will remain similar to the FY 2018 process. Timelines and funding levels are yet to be established.

# Community Capital Grants

## Healing Transitions

Healing Transitions provides overnight emergency shelter, non-medical detoxification, and peer-supported recovery programs to homeless and underserved men and women. These services are provided at no cost to Wake County residents.

Using Community Capital project funding, Healing Transitions seeks to increase the availability of their

men’s emergency and recovery shelter beds. The shelter is often over capacity in providing this vital temporary housing to a growing Wake County homeless population. Access to these beds not only provide needed shelter to those without anywhere else to turn, but also additional space for those individuals in need of substance abuse treatment to receive the assistance they need while sheltering.

### Program Summary: Healing Transitions

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	200,000	—	—	—	—	—	—	200,000
<b>Total Sources</b>	<b>200,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>200,000</b>
Healing Transitions	200,000	—	—	—	—	—	—	200,000
<b>Total Uses</b>	<b>200,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>200,000</b>

# Community Capital Grants

## YMCA Co-Location Southeast Raleigh Elementary Project

YMCA of the Triangle is a nonprofit organization with 19 branches and three overnight camps serving Wake, Chatham, Durham, Johnston, Orange, and Pamlico counties. Its mission is to put Christian principles into practice through programs that build healthy spirit, mind, and body for all. Areas of focus for YMCA of the Triangle are youth development, healthy living, and social responsibility.

Using Community Capital project funding, YMCA of the Triangle’s Southeast Raleigh YMCA branch and elementary school project brings together public and nonprofit resources to close the achievement gap, provide state of the art health facilities, and expand access to the Southeast Raleigh community. YMCA completed their project and opened in September 2019.

### Program Summary: YMCA Co-Location Southeast Raleigh Elementary Project

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	150,000	—	—	—	—	—	—	150,000
<b>Total Sources</b>	<b>150,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>150,000</b>
YMCA of the Triangle	150,000	—	—	—	—	—	—	150,000
<b>Total Uses</b>	<b>150,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>150,000</b>

# County Building Improvements

## Element Summary: County Building Improvements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	29,979,020	12,965,200	18,872,500	13,757,500	17,344,500	17,067,250	16,804,000	126,789,970
Proposed Future Funding	—	49,500,000	30,500,000	45,500,000	—	—	—	125,500,000
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Municipalities	305,000	110,000	—	—	—	550,000	—	965,000
<b>Total Sources</b>	<b>30,769,020</b>	<b>62,575,200</b>	<b>49,372,500</b>	<b>59,257,500</b>	<b>17,344,500</b>	<b>17,617,250</b>	<b>16,804,000</b>	<b>253,739,970</b>
Building Systems Replacements	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000
Corporate Security	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
Energy Conservation Measures	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
Infrastructure Paving	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
Major Building Renovations	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
Minor Building Projects	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
Roofing Projects	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000
Stormwater Control Device Upgrades	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
<b>Total Uses</b>	<b>30,769,020</b>	<b>62,575,200</b>	<b>49,372,500</b>	<b>59,257,500</b>	<b>17,344,500</b>	<b>17,617,250</b>	<b>16,804,000</b>	<b>253,739,970</b>
CIP Operating Impacts	—	195,000	8,000	1,371,000	72,000	46,000	—	1,692,000

### History/Background

Wake County Government now occupies or has facility responsibility for over 185 buildings, totaling over 5 million sq. ft. Many of these buildings receive extremely high volumes of public traffic and systematic refurbishment of a small portion of this square footage is required annually to protect the County’s investment in its facilities. These projects help to provide a safe and secure environment for Wake County citizens, employees, and customers; improve response times to suspicious activities and alarms through security improvements; locate staff and configure workspace to achieve the most effective and efficient service delivery possible; and reduce energy consumption and achieve long-term

savings in annual expenditures for utilities in County facilities.

Maintaining the integrity of current capital assets is a priority when evaluating potential capital projects. This begins with bringing older County buildings into compliance with updated building and life-safety codes, which is often accomplished by modifying or replacing old lighting, heating, ventilating, and air conditioning systems to increase energy efficiency and reduce energy consumption. This also includes such preventive maintenance projects as replacement of roof and window systems and exterior waterproofing on larger multi-story buildings.

# County Building Improvements

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Periodic condition assessments are key tools in the annual identification of top priorities for allocating capital funds. A facility planning team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence.

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. These facility condition assessments report the physical field assessments of exterior and interior building components and systems. All reviewed building components are given a condition rating based upon serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments began in FY 2016, which will incorporate facilities built from 2002 - 2010 and

reassess the buildings evaluated in the first cycle of assessment.

## Operating Budget Impact

For routine improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations or systems are replaced with those that are more energy efficient, there may be annual energy savings. Operating costs for projects resulting in new or expanded facilities are evaluated and incorporated into the budget.

## Seven Year Summary

The County Buildings Capital Improvement Program funds the maintenance and improvements for County facilities. Funds are allocated for roofing and building systems replacements, major renovations, minor building renovations, storm water control device repairs, infrastructure paving repairs and replacements, energy saving projects, and security improvements for County buildings.

# County Building Improvements

## Stormwater Control Device Upgrades

The Capital Improvement Program funds stormwater control measure repairs on dams and other devices on County property and for maintenance and repair of earthen dam structures to prevent flooding at ten locations along Crabtree Creek.

Stormwater control measures are required devices and are highly regulated. Lifecycle repairs and ongoing maintenance are critical for staying code compliant. The Lynn Road EMS Stormwater site improvements were completed in FY2021 as planned. The Harris Lake Utility Corridor Stormwater Repair was completed as well.

The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States. The CCWP was started in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina, and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm flood impoundment structures in northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency.

Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

In FY 2021, replacement of the slide gate at Shelly Lake began, with expected completion in July 2021. Slide gate replacement designs were completed for Lake Lynn and Lake Crabtree, with both projects expected to be complete in FY 2022. With the completion of these two repair projects, slide gate repairs for all sites will be addressed.

Construction of structural shoreline improvements for Bond Lake were completed in FY 2021. Brier Creek Reservoir assessments were completed. The design process has begun with project bidding expected in late FY 2021. Funding for repairs at the two remaining watershed protection sites are included in FY 2022 and FY 2023. Sedimentation management activities have started at Site 18 with a contract currently being executed.

A flood telemetry monitoring system is desired to monitor the County’s flood control structures to warn of potential impoundment flooding during heavy rain events, per the latest approved Emergency Response Plan for flood control structures. A prototype is currently under design for Site 23. After testing, final design and installation of system equipment for the remaining sites will occur in stages through FY 2022.

### Program Summary: Stormwater Control Device Upgrades

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
<b>Total Sources</b>	<b>1,007,020</b>	<b>542,200</b>	<b>515,500</b>	<b>570,500</b>	<b>594,500</b>	<b>458,250</b>	<b>700,000</b>	<b>4,387,970</b>
Stormwater Control Device Upgrades	1,007,020	542,200	515,500	570,500	594,500	458,250	700,000	4,387,970
<b>Total Uses</b>	<b>1,007,020</b>	<b>542,200</b>	<b>515,500</b>	<b>570,500</b>	<b>594,500</b>	<b>458,250</b>	<b>700,000</b>	<b>4,387,970</b>

# County Building Improvements

## Infrastructure Paving

Many of Wake County’s buildings have paved parking areas and access drives. Paving has a general life cycle of 15-25 years before significant deterioration requires replacement in order to avoid safety problems.

Pavement assessments have been conducted at most County facilities to identify pavement areas in disrepair. Further evaluation identified the highest priorities for facilities that are nearing life cycle and were in the greatest need for pavement repair and replacement.

In FY 2021, a paving replacement project was completed at Knightdale Elementary School Park. Design for planned projects at Green Road Library, Wendell Library, and Yates Mill Park Center began late in the fiscal year due to coordination with other projects already planned and separately funded at those facilities.

For FY 2022, funding is planned for the Fire Training Center, the Willow Springs Elementary School Park Track, EMS Wake Forest Station, and the first phase of a multiphase repaving project planned for various parking areas at the Wake County Office Park, which are now over 30 years old.

### Program Summary: Infrastructure Paving

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
<b>Total Sources</b>	<b>800,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,800,000</b>
Infrastructure Paving	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,800,000
<b>Total Uses</b>	<b>800,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,800,000</b>

# County Building Improvements

## Major Building Renovations and New Construction Projects

The Capital Improvement Program includes funding for major repairs and renovations at various County facilities and to begin the implementation of the Human Services Facilities Master Plan.

Major renovations and new construction projects in the County Buildings element may include projects that are part of a long-term Master Plan, a department request for renovated or new space, or a project for a previously unidentified code issue that needs attention.

In FY 2021, several renovation projects were in various stages of development. The first phase of renovations to the Agricultural Services Center was completed. Construction began for the second phase of renovations to the Community Services Center as well as renovations for training space at the Board of Elections. Design and planning began to build out vacant space at Oak City Multi-Services Center for staff from Housing & Community Revitalization. In

addition, a major master plan study was initiated to evaluate growth projections and suitable future locations for downtown County administrative staff, and advanced planning studies were completed for the new Public Health Center.

FY 2022 funding is allocated for the continuation of design and planning for the new Public Health Center and initial planning for the next phase of renovations to Human Services Swinburne Center. Funding also is included for construction of the ground floor renovations in the Wake County Office Building, for the facilities condition upgrades at Human Services Sunnybrook, and for the next phase of the Facility Condition Assessment program.

FY 2023 - 2028 funding includes subsequent projects in the Human Services Master Plan and Wake County Office Building renovations. In FY 2025, \$30 million is included for a new Animal Center.

### Program Summary: Major Building Renovations

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	21,740,000	4,660,000	9,700,000	4,100,000	7,000,000	6,300,000	5,600,000	59,100,000
Proposed Future Funding	—	49,500,000	30,500,000	45,500,000	—	—	—	125,500,000
<b>Total Sources</b>	<b>21,740,000</b>	<b>54,160,000</b>	<b>40,200,000</b>	<b>49,600,000</b>	<b>7,000,000</b>	<b>6,300,000</b>	<b>5,600,000</b>	<b>184,600,000</b>
Major Building Renovations	21,740,000	54,160,000	40,200,000	49,600,000	7,000,000	6,300,000	5,600,000	184,600,000
<b>Total Uses</b>	<b>21,740,000</b>	<b>54,160,000</b>	<b>40,200,000</b>	<b>49,600,000</b>	<b>7,000,000</b>	<b>6,300,000</b>	<b>5,600,000</b>	<b>184,600,000</b>
CIP Operating Impacts	—	195,000	8,000	1,371,000	72,000	46,000	—	1,692,000

# County Building Improvements

## Building Systems Replacements

The Building Systems Replacements program provides funding for the replacement of mechanical, electrical, plumbing, and life safety systems at County facilities. Funding also allows for the modernization of existing elevators, which in some cases, have been in operation for over 50 years and have outdated operating systems.

The County contracts with a consultant to assess its HVAC equipment in each building and maintain a comprehensive replacement schedule for this equipment for a 20 year period into the future. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs, and other relevant factors. The replacement schedule allows the County to spread the impact of these projects over several years and helps prevent unplanned expenditures. Although the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the

replacements may also have a positive impact on the County's energy usage since newer units tend to be more energy efficient.

In FY 2021, design and engineering for several HVAC replacement projects began. These included replacement projects at the Firearms Education Center, Public Safety Center, Eva Perry Library, Cornerstone Center, and modernization of the elevator and chair lift at Crosby Garfield Center. Modernization of the passenger elevators and replacement of the 80-year old freight elevator also began at the Wake County Office Building.

For FY 2022, funding is included for Building System replacement projects in the Wake County Courthouse, Detention Center and Commons Building and for replacement of HVAC systems that support equipment shelters at various Radio Tower sites throughout the County.

### Program Summary: Building Systems Replacements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	2,200,000	2,200,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	19,400,000
Municipalities	305,000	—	—	—	—	550,000	—	855,000
<b>Total Sources</b>	<b>2,505,000</b>	<b>2,200,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,550,000</b>	<b>3,000,000</b>	<b>20,255,000</b>
Building Systems Replacements	2,505,000	2,200,000	3,000,000	3,000,000	3,000,000	3,550,000	3,000,000	20,255,000
<b>Total Uses</b>	<b>2,505,000</b>	<b>2,200,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,550,000</b>	<b>3,000,000</b>	<b>20,255,000</b>

# County Building Improvements

## Minor Building Projects

Minor Building Projects include repairs, replacements, alterations, and renovations that typically cost under \$200,000. These projects address life cycle replacement of building systems, environmental concerns, life safety issues, building code, and structural integrity. Repair and

replacement projects often support, but are not limited to, the County’s facility condition assessments program. Some Repair and Replacement projects come from the unexpected failure or obsolescence of equipment.

### Program Summary: Minor Building Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
<b>Total Sources</b>	<b>1,600,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>2,000,000</b>	<b>2,200,000</b>	<b>2,400,000</b>	<b>2,600,000</b>	<b>14,600,000</b>
Minor Building Projects	1,600,000	1,900,000	1,900,000	2,000,000	2,200,000	2,400,000	2,600,000	14,600,000
<b>Total Uses</b>	<b>1,600,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>2,000,000</b>	<b>2,200,000</b>	<b>2,400,000</b>	<b>2,600,000</b>	<b>14,600,000</b>

# County Building Improvements

## Roofing and Building Envelope Replacement Projects

This program includes roof repairs or replacements and building envelope repairs, such as window replacements, building sealants, brick mortar repair, exterior waterproofing, and exterior door replacement at County facilities. To help facilitate long-term capital planning, the County contracts a roof engineering consultant to assess the roof conditions at County buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are completed in accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their life cycle.

In FY 2021, construction work began for roof system replacements at the Field Services Center and Olivia

Raney Library. Construction work also began to replace the skylight at the Public Safety Center. Design work began for building envelope repairs at Human Services Sunnybrook.

FY 2022 planned projects include roof replacements for the two buildings at WakeBrook Mental Health Center and installation of certified anchor points at the Wake County Courthouse and Parking Deck. These anchor points are new, OSHA required heavy duty metal anchors that are attached to the roof structure to provide safety harness tie-offs for workers performing routine repairs or more complicated replacement projects on rooftops.

### Program Summary: Roofing Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,400,000	1,400,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,200,000
Outside Agencies	485,000	—	—	—	—	—	—	485,000
Municipalities	—	110,000	—	—	—	—	—	110,000
<b>Total Sources</b>	<b>1,885,000</b>	<b>1,510,000</b>	<b>1,400,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>12,795,000</b>
Roofing Projects	1,885,000	1,510,000	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000	12,795,000
<b>Total Uses</b>	<b>1,885,000</b>	<b>1,510,000</b>	<b>1,400,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>12,795,000</b>

# County Building Improvements

## Corporate Security

The corporate security program originated in the mid-nineties and includes over ninety (non-detention) county facilities. Funds are identified for complex integrated corporate security systems on a life cycle replacement schedule. System components include integrated digital video, access control, intercoms, duress, key control cabinets, and various alarm points i.e. fire and intrusion. All of which are monitored in a 24x7 Security Operations Center. This system is based on a single access card and photo identification badge for each county staff, partner and contractor and is integrated to video and voice communications where practical and sustainable. This unified security management system supports employees, partners, and business programs to mitigate risk while providing ease of valid access, card accountability and for investigatory purposes.

Corporate security also funds changes to corporate building security systems based on physical and program assessments. Originally, this program was predicated on a security policy, focused on perimeter security and after-hours access. Through national

security events and threat assessments, physical security design standards has evolved to include the formal secured separation of staff and public spaces. These restricted access areas are typically paired with interview rooms, which require staff to escort the customer for business interactions. Security assessments and facility condition assessments focus on exterior lighting, sightlines, perimeter and interior access, surveillance, intrusion detection and other special security considerations. The Safety, Security and Loss Prevention Policy and related procedures were established to govern all aspects of the County's safety and security program.

Projects for FY 2022 include the upgrade and life cycle replacement of the corporate Video Management System (VMS). The VMS is on a 5-year life cycle replacement schedule. The current VMS was originally bid and awarded in 2017. The VMS manages approximately 1,500 corporate video cameras in County facilities. The main components of the system replacement include servers, network switches and user workstations.

### Program Summary: Corporate Security

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
<b>Total Sources</b>	<b>357,000</b>	<b>388,000</b>	<b>482,000</b>	<b>87,000</b>	<b>550,000</b>	<b>909,000</b>	<b>804,000</b>	<b>3,577,000</b>
Corporate Security	357,000	388,000	482,000	87,000	550,000	909,000	804,000	3,577,000
<b>Total Uses</b>	<b>357,000</b>	<b>388,000</b>	<b>482,000</b>	<b>87,000</b>	<b>550,000</b>	<b>909,000</b>	<b>804,000</b>	<b>3,577,000</b>

# County Building Improvements

## Energy Conservation Measures

The Board of Commissioners passed a resolution in 2018 establishing a goal for the County to convert to 100% renewable energy by 2050 and 80% by 2035. To support this goal while reducing operating costs, projects include HVAC controls retrofits, LED lighting retrofits, solar photovoltaic, and building system reconfigurations, which are separate from major mechanical system replacements.

During FY2021, HVAC controls were replaced at Village Regional Library and Holly Springs Community Library and Cultural Center, and

replacements was started at Crosby-Garfield Center. LED lighting replacements were completed at the Holly Springs Community Library and Cultural Center and the Library Administration Building. LED site lighting retrofits were completed at the Wake County Office Park and Green Road Community Library; and twenty-four leased lighting sites were converted to LED. The design for an additional retrofit project at four libraries and two regional centers was initiated as was the design for solar PV for up to three EMS stations and six libraries.

### Program Summary: Energy Conservation Measures

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
<b>Total Sources</b>	<b>875,000</b>	<b>875,000</b>	<b>875,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,100,000</b>	<b>6,725,000</b>
Energy Conservation Measures	875,000	875,000	875,000	1,000,000	1,000,000	1,000,000	1,100,000	6,725,000
<b>Total Uses</b>	<b>875,000</b>	<b>875,000</b>	<b>875,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,100,000</b>	<b>6,725,000</b>

# Criminal Justice

## Element Summary: Criminal Justice

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	5,951,000	1,616,000	2,903,000	2,613,000	5,994,000	1,753,000	1,562,000	22,392,000
Proposed Future Funding	—	—	—	—	—	12,906,000	—	12,906,000
<b>Total Sources</b>	<b>5,951,000</b>	<b>1,616,000</b>	<b>2,903,000</b>	<b>2,613,000</b>	<b>5,994,000</b>	<b>14,659,000</b>	<b>1,562,000</b>	<b>35,298,000</b>
Criminal Justice Equipment	—	—	233,000	733,000	—	225,000	90,000	1,281,000
Criminal Justice Security	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
Detention Facilities	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
Existing Courthouse Renovations	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
<b>Total Uses</b>	<b>5,951,000</b>	<b>1,616,000</b>	<b>2,903,000</b>	<b>2,613,000</b>	<b>5,994,000</b>	<b>14,659,000</b>	<b>1,562,000</b>	<b>35,298,000</b>
CIP Operating Impacts	—	—	—	—	—	743,000	33,000	776,000

### History/Background

The primary goals of the Criminal Justice element are to provide sufficient functional space to efficiently process arrestees; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner (NCGS 7A-302). In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities.

To address these statutory requirements, a Court Facility Space Planning Committee was established in the 1980s 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.

The Criminal Justice Master Plan was again updated in FY 2021. This update provides three options for future reuse of the Hammond Road Detention Annex and a wider incorporation of general mental health services to support the entire Detention system. The included projections of inmate population estimate that the Annex will need to return to operation in the later part of the current seven-year Capital Improvement Program.

### Operating Budget Impact

Due to the nature of many of the projects in the Criminal Justice element, most do not have operating impacts. Since many of these projects are renovations, upfits, and major maintenance projects of existing facilities, the budget assumes that the operational costs for use will remain consistent with current operating costs for the existing spaces. Operational impacts will be a major area of focus as

# Criminal Justice

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expansions and renovations are planned at the Wake County Detention Center, Wake County Jail Annex, and Public Safety Center in the coming years.

## Seven Year Summary

Funding is included in the Criminal Justice Capital Improvement Program for overall jail expansion planning, detention projects, court safety

improvements, and replacement/modernization of key operating and facility-related equipment. Renovations to the twelfth floor Clerk of Court spaces and repairs to the main level of the Courthouse exterior are also planned for the Courthouse. Funding is included to support incorporation of general mental health services and facility condition upgrades for the Detention Center.

# Criminal Justice

## Detention Facilities



In FY 2005, the County completed a major update to its long-term Justice Facility Master Plan, extending the planning horizon to 2030. The Board of Commissioners endorsed this plan, along with a funding strategy for proposed capital improvements in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long-term detention capital improvements needed to meet state-mandated jail standards.

Wake County owns 25.58 acres of land, comprised of two tracts on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum-security inmate housing facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30 to 40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 was completed, which consists of a

two-story building with capacity for 416 medium security inmates.

Phase 2, completed in 2012, consists of a 415,000 sq. ft. addition to the existing building. This resulted in 672 beds being added to the County detention system. Approximately 75% of inmates in the system are now incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center to the suburban Hammond Road site.

While the inmate population has generally been stable, a consultant study updated their inmate population estimates, concluding that the inmate projections are showing a capacity increase need such that the currently vacant Hammond Road Detention Annex will need to return to operation around 2027. Renovations and life cycle replacements are funded for the Hammond Road Detention Annex in FY 2025 - 2027.

Renovations will also be needed to adjust for recommended changes to accommodate the evolving inmate population. The FY 2021 project, to convert a dorm to serve patients requiring mental health services, was delayed due to operational impacts from COVID-19. These dorm conversion projects are now planned for FY 2023 - FY 2025. The Wake County Detention Center Medical Holding Renovation Project was completed in FY 2021.

In FY 2021, a facility condition assessment of the Wake County Detention Center Phase 1B & 2 was completed. The Wake County Detention Center Phase 1B opened in 2006. The facility buildings systems will be reaching life cycle within the seven-year Capital Improvement Program. Funding is allocated to replace these identified systems in FY 2025 - FY 2026.

Funding is also included in FY 2021 for security improvements to the Public Safety Center.

# Criminal Justice

## Program Summary: Detention Facilities

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,051,000	200,000	221,000	953,000	5,552,000	—	—	7,977,000
Proposed Future Funding	—	—	—	—	—	12,906,000	—	12,906,000
<b>Total Sources</b>	<b>1,051,000</b>	<b>200,000</b>	<b>221,000</b>	<b>953,000</b>	<b>5,552,000</b>	<b>12,906,000</b>	<b>—</b>	<b>20,883,000</b>
Detention Facilities	1,051,000	200,000	221,000	953,000	5,552,000	12,906,000	—	20,883,000
<b>Total Uses</b>	<b>1,051,000</b>	<b>200,000</b>	<b>221,000</b>	<b>953,000</b>	<b>5,552,000</b>	<b>12,906,000</b>	<b>—</b>	<b>20,883,000</b>
CIP Operating Impacts	—	—	—	—	—	743,000	33,000	776,000

# Criminal Justice

## Criminal Justice Security

The criminal justice security program originated in the mid-1990s and includes detention and judicial facilities. Funds are identified for complex integrated detention security systems on a life cycle replacement schedule. These systems include a Programmable Logic Controller (PLC), which is the system core, controlling cell doors, lighting, and subsystem integration. Digital video, intercom, recordation, and special control systems are integrated to the PLC. Other detention/judicial security systems include court screening equipment (magnetometers and x-ray), video visitation, court to jail video, and access control/guard tour/biometric systems.

Projects for FY 2022 include the upgrade and life cycle replacement of the criminal justice Video Management System (VMS) and the beginning phase of replacing the detention door control lock hardware throughout the Public Safety Center.

The replacement of the original detention door control lock hardware within the Public Safety Center will improve the overall security of the cells and increase the safety of the detention officers and inmates. This project will occur over multiple fiscal years.

### Program Summary: Criminal Justice Security

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
<b>Total Sources</b>	<b>729,000</b>	<b>706,000</b>	<b>599,000</b>	<b>562,000</b>	<b>442,000</b>	<b>1,028,000</b>	<b>972,000</b>	<b>5,038,000</b>
Criminal Justice Security	729,000	706,000	599,000	562,000	442,000	1,028,000	972,000	5,038,000
<b>Total Uses</b>	<b>729,000</b>	<b>706,000</b>	<b>599,000</b>	<b>562,000</b>	<b>442,000</b>	<b>1,028,000</b>	<b>972,000</b>	<b>5,038,000</b>

# Criminal Justice

## Criminal Justice Equipment

The Criminal Justice Equipment program ensures that the Wake County Sheriff's Office (WCSO) and City-County Bureau of Identification (CCBI) are provided funding for the acquisition, upgrade, and replacement of their major operational equipment and instrumentation systems.

The FY 2022 - 2028 Criminal Justice Equipment program includes funding for life cycle replacement of CCBI's major forensic instrumentation in FY 2024, FY 2025, and FY 2027. The replacement provides CCBI with more operational flexibility and support by ensuring their specialized lab equipment will be replaced on a predictable schedule.

The FY 2022- 2028 Capital Improvement Program includes funding for a DNA laboratory for CCBI's forensic services function. CCBI does not currently have the capacity to provide DNA forensics internally, and members of the Wake County Criminal Justice Community instead must rely on the State or private labs for these services. The planned lab will allow CCBI to handle the increasing demand for DNA analysis services it receives from the Wake County Criminal Justice Community. Funding for the lab is planned in FY 2025.

### Program Summary: Criminal Justice Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	—	233,000	733,000	—	225,000	90,000	1,281,000
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>233,000</b>	<b>733,000</b>	<b>—</b>	<b>225,000</b>	<b>90,000</b>	<b>1,281,000</b>
Criminal Justice Equipment	—	—	233,000	733,000	—	225,000	90,000	1,281,000
<b>Total Uses</b>	<b>—</b>	<b>—</b>	<b>233,000</b>	<b>733,000</b>	<b>—</b>	<b>225,000</b>	<b>90,000</b>	<b>1,281,000</b>

# Criminal Justice

## Existing Courthouse Renovations



The Wake County Courthouse is a twelve-story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960s to serve Wake County as a courthouse, office building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed.

A multi-year plan for renovations to the Courthouse was completed in FY 2017. This plan included significant renovations to nine floors of the building, including new mechanical systems, life safety, lighting, and interior finishes. These renovations covered new and existing courtrooms, administrative office space, and support spaces.

Additional improvements are included for the FY 2022 - 2028 period. In FY 2022, the construction phase of the Clerk of Court’s and Family Court Renovations and all four phases of the electrical switch replacement will be completed. The FY 2023 and FY 2024 planned funding to replace the main level windows with tempered glass has been accelerated and increased due to damages from social unrest in the summer of 2020. This project now includes various levels of facade and window replacement enhancements on the main levels of the Public Safety Center, Justice Center, Wake County Office Building, and Courthouse to provide better protections from any future events. The modernization of the two remaining non-public elevator cars and the closure of the Courthouse to Office Building Skywalk is funded in FY 2024.

### Program Summary: Existing Courthouse Renovations

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
<b>Total Sources</b>	<b>4,171,000</b>	<b>710,000</b>	<b>1,850,000</b>	<b>365,000</b>	<b>—</b>	<b>500,000</b>	<b>500,000</b>	<b>8,096,000</b>
Existing Courthouse Renovations	4,171,000	710,000	1,850,000	365,000	—	500,000	500,000	8,096,000
<b>Total Uses</b>	<b>4,171,000</b>	<b>710,000</b>	<b>1,850,000</b>	<b>365,000</b>	<b>—</b>	<b>500,000</b>	<b>500,000</b>	<b>8,096,000</b>

# Economic Development

## Element Summary: Economic Development

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,032,027	2,024,000	1,954,000	1,968,000	2,307,000	2,321,000	1,647,000	13,253,027
<b>Total Sources</b>	<b>1,032,027</b>	<b>2,024,000</b>	<b>1,954,000</b>	<b>1,968,000</b>	<b>2,307,000</b>	<b>2,321,000</b>	<b>1,647,000</b>	<b>13,253,027</b>
Business Development Grants	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
Off-site Water and Sewer	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
On-site Water and Sewer	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
<b>Total Uses</b>	<b>1,032,027</b>	<b>2,024,000</b>	<b>1,954,000</b>	<b>1,968,000</b>	<b>2,307,000</b>	<b>2,321,000</b>	<b>1,647,000</b>	<b>13,253,027</b>

### History/Background

Research Triangle Park Water and Sewer: In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation (RTF) entered into an interlocal agreement for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for the following: the County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers; RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.); and 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. The remaining efforts are primarily related to the installation of reclaimed water lines. The County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly install a portion of the sewer lines. All three parties

were able to realize significant savings by jointly planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Wake County closed out the federal Environmental Protection Agency grant awards 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. In FY 2022, Phase II construction of the project will be complete.

Business Development Grants: Through partnerships with the State of North Carolina, RTE, local municipalities, and other organizations, Wake County awards business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County’s tax base. The grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements.

### Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on the County’s operating budget. The County does not assume responsibility for operating or maintaining any of the funded water/sewer infrastructure. Instead, the maintenance and operation of this infrastructure is the responsibility of the County’s municipal and other partners.

# Economic Development

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## Seven Year Summary

Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the RTP, and

provide payments approved by the Board of Commissioners for various business development grants.

# Economic Development

## Business Development Grants

Through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, Wake County awards business development grants to corporations that invest in infrastructure and equipment, create new jobs, and grow the County 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 2022 - 2028 Capital Improvement Program includes anticipated business development grant awards for Bandwidth, MetLife, NetApp, Red Hat, Citrix, Syneos (formerly INC Research), Conduent, Trilliant, Infosys, Pendo, Credit Suisse, Collectis, Green Square, Schmalz, Xerox, and Microsoft.

Formerly in the Major Facilities Capital Improvement Program Fund, the Green Square agreement with the North Carolina Museum of Natural Sciences is now included in the Economic Development element of the County Capital Improvement Program. The Nature Research Center in the Green Square project was planned and developed as a museum expansion by the North Carolina Museum of Natural Sciences. The Nature Research Center was constructed in 2013 and is located at 111 West Jones Street. The Capital Improvement Program includes funding that will be provided to the project as part of development incentives.

### Program Summary: Business Development Grants

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
<b>Total Sources</b>	<b>1,032,027</b>	<b>1,324,000</b>	<b>1,254,000</b>	<b>1,268,000</b>	<b>1,607,000</b>	<b>1,621,000</b>	<b>947,000</b>	<b>9,053,027</b>
Business Development Grants	1,032,027	1,324,000	1,254,000	1,268,000	1,607,000	1,621,000	947,000	9,053,027
<b>Total Uses</b>	<b>1,032,027</b>	<b>1,324,000</b>	<b>1,254,000</b>	<b>1,268,000</b>	<b>1,607,000</b>	<b>1,621,000</b>	<b>947,000</b>	<b>9,053,027</b>

# Economic Development

## On-site Water and Sewer

To encourage job creation and economic development, the Wake County Water, Sewer, and Road Financial Policy outlines that reimbursement funding can assist with the construction of on-site water, sewer, and reclaimed water lines. Lines are extended onto private property to within five feet of the building exterior walls for new and expanding industries in Wake County. When requested, funding for on-site utilities at specific sites is considered and approved on a case by case basis by the Board of

Commissioners. Annual allocations are planned to maintain a funding reserve for this purpose.

Construction of on-site water, sewer, and reclaimed water lines for Integrated DNA Technologies in RTP South was completed in summer 2020.

A flat level of funding is included for FY 2023 - 2028 to provide reserve funding for unanticipated projects.

### Program Summary: On-site Water and Sewer

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
<b>Total Sources</b>	<b>—</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,000,000</b>
On-site Water and Sewer	—	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
<b>Total Uses</b>	<b>—</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,000,000</b>

# Economic Development

## Off-site Water and Sewer

The funds in the off-site water and sewer account are in support of the October 2003 agreement with Wake County, the Town of Cary, and the Research Triangle Foundation for the construction, operation, and maintenance of water and sewer utilities in the Wake County portion of Research Triangle Park. Pursuant to this agreement, the County will continue to be responsible for the completion of the water and sewer improvements to serve the undeveloped sites in RTP.

The operation and maintenance costs associated with the utilities and the provision of water and sewer treatment capacities will continue to be the responsibility of the Town of Cary. Remaining work in RTP South is limited to sanitary sewer lines and has generally involved working together with the Town of Cary and the company developing the site within RTP in designing and installing these utilities.

A flat level of funding is included for FY 2023 - 2028 to provide reserve funding for unanticipated projects.

### Program Summary: Off-site Water and Sewer

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
<b>Total Sources</b>	<b>—</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,200,000</b>
Off-site Water and Sewer	—	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
<b>Total Uses</b>	<b>—</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,200,000</b>

# Economic Development

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## Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency totaling just under \$3 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP) South. This is a larger scale infrastructure project and will serve many properties.

Phase I 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. Phase II was bid by the Town of Cary and was completed in Spring 2015.

Funding was allocated in FY 2020 for the completion of a subsequent phase of the project, referred to as Wake County Phase II Reclaimed Water. This project will provide service to the remainder of the land parcels located in RTP South that are outside Cary’s municipal boundaries.

Design for Phase II was completed in FY 2020, it was bid, and construction began in FY 2021. Phase II will be completed in FY 2022. No funding is proposed for FY 2022. Future utility extensions beyond this phase are subject to the development of additional sites and further demand for reclaimed water within RTP South. Future funding is included under the Off-site Water & Sewer division of this element.

# Libraries

## Element Summary: Libraries

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	1,714,000	3,168,000	3,646,000	—	—	—	8,528,000
Proposed Future Funding	—	—	11,700,000	—	—	—	—	11,700,000
<b>Total Sources</b>	<b>—</b>	<b>1,714,000</b>	<b>14,868,000</b>	<b>3,646,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>20,228,000</b>
Upgrades to Existing Library Facilities	—	1,714,000	14,868,000	3,646,000	—	—	—	20,228,000
<b>Total Uses</b>	<b>—</b>	<b>1,714,000</b>	<b>14,868,000</b>	<b>3,646,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>20,228,000</b>

### 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 provided a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011 with bond sales in the summer of 2014 and the spring of 2016. Following these sales, funding for the remaining major construction projects resumed. The County continues to finalize these construction and renovation projects.

### Operating Budget Impact

The construction of a new library facility is a non-routine capital project that significantly impacts the County's service delivery and its operating budget. Opening new libraries will require that the County dedicate a portion of its expenditure growth each year to these new facilities. To fully understand the financial impact of these projects, the County has estimated the operating cost of all new and expanded libraries. These cost estimates use the library staffing

standards that are part of the Library System Master Plan, along with estimates for each facility's usage of supplies and materials. Generally, the operating costs for new facilities are phased in over two or more fiscal years based on the timing of the library's opening. For example, a library opening late in the fiscal year will not incur a full year's worth of operating expenses until it operates for an entire fiscal year.

### Major Accomplishments

Wake County Public Library welcomed its 23rd library with the opening of Morrisville Community Library in winter 2021.

Eva Perry Regional Library, Olivia Rainey Local History Library, and the Duraleigh Community Library reopened after renovations.

### Seven Year Summary

The Library Capital Improvement Program includes funding for the renovation of West Regional Library, Holly Springs Community Library, Village Regional Library, and the Library Administration Building.

The County continues to work to complete previously budgeted library projects. Master planning is also underway for future years' renovation and construction.

# Parks, Recreation, Greenways, and Open Space

## Element Summary: Parks, Recreation, Greenways, and Open Space

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	500,000	800,000	800,000	800,000	800,000	800,000	800,000	5,300,000
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Generic Bond Issuance	—	22,150,000	21,700,000	15,300,000	19,120,000	—	—	78,270,000
<b>Total Sources</b>	<b>1,000,000</b>	<b>23,450,000</b>	<b>23,000,000</b>	<b>16,600,000</b>	<b>20,420,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>87,070,000</b>
Community Use of School Parks	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
County Parks	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Open Space and Greenways	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000
<b>Total Uses</b>	<b>1,000,000</b>	<b>23,450,000</b>	<b>23,000,000</b>	<b>16,600,000</b>	<b>20,420,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>87,070,000</b>
CIP Operating Impacts	—	475,000	1,025,000	174,310	991,000	1,235,052	107,208	4,007,570
CIP Operating Impacts - FTE	—	7.000	7.000	3.000	8.000	7.000	1.000	33.000

### History/Background

The overall direction of the County’s parks, greenways, recreation, and open space efforts is guided by two primary documents: the 2008 Comprehensive Parks and Recreation Master Plan which confirmed the County’s role and approach in the delivery of parks and recreation services; and the 2006 Consolidated Open space Plan which laid the ground work for the County open space acquisition and stewardship programs.

The County’s efforts are divided into three core service areas: open space, recreation and leisure, and environmental and cultural education. These service areas manifest themselves in four ways:

- Develop and implement county park and nature preserve facilities and their accompanying programs.

- Acquire and steward open space property. Acquisition can sometimes be in partnership with area land trusts or local municipalities.

- Collaborate and fund new municipal greenways in conjunction with the County’s 2018 Greenway System Plan.

- Facilitate and fund Community Use of Schools, specifically the development of municipal park projects in collaboration with Wake County Public Schools at future school sites.

### Operating Budget Impact

The construction of a new park facility is a non-routine capital project that impacts the County’s service delivery and its operating budget. As new parks come on-line, the County will evaluate staffing needs along with 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 park’s opening. For example, a park 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.

# Parks, Recreation, Greenways, and Open Space

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## Major Accomplishments

Responded to the COVID-19 pandemic following guidance from the CDC, State of North Carolina, and the County's Senior Leadership Team. Wake County parks did not close during the pandemic and continue to receive high visitation.

Completed construction of Sandy Pines Preserve Phase 1. The new preserve will provide 6.5 miles of hiking and equestrian trails along with opportunities for picnicking and nature exploration.

Completed schematic design and design development phases for the future Beech Bluff County Park as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. The Board of Commissioners approved the schematic design in February 2021 for this 300-acre park located along NC Highway 42 in Willow Spring.

Implemented a Request for Proposals for open space acquisition and greenway trail development as a part of the 2018 Parks, Greenways, Recreation and Open Space bond. Forty-one open space properties have been targeted across the County totaling 2,106 acres valued at over \$30 million. Approximately three miles of greenway are being developed with construction funding totaling approximately \$4.5 million.

## Seven Year Summary

In November 2018, voters approved a \$120 million bond for parks, recreation, greenways, and open

space that will improve and expand recreational opportunities across the County. The bond identified approximately \$20 million for greenway development, \$20 million for open space acquisition, \$30 million for new parks in southeast Wake County and at Lake Myra, \$42 million for existing park renovations and improvements, and \$8 million for nature preserves.

The County sold and appropriated \$41.73 million in bonds in September 2019, covering the funding planned for FY 2020 through mid-year FY 2022. Due to the COVID-19 related economic downturn, future PGROS bonds sales were delayed by one year. The delay also necessitated a reshuffling of CIP projects to better align with the funding stream. This reshuffling included accelerating the acquisition of open space, which is being assisted by NCDOT through the Complete I-540 Lawsuit Settlement whereby NCDOT will match \$.25 on \$1.00 of County investment toward open space.

The combined open space and parks element also includes County contributions towards the Community Use of School Parks Program and funding for existing minor facility improvements at various existing County parks and school/park facilities. Annual reimbursements from the City of Raleigh also contribute to future open space acquisitions.

# Parks, Recreation, Greenways, and Open Space

## County Parks



In November 2018, voters approved a \$120 million bond for parks, recreation, greenways, and open space to improve and expand recreational opportunities across the County. Approximately \$30 million was identified for new parks in southeast Wake County and at Lake Myra, \$42 million for existing park renovations and improvements, and \$8 million for the further development of nature preserves. The remainder of the bond funds are programmed in Open Space and Greenways.

Design has started for Beech Bluff County Park and Kellam Wyatt Preserve. Design for Lake Myra County Park and renovations for existing park facilities will start following the FY 2023 bond sale.

### Program Summary: County Parks

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Generic Bond Issuance	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
<b>Total Sources</b>	<b>—</b>	<b>7,150,000</b>	<b>21,700,000</b>	<b>15,300,000</b>	<b>19,120,000</b>	<b>—</b>	<b>—</b>	<b>63,270,000</b>
County Parks	—	7,150,000	21,700,000	15,300,000	19,120,000	—	—	63,270,000
<b>Total Uses</b>	<b>—</b>	<b>7,150,000</b>	<b>21,700,000</b>	<b>15,300,000</b>	<b>19,120,000</b>	<b>—</b>	<b>—</b>	<b>63,270,000</b>
CIP Operating Impacts	—	475,000	1,025,000	174,310	991,000	1,235,052	107,208	4,007,570
CIP Operating Impacts - FTE	—	7.000	7.000	3.000	8.000	7.000	1.000	33.000

# Parks, Recreation, Greenways, and Open Space

## Open Space and Greenways



The Consolidated Open Space Plan establishes a goal that at least 30% of County land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

The \$120 million November 2018 bond for parks, recreation, greenways, and open space includes approximately \$20 million for open space acquisition and \$20 million for greenway development. The CIP also includes annual reimbursements from the City of Raleigh that may be used toward future open space acquisitions with some restrictions. Wake County will continue to use available open space funds to acquire additional open space and proceed with additional greenway partnerships.

In FY 2021, the County implemented a Request for Proposals for open space acquisition and greenway trail development as part of the 2018 Parks, Greenways, Recreation and Open Space bone. Forty-one properties have been targeted across the County totaling 2,106 acres valued at over \$30 million. The County's efforts are being assisted by the North Carolina Department of Transportation (NCDOT) through the complete I-540 Lawsuit Settlement whereby NCDOT will match \$0.25 on \$1.00 of County investment.

Approximately three miles of greenway are being developed with construction funding totaling \$4.5 million.

### Program Summary: Open Space and Greenways

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Other	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Generic Bond Issuance	—	15,000,000	—	—	—	—	—	15,000,000
<b>Total Sources</b>	<b>500,000</b>	<b>15,500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>18,500,000</b>
Open Space and Greenways	500,000	15,500,000	500,000	500,000	500,000	500,000	500,000	18,500,000
<b>Total Uses</b>	<b>500,000</b>	<b>15,500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>18,500,000</b>

# Parks, Recreation, Greenways, and Open Space

## Existing Parks Facility Improvements



The County conducts annual facility condition assessments at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements.

Minor facility improvement projects in FY 2021 included a playground replacement at Blue Jay Point, repairs and upgrades to the Lake Crabtree boat dock and fishing pier, and parking improvements at the American Tobacco Trail Wimberly Road parking area.

### Program Summary: Existing Parks Facility Improvements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	<b>500,000</b>	<b>3,500,000</b>						
Existing Parks Facility Improvements	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Uses</b>	<b>500,000</b>	<b>3,500,000</b>						

# Parks, Recreation, Greenways, and Open Space

## Community Use of School Parks



The Community Use of Schools Program represents a partnership between Wake County, Wake County Public School System, municipalities, and non-profit agencies to develop additional public recreational

amenities in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

As Wake County takes a broader look at park, greenway, and open space needs across the County, the Community Use of School Parks program should be evaluated and a process will be developed to better utilize this County funding.

Funding is not included in FY 2022 based on the existing appropriation dedicated to Community Use of School Parks from prior years and the planned projects for the upcoming year.

### Program Summary: Community Use of School Parks

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
<b>Total Sources</b>	<b>—</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,800,000</b>
Community Use of School Parks	—	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
<b>Total Uses</b>	<b>—</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,800,000</b>

# Program-wide Projects

## Element Summary: Program-wide Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
<b>Total Sources</b>	<b>2,271,453</b>	<b>7,568,600</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11,655,750</b>	<b>10,286,000</b>	<b>31,781,803</b>
Reserve for Future Projects	2,271,453	7,568,600	—	—	—	11,655,750	10,286,000	31,781,803
<b>Total Uses</b>	<b>2,271,453</b>	<b>7,568,600</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11,655,750</b>	<b>10,286,000</b>	<b>31,781,803</b>

### Seven Year Summary

The Program-wide Projects Capital Improvement Program includes Reserve for Future Capital Projects.

# Public Safety

## Element Summary: Public Safety

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	8,305,000	10,747,000	5,678,450	8,267,500	7,853,500	3,961,000	5,002,000	49,814,450
Municipalities	90,000	—	—	—	—	—	—	90,000
Appropriated Fund Balance	—	—	2,011,550	3,453,500	6,090,500	—	—	11,555,550
<b>Total Sources</b>	<b>8,395,000</b>	<b>10,747,000</b>	<b>7,690,000</b>	<b>11,721,000</b>	<b>13,944,000</b>	<b>3,961,000</b>	<b>5,002,000</b>	<b>61,460,000</b>
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
CAD Improvements	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
Emergency Management Projects	565,000	697,000	—	—	—	—	—	1,262,000
Emergency Operations Center	5,400,000	—	—	—	—	—	—	5,400,000
EMS Equipment	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
EMS Projects	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000
Sheriff Projects	980,000	—	—	—	—	661,000	—	1,641,000
<b>Total Uses</b>	<b>8,395,000</b>	<b>10,747,000</b>	<b>7,690,000</b>	<b>11,721,000</b>	<b>13,944,000</b>	<b>3,961,000</b>	<b>5,002,000</b>	<b>61,460,000</b>
CIP Operating Impacts	—	401,000	189,000	2,953,000	102,000	126,000	41,000	3,812,000
CIP Operating Impacts - FTE	—	4.000	—	16.000	—	—	—	20.000

### History/Background

Public Safety projects include building and renovating public safety related facilities, installing generators at emergency shelters, and funding technology projects to improve public safety in Wake County. Projects are historically developed through master plans that are reviewed and then used to develop Capital Improvement Program requests.

### EMS Projects

Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. They provide the public with basic and advanced life support services and transportation to area medical facilities in emergency situations. Their emergency response area includes

the City of Raleigh and the portion of Wake County outside all municipal limits.

In 2008, Wake County EMS developed the first EMS Facility Master Plan to address the significant growth that was changing how emergency medical services needed to be delivered across the County. That plan addressed both facility development and staffing changes. Since development of that plan, the County's population has increased by nearly 30% and is more widely distributed around the County's 860 square miles. The EMS system has seen a 40% increase in call demand during the same time frame.

A 2019 update to the EMS Master Facilities plan was developed. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County. It provides a

# Public Safety

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functional, data-driven road map to be used for facility planning and development and to foster new and innovative approaches for managing the impact of growth throughout the system. This plan guides funding for EMS stations in the FY 2022 - 2028 period.

## Emergency Operations Center

Since 1988, Wake County has operated an Emergency Operations Center (EOC) from the basement of the Wake County Courthouse in a space of less than 1,700 sq. ft. This space is now over capacity, especially with the expansion of EOC staff necessary to adequately operate in an EOC activation. This became even more pertinent with the COVID-19 pandemic when staff had to be disbursed to different spaces downtown which allowed for better social distancing.

The Public Safety Element includes funding to renovate the ground floor of the Wake County Office Building for relocation of the EOC. This renovation will provide a much larger, more functional space for EOC activation (approximately 12,260 sq. ft.) while also providing a dual use for other County conference and workspace during non-activation periods.

## Emergency Shelter Generators

Emergency generators were originally installed at six emergency shelters located at area high schools operated by the Wake County Public School System. The generators were installed when these buildings

were built, between 2000 and 2008. At the time these generators were installed, they were sized to accommodate only heating loads during winter emergencies. County emergency shelters are now activated for hurricane events during the warm weather months, and these generators ultimately need to be retrofitted to accommodate cooling loads in each shelter. Funding in FY 2022 will enable generator assemblies to be upgraded at the first two of these emergency shelter sites. With the onset of the pandemic, the remaining four shelter sites will be re-assessed as part of a comprehensive evaluation of the overall emergency sheltering strategy in the future.

## 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, per station. New personnel is included in FY 2023 and FY 2025 for the Fuquay North and Wendell Falls stations.

## Seven Year Summary

The FY 2022 - 2028 Public Safety Capital Improvement Program includes allocations for 800 Mhz & CAD Master Planning, EMS Facilities & general projects, planning for an Emergency Operations Center, an Emergency Management study of generators at the emergency shelters, Sheriff projects, and the replacement of EMS equipment.

# 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 space will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

The FY 2022 - 2028 Capital Improvement Program provides funding to this project for further study,

analysis, planning, and construction of the facility. Due to population growth, increased responsibilities, and operational changes, the existing facility has outlived its effective use. This project plans to create a new Emergency Operations Center for the County in FY 2022. The Emergency Operations Center will relocate to the Wake County Office building as part of its ground floor renovation. The renovation will provide a much larger, more functional space for EOC activation.

### Program Summary: Emergency Operations Center

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	5,400,000	—	—	—	—	—	—	5,400,000
<b>Total Sources</b>	<b>5,400,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>5,400,000</b>
Emergency Operations Center	5,400,000	—	—	—	—	—	—	5,400,000
<b>Total Uses</b>	<b>5,400,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>5,400,000</b>

# Public Safety

## Emergency Management

The Capital Improvement Program includes funding in FY 2022 for the study and analysis of generators located at each of the County’s emergency shelters. Following the experience of Hurricane Florence in 2018, the County determined that each shelter needs to have its emergency generator reviewed to determine what additional building electrical systems (ex. air conditioning/HVAC) can be added to the existing generators present at each site.

The Capital Improvement Program also includes funding for the replacement of the digital antenna systems at the Wake County Justice Center, the Wake County Public Safety Center, and the Wake County Detention Center. This system provides communication capabilities for 800Mhz, Wake County Simulcast, Verizon, and AT&T cellular service and the planned upgrades prepare the system to migrate for LTE to 5G.

### Program Summary: Emergency Management

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	565,000	697,000	—	—	—	—	—	1,262,000
<b>Total Sources</b>	<b>565,000</b>	<b>697,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,262,000</b>
Emergency Management Projects	565,000	697,000	—	—	—	—	—	1,262,000
<b>Total Uses</b>	<b>565,000</b>	<b>697,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,262,000</b>

# Public Safety

## 800 Megahertz System



Information Services continues upgrade of the County’s 800 MHz radio system equipment, which accommodates use of radio system infrastructure owned by the Town of Cary and shared with the

County under an interlocal agreement. The current platform is reaching end of technical support which necessitates an upgrade.

Additional partnerships with Apex, Cary, and the City of Raleigh for land leases facilitated the construction of towers in the southeastern and southwestern portions of the County to provide enhanced coverage. The County also partnered with the North Carolina Highway Patrol and the Town of Cary to share tower infrastructure to improve coverage in the northern and central portions of the County. Go-live for the new radio system is scheduled for the fall of FY 2022. Funding is budgeted in FY 2025 for the North Radio Tower Replacement project. This tower was originally constructed in 1990 and is reaching end of life.

### Program Summary: 800 Megahertz System

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	—	—	—	2,000,000	—	—	—	2,000,000
<b>Total Sources</b>	—	—	—	<b>2,000,000</b>	—	—	—	<b>2,000,000</b>
800 Megahertz System	—	—	—	2,000,000	—	—	—	2,000,000
<b>Total Uses</b>	—	—	—	<b>2,000,000</b>	—	—	—	<b>2,000,000</b>

# Public Safety

## CAD Improvements

In 2019, Wake County in partnership with the City of Raleigh, completed the implementation of the new computer-aided dispatch (CAD) platform utilized by the Raleigh-Wake County Emergency Communications Center (RWECC) to relay 911 calls to the appropriate fire, EMS and local law enforcement units throughout the County. The new platform provides increased situational awareness, enhanced field communications and allows greater access to data for all agencies, including web-based access and a mobile/tablet app. This included the implementation of a CAD2CAD data exchange which connects the RWECC and Town of Cary Public Safety Answering Points (PSAPs) and their CAD systems. The new CAD2CAD platform provides state of the art interoperability and allows the agencies to share unit, incident, and notification details. Since CAD go-live, County agencies have focused on implementation of phase II tools such as

Fast Dispatch for Fires Services and Auto Dispatch for EMS Services.

Since CAD go-live, County agencies have focused on implementation of new functionality such as fast dispatch for Fire Services and auto dispatch for EMS Services. These tools improve response times, which is critical when providing emergency services. Also implemented since go-live is a tool which provides enhanced reporting, analytics, and dashboard capability for first responders. Staff are investigating the implementation of technology which provides enhanced mobile caller location. The tool transforms any app or device, such as a cell phone, wearable, or connected car into a lifeline during emergencies. Once implemented, apps like Uber will have an embedded link allowing customers to immediately send user data directly to 911 during emergencies.

### Program Summary: CAD Improvements

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
<b>Total Sources</b>	<b>202,000</b>	<b>500,000</b>	<b>100,000</b>	<b>102,000</b>	<b>100,000</b>	<b>—</b>	<b>702,000</b>	<b>1,706,000</b>
CAD Improvements	202,000	500,000	100,000	102,000	100,000	—	702,000	1,706,000
<b>Total Uses</b>	<b>202,000</b>	<b>500,000</b>	<b>100,000</b>	<b>102,000</b>	<b>100,000</b>	<b>—</b>	<b>702,000</b>	<b>1,706,000</b>

# Public Safety

## EMS Projects



The 2019 EMS Master Facilities Plan Update guides the Capital Improvement Program for EMS stations. This plan presents a comprehensive approach to the future development of EMS stations and facilities throughout the County. It provides a functional, data-driven road map to be used not only for facility planning and development, but to foster new and innovative approaches for managing the impact of growth throughout the system. The new plan evaluates areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based

on population growth. These areas will request new ambulance units in the future. Facilities are needed to not only store the ambulances, but to allow emergency personnel to decontaminate after calls, store medicines and equipment, and provide space for showers, break areas, and workstations.

The FY 2022-2028 Capital Improvement Program provides funding for a total of 16 facilities, five of which are co-locations with fire departments that will deploy EMS units and eleven of which are standalone EMS stations.

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 per stations. These new facilities will require new ongoing personnel and operational costs as well as one-time vehicle and equipment costs at start-up.

New personnel is included in FY 2023 and FY 2025 to support Fuquay North and Wendell stations.

### Program Summary: EMS Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	900,000	9,550,000	5,578,450	4,021,500	5,609,500	3,300,000	4,300,000	33,259,450
Municipalities	90,000	—	—	—	—	—	—	90,000
Appropriated Fund Balance	—	—	2,011,550	3,453,500	6,090,500	—	—	11,555,550
<b>Total Sources</b>	<b>990,000</b>	<b>9,550,000</b>	<b>7,590,000</b>	<b>7,475,000</b>	<b>11,700,000</b>	<b>3,300,000</b>	<b>4,300,000</b>	<b>44,905,000</b>
EMS Projects	990,000	9,550,000	7,590,000	7,475,000	11,700,000	3,300,000	4,300,000	44,905,000
<b>Total Uses</b>	<b>990,000</b>	<b>9,550,000</b>	<b>7,590,000</b>	<b>7,475,000</b>	<b>11,700,000</b>	<b>3,300,000</b>	<b>4,300,000</b>	<b>44,905,000</b>
CIP Operating Impacts	—	401,000	189,000	2,953,000	102,000	126,000	41,000	3,812,000
CIP Operating Impacts - FTE	—	4.000	—	16.000	—	—	—	20.000

# Public Safety

## EMS Equipment

Funding is provided to install ambulance stretcher power loaders on existing and new ambulances. These stretcher loader systems allow personnel to avoid lifting heavy stretchers both in and out of ambulances, avoiding the potential for injury to EMS personnel and patients being transported.

State law requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The Capital Improvement Program includes funding for the scheduled replacement of defibrillators to maintain this replacement cycle in FY 2022 and FY 2026.

### Program Summary: EMS Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
<b>Total Sources</b>	<b>258,000</b>	<b>—</b>	<b>—</b>	<b>2,144,000</b>	<b>2,144,000</b>	<b>—</b>	<b>—</b>	<b>4,546,000</b>
EMS Equipment	258,000	—	—	2,144,000	2,144,000	—	—	4,546,000
<b>Total Uses</b>	<b>258,000</b>	<b>—</b>	<b>—</b>	<b>2,144,000</b>	<b>2,144,000</b>	<b>—</b>	<b>—</b>	<b>4,546,000</b>

# Public Safety

## Sheriff Projects

The FY 2022 - 2028 Capital Improvement Program includes funding to provide the Wake County Sheriff's Office with 100 body worn cameras and the associated hardware and software required to record, store, and retain video recordings made by Sheriff's Deputies in the field. Funding is included in FY 2022 for purchase of the cameras and storage. Replacement funding is included in FY 2027.

The Capital Improvement Program also replaces handheld radios, primarily used by detention officers, that have reached end of the usable life. The initial replacement for these radios occurs in FY 2022 and the second replacement planned in FY 2027.

### Program Summary: Sheriff Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	980,000	—	—	—	—	661,000	—	1,641,000
<b>Total Sources</b>	<b>980,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>661,000</b>	<b>—</b>	<b>1,641,000</b>
Sheriff Projects	980,000	—	—	—	—	661,000	—	1,641,000
<b>Total Uses</b>	<b>980,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>661,000</b>	<b>—</b>	<b>1,641,000</b>

# Wake County Public School System

## Element Summary: Wake County Public School System

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	58,230,000	53,650,000	61,105,000	62,800,000	70,120,000	72,250,000	74,420,000	452,575,000
Proposed Future Funding	—	—	281,888,702	265,599,976	347,557,716	274,536,470	282,914,300	1,452,497,164
Pooled Investments	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
Bond Anticipation Notes	286,110,329	291,947,600	—	—	—	—	—	578,057,929
<b>Total Sources</b>	<b>345,228,379</b>	<b>346,533,544</b>	<b>343,938,917</b>	<b>329,354,270</b>	<b>418,640,880</b>	<b>347,758,276</b>	<b>358,314,501</b>	<b>2,489,768,767</b>
Wake County Public Schools System Capital Program	344,340,329	345,597,600	342,993,702	328,399,976	417,677,716	346,786,470	357,334,300	2,483,130,093
WCPSS Administrative Lease Reserve	888,050	935,944	945,215	954,294	963,164	971,806	980,201	6,638,674
<b>Total Uses</b>	<b>345,228,379</b>	<b>346,533,544</b>	<b>343,938,917</b>	<b>329,354,270</b>	<b>418,640,880</b>	<b>347,758,276</b>	<b>358,314,501</b>	<b>2,489,768,767</b>

### History/Background

The Wake County Public School System’s Capital Improvement Program is a seven-year plan updated annually to account for student enrollment trends, programmatic changes, market conditions, legislative changes, and other factors impacting the system’s capital needs. Each year, the Wake County Public School System staff updates the plan in conjunction with the Joint Facilities Core Team consisting of County and school system staff. The Board of Education approves the plan, and through formal resolution, requests funding for the plan from the Board of Commissioners. The Board of Commissioners is responsible for determining how to fund the plan within the County’s financial policies.

### Seven Year Summary

The Wake County Public School System Capital Improvement Program includes funding for 14 new schools and six renovations. The plan provides for replacement of aging building components, technology, equipment and furniture.

The first year of the plan is funded with a combination of limited obligation bonds and cash transfers from the County’s General Fund. A combination of debt and cash funding is planned for future years.

The seven-year plan also reflects funds transferred on an annual basis from the Capital Improvement Program to the Wake County Public School System operating budget for the lease costs associated with the Crossroads Administrative Buildings.

# Wake Technical Community College

## Element Summary: Wake Technical Community College

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000	8,000,000	8,500,000	54,000,000
Proposed Future Funding	—	—	86,570,000	86,720,000	86,770,000	85,820,000	87,050,000	432,930,000
Bond Anticipation Notes	91,373,000	80,611,000	—	—	—	—	—	171,984,000
<b>Total Sources</b>	<b>98,873,000</b>	<b>88,111,000</b>	<b>94,070,000</b>	<b>94,220,000</b>	<b>94,270,000</b>	<b>93,820,000</b>	<b>95,550,000</b>	<b>658,914,000</b>
Wake Technical Community College Capital Program	98,873,000	88,111,000	94,070,000	94,220,000	94,270,000	93,820,000	95,550,000	658,914,000
<b>Total Uses</b>	<b>98,873,000</b>	<b>88,111,000</b>	<b>94,070,000</b>	<b>94,220,000</b>	<b>94,270,000</b>	<b>93,820,000</b>	<b>95,550,000</b>	<b>658,914,000</b>

### History/Background

The County provides funding for Wake Tech in accordance with NCGS 115D-32 which requires the County to provide adequate funds to meet Wake Tech’s needs for the Plant Fund.

Plant Fund: acquisition of land; construction and renovation of buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings, grounds, and the operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

In November of 2018, a \$349 million general obligation bond was passed to continue funding Wake Tech’s capital needs until FY 2023. The bonds and cash transfers from the County’s General Fund will address the workforce needs in the skilled trades, health sciences, public safety, advanced industries and high tech fields by expanding facilities at the Southern Wake (Main), Scott Northern Wake, Perry Health Sciences, Public Safety Education, and RTP Campuses. The funds also support acquisition of a site and construction of new buildings to establish a new Eastern Wake Campus in Wendell.

The multi-year Wake Tech capital program also improves reliability and safety for the Wake Tech community with funds for Repairs and Renovation and Infrastructure Improvement projects. Infrastructure improvements include increased

online learning, better IT systems redundancy and reliability, improved wireless access, new audio-visual systems, and increased information storage.

### Operating Budget Impact

Per NCGS 115D-32, the County is required to provide funding to maintain buildings, grounds and operations of facilities; and purchases of all furniture and equipment not provided for administrative and instructional purposes.

### Major Accomplishments

The college continued the planning and approval of the multi-year Wake Tech Capital Improvement Plan, which resulted in the passing of a \$349 million general obligation bond in November 2018. The college continued design for the next classroom building at the Research Triangle Park (RTP) Campus; a new automotive and collision repair facility at the Scott Northern Wake Campus; and at the Main Campus, a new Facilities/Warehouse Facility and Advanced Industries Building. Construction has also started for the Ready Hall Addition. Several projects were designed and constructed in the Repairs and Renovations, IT Infrastructure, and Campus-wide infrastructure areas, including a new southern loop road at the Southern Wake Campus that will provide another access point to this campus when the I-540 Beltline project takes away the northernmost campus entrance.

# Wake Technical Community College

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## Seven Year Summary

Wake Tech leaders presented an updated Capital Improvement Program Master Plan to the Board of Commissioners in February 2020. This plan included a look at future student population growth in combination with workforce demands and trends over a seven-year period, including an estimate of needs for an additional 4 years.

The Wake Tech Capital Improvement Program includes funding for new buildings, land acquisition, repairs and renovations, infrastructure replacement, and technology infrastructure projects. All campuses plan to support increased safety and security for students, faculty, and staff; online class growth; and school technology needs. For instance, the plan includes a new facility called the Hendrick Center for Automotive Excellence on the Scott Northern Wake

Campus based on recommendations by community advisory committees because of the need to grow this workforce. Scott Northern Wake Campus is an ideal location since it is close to many car dealerships on Capital Boulevard.

The plan also includes funding for land acquisition and building construction for 4 new buildings and the associated infrastructure for the newly acquired Eastern Wake site in Wendell, supporting programs such as Public Safety, General Education, and Technology 4.0.

Lastly, the plan includes a new building on the Southern Wake Campus and new buildings on the RTP Campus to prepare students for careers in biotechnology in Wake County.



# Fire/Rescue

## Element Summary: Fire/Rescue

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	3,859,000	2,310,000	3,872,000	2,518,000	4,245,000	2,710,000	3,609,000	23,123,000
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
Appropriated Fund Balance	—	1,056,250	—	986,250	—	672,000	—	2,714,500
<b>Total Sources</b>	<b>6,155,000</b>	<b>5,739,250</b>	<b>5,395,000</b>	<b>5,557,250</b>	<b>6,867,000</b>	<b>6,381,000</b>	<b>5,867,000</b>	<b>41,961,500</b>
Fire Apparatus and Vehicles	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000
Fire Equipment	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
Fire Facilities	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000
Reserve for Future Projects	44,750	—	64,750	—	1,028,000	—	159,000	1,296,500
<b>Total Uses</b>	<b>6,155,000</b>	<b>5,739,250</b>	<b>5,395,000</b>	<b>5,557,250</b>	<b>6,867,000</b>	<b>6,381,000</b>	<b>5,867,000</b>	<b>41,961,500</b>

### History/Background

The Fire/Rescue Capital Improvement Program designates capital needs for the Wake County Fire Tax District. The primary goals are to: provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; meet Wake County and insurance industry standards for fire station location; and achieve "seamless" emergency service delivery through nearest station response.

To meet these goals, Wake County contracts with 18 fire departments to provide fire protection and emergency services in the County's unincorporated areas and the Town of Wendell.

### Seven Year Summary

The Fire/Rescue Capital Improvement Program is funded with a combination of special district tax revenues, fund balance, and debt and municipal reimbursements. The seven-year plan includes the replacement of large apparatus, such as pumper tankers, tankers, and rescue trucks. It also includes small/administrative vehicles, equipment replacement programs, facility repairs and renovations, and a reserve for new fire station construction. Some replacements are funded at cost-share portions with other entities. Only the Fire Tax District portion is represented in the seven-year program.

# Fire/Rescue

## Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission, in conjunction with Wake County Fire Services staff, is charged with developing and maintaining a fire apparatus and fleet management program. The committee develops, maintains, and oversees the specification of the following apparatuses: administrative vehicles, brush units, engines, pumper tankers, and rescues.

The committee uses a weighted, points-based formula to guide prioritization of apparatus and administrative vehicle replacements. Criteria used to prioritize replacements include mileage, hours,

annual maintenance expense, and age of the apparatus.

The seven-year plan provides for the purchase or replacement of 47 large apparatus, 7 brush trucks, and 32 small administrative vehicles. It also includes \$75,000 annually for emergency maintenance funding that may be used to cover major vehicle maintenance expenses incurred during the year.

Large apparatus is typically financed over a ten-year period, while smaller vehicles and brush trucks are funded with a combination of cash transfers from the Fire Tax District operating fund and fund balance.

### Program Summary: Fire Apparatus and Vehicles

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	1,051,000	703,000	975,000	1,079,000	837,000	938,000	975,000	6,558,000
Transfers From Debt Service	2,296,000	2,373,000	1,523,000	2,053,000	2,622,000	2,999,000	2,258,000	16,124,000
<b>Total Sources</b>	<b>3,347,000</b>	<b>3,076,000</b>	<b>2,498,000</b>	<b>3,132,000</b>	<b>3,459,000</b>	<b>3,937,000</b>	<b>3,233,000</b>	<b>22,682,000</b>
Fire Apparatus and Vehicles	3,347,000	3,076,000	2,498,000	3,132,000	3,459,000	3,937,000	3,233,000	22,682,000
<b>Total Uses</b>	<b>3,347,000</b>	<b>3,076,000</b>	<b>2,498,000</b>	<b>3,132,000</b>	<b>3,459,000</b>	<b>3,937,000</b>	<b>3,233,000</b>	<b>22,682,000</b>

# Fire/Rescue

## Fire Facilities



The Facilities Committee of the Wake County Fire Commission is charged with reviewing and prioritizing funding requests for facility repairs and renovations at existing stations.

During FY 2018, a facility condition assessment identified \$2.54 million in recommended renovations and repairs. Beginning in FY 2019, an annual funding

allocation was included in the seven-year Capital Improvement Program to begin addressing projects identified in the assessment.

During FY 2020, Fire Services staff developed a projection of future fire station needs throughout the County. This projection included the construction of debt funded fire facilities that would serve the Fire Tax District. Assuming a twelve-year financing period, the projection was used to determine the Fire Tax District’s funding requirements to participate in these debt financings at the appropriate cost shares. Using the results of that projection, a reserve for new fire station construction has been created with the first annual allocation of funding beginning in FY 2021. The FY 2022 - 2028 Capital Improvement Program includes \$1.5 million in annual funding to support future fire station needs.

### Program Summary: Fire Facilities

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	1,524,000	443,750	1,500,000	513,750	1,500,000	828,000	1,500,000	7,809,500
Appropriated Fund Balance	—	1,056,250	—	986,250	—	672,000	—	2,714,500
<b>Total Sources</b>	<b>1,524,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>10,524,000</b>
Fire Facilities	1,524,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,524,000
<b>Total Uses</b>	<b>1,524,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>10,524,000</b>

# Fire/Rescue

## Fire Equipment



The Equipment Committee of the Wake County Fire Commission is charged with developing and maintaining the fire equipment program. In conjunction with County staff, the committee develops, maintains, and oversees the specifications for the following types of equipment: defibrillators, thermal imaging cameras, turnout gear, and self-contained breathing apparatus.

Funds are included for the fourth year of a five-year plan to place a defibrillator on every vehicle throughout the Fire Tax District. The plan is expected to be fully implemented in FY 2022. Thermal imaging cameras are typically replaced every seven years. The County replaces 10% of all turnout gear each year, plus an additional 5% for new hires or gear that needs repair or replacement based on national fire protection standards. The County provides funding to ensure all self-contained breathing apparatus in use are within three-cycles of the current national fire protection standard.

Beginning in FY 2022, the plan also includes an annual contribution of \$221,250 to replace mobile data terminals at end of life-cycle. The terminals include automatic vehicle location services to support closest vehicle response and they provide for collection of data to better evaluate emergency responses.

### Program Summary: Fire Equipment

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Special Districts Fund	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
<b>Total Sources</b>	<b>1,239,250</b>	<b>1,163,250</b>	<b>1,332,250</b>	<b>925,250</b>	<b>880,000</b>	<b>944,000</b>	<b>975,000</b>	<b>7,459,000</b>
Fire Equipment	1,239,250	1,163,250	1,332,250	925,250	880,000	944,000	975,000	7,459,000
<b>Total Uses</b>	<b>1,239,250</b>	<b>1,163,250</b>	<b>1,332,250</b>	<b>925,250</b>	<b>880,000</b>	<b>944,000</b>	<b>975,000</b>	<b>7,459,000</b>

# Affordable Housing

## Element Summary: Affordable Housing

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From General Fund	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
<b>Total Sources</b>	<b>10,995,000</b>	<b>76,965,000</b>						
Housing	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	10,995,000	76,965,000
<b>Total Uses</b>	<b>10,995,000</b>	<b>76,965,000</b>						

### History/Background

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Force 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the physical, public infrastructure for low-income communities through paving or repair of streets, installation of water and sewer lines, the building or repair of sidewalks, and community projects and improvements.

In addition to federal funds from United States Department of Housing and Urban Development, affordable housing development and preservation occurred through the Housing Special Revenue Fund. The County also contributed \$1 million annually to these efforts.

Nearly twenty years after the original Housing Affordability report, the Wake County Board of Commissioners approved the approved the Comprehensive Affordable Housing Plan on October 16, 2017. The 20-year plan was informed by the Board appointed, 32-member Affordable Housing Steering Committee. This plan contains 19 recommended tools to preserve and increase affordable housing.

Based on this plan, the Housing function of the Human Services Department moved to a newly-formed Housing Affordability and Community Revitalization department. This newly-formed department received an additional \$15 million distributed throughout the County General Fund, a Special Revenue Fund, and a Capital Fund. The additional funding aims to bolster existing operating services and increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless, and other vulnerable populations.

### Seven Year Summary

The CIP continues to build on the Housing plan by providing gap funding to increase the supply of housing for Wake County low-income working families, senior citizens, those with a disability, formerly homeless, and other vulnerable populations. This includes partnerships with non-profits to provide affordable mortgages for eligible low-income homebuyers.

In addition, affordable housing investments will be targeted to create a loan fund to acquire sites for affordable housing development and provide low-cost permanent financing to maintain existing affordable multi-family rental properties.

Capital funds also aim to improve the County voucher administration system for assessing and placing its most vulnerable populations into housing, such as homeless veterans. This work includes partnering with public housing authorities to increase support for landlords as well.



# Major Facilities Capital Trust Fund

## Element Summary: Major Facilities Capital Trust Fund

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
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
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Appropriated Fund Balance	150,000	160,000	—	—	364,000	—	—	674,000
<b>Total Sources</b>	<b>3,176,700</b>	<b>3,187,400</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,364,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,728,100</b>
Five County Stadium	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750
Marbles/IMAX	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
Reserve for Major Facilities Future Projects	—	—	68,600	274,750	—	565,000	700,000	1,608,350
<b>Total Uses</b>	<b>3,176,700</b>	<b>3,187,400</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,364,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>21,728,100</b>

### History/Background

The Major Facilities Trust Fund is supported through Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County levies a 6% tax of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and 1% on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation specifies how revenues are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau.

The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for funds. The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing, or financing convention

centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

Wake County and the City of Raleigh each receives \$1.00 million from the tax proceeds to use at its own discretion. The funds are still subject to the restrictions specified in the enabling legislation enacted by the State of North Carolina. Historically the funds have been used to support Five County Stadium and Marbles Kids Museum.

Through the 20th Amendment to the Interlocal Agreement, Wake County receives an annual \$2.00 million for small community projects that is awarded through competitive processes.

### 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

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## Seven Year Summary

The Major Facilities Capital Trust Fund Capital Improvement Program supports projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding is included for Five County Stadium, Marbles Kids Museum, and

an annual \$2.0 million to be awarded to small capital projects through a competitive process.

Five County Stadium projects will include accessibility upgrades and lifecycle replacements. Funding is included for Marbles Kids Museum repairs and lifecycle replacements.

# Major Facilities Capital Trust Fund

## Five County Stadium



Five County Stadium has been the home of the Carolina Mudcats Minor League Single A baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses as well as home team and visiting team clubhouses. The stadium also includes a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites. Wake County owns the stadium and leases it to the Mudcats. This lease designates certain building upgrades as the responsibility of the County.

Funding began in 2008 to address life cycle replacement of building systems, finishes, and other deficiencies compared to the common design and maintenance standards practiced by Wake County, as identified in a Facility Condition Assessment evaluation. Significant projects since that time have included replacement of the stadium sound system, a concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting, power upgrade improvements, fire alarm upgrades, and the installation of an accessible lift.

In 2018, the Milwaukee Brewers Major League Baseball franchise purchased the Mudcats. The Brewers ownership identified accessibility issues at the stadium. As the facility owner, the County completed an accessibility study concurrently with an updated facility condition assessment. The accessibility study concluded that the original restrooms, built prior to both the enactment of the Americans with Disabilities Act and the County's ownership of the stadium, need to be upgraded to modern accessibility standards. Phase 1 of this work was completed in FY 2020, and Phase 2 was funded in FY 2021. The FY 2022 to FY 2028 budget includes continued accessibility upgrades and lifecycle replacements.

### Program Summary: Five County Stadium

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	—	—	631,400	625,250	—	435,000	300,000	1,991,650
Reserve for Replacements	26,700	27,400	—	—	—	—	—	54,100
Appropriated Fund Balance	—	—	—	—	364,000	—	—	364,000
<b>Total Sources</b>	<b>26,700</b>	<b>27,400</b>	<b>631,400</b>	<b>625,250</b>	<b>364,000</b>	<b>435,000</b>	<b>300,000</b>	<b>2,409,750</b>
Five County Stadium	26,700	27,400	631,400	625,250	364,000	435,000	300,000	2,409,750
<b>Total Uses</b>	<b>26,700</b>	<b>27,400</b>	<b>631,400</b>	<b>625,250</b>	<b>364,000</b>	<b>435,000</b>	<b>300,000</b>	<b>2,409,750</b>

# Major Facilities Capital Trust Fund

## Marbles/IMAX



Marbles Kids Museum, located at 201 East Hargett Street, was constructed in 1999 and shares a campus with the adjacent IMAX Theatre. The 83,000 sq. ft. museum building is a landmark in downtown Raleigh and is located along the western portion of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001. The building houses an IMAX projection system and a 270 seat theatre. IMAX provides 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 sq. ft. facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX

theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

From FY 2012 through 2018, a number of lifecycle replacement projects were completed in both buildings based on recommendations provided in a Facilities Condition Assessment conducted in 2009. These improvements included updated sitework, interior finishes, exterior door replacements, system replacements, interior and exterior lighting throughout, and seating and carpet replacements in the IMAX Theatre. In addition, construction was previously completed on a second floor expansion above the museum entry to the lobby in 2014 to accommodate a new exhibit called Kid Grid, which was funded through a grant by a private sector company.

Based on annual updates to specific mechanical equipment, roof condition assessments, and a building wide Facilities Condition Assessment completed in FY 2020, the FY 2022-2028 budget calls for general building constructions for both the Museum and IMAX. Approximately \$1.15 million is included in FY2022 for roof replacements and partial clerestory repair.

### Program Summary: Marbles/IMAX

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	1,000,000	1,000,000	300,000	100,000	1,000,000	—	—	3,400,000
Appropriated Fund Balance	150,000	160,000	—	—	—	—	—	310,000
<b>Total Sources</b>	<b>1,150,000</b>	<b>1,160,000</b>	<b>300,000</b>	<b>100,000</b>	<b>1,000,000</b>	<b>—</b>	<b>—</b>	<b>3,710,000</b>
Marbles/IMAX	1,150,000	1,160,000	300,000	100,000	1,000,000	—	—	3,710,000
<b>Total Uses</b>	<b>1,150,000</b>	<b>1,160,000</b>	<b>300,000</b>	<b>100,000</b>	<b>1,000,000</b>	<b>—</b>	<b>—</b>	<b>3,710,000</b>

# Major Facilities Capital Trust Fund

## Reserve for Major Facilities Future Projects

These funds are identified through the County’s portion of the Major Facilities Trust Fund, which support projects at Five County Stadium and the Marbles Kids Museum. As projects advance toward completion, reserves allow the County to begin

funding other important renovation projects at these facilities. The FY 2022-2028 Capital Improvement Program includes planned contributions to the reserve in FY 2024, FY 2025, FY 2027 and FY 2028.

### Program Summary: Reserve for Major Facilities Future Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	—	—	68,600	274,750	—	565,000	700,000	1,608,350
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>68,600</b>	<b>274,750</b>	<b>—</b>	<b>565,000</b>	<b>700,000</b>	<b>1,608,350</b>
Reserve for Major Facilities Future Projects	—	—	68,600	274,750	—	565,000	700,000	1,608,350
<b>Total Uses</b>	<b>—</b>	<b>—</b>	<b>68,600</b>	<b>274,750</b>	<b>—</b>	<b>565,000</b>	<b>700,000</b>	<b>1,608,350</b>

# Major Facilities Capital Trust Fund

## Reserve for Major Facilities Competitive Projects

Wake County receives \$2.00 million annually within the Major Facilities Special Revenue Fund for local community projects. The \$2.00 million is then

transferred annually to the Major Facilities Capital Trust for future competitive processes to support capital projects.

### Program Summary: Reserve for Major Facilities Competitive Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Major Facilities	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
<b>Total Sources</b>	<b>2,000,000</b>	<b>14,000,000</b>						
Reserve for Major Facilities Competitive Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,000,000
<b>Total Uses</b>	<b>2,000,000</b>	<b>14,000,000</b>						

# Solid Waste

## Element Summary: Solid Waste

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From South Wake Landfill Fund	265,000	1,084,000	1,083,000	1,473,000	1,197,000	655,000	914,000	6,671,000
Transfers From Solid Waste Enterprise	993,000	273,000	663,000	303,000	1,122,000	5,240,000	127,000	8,721,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
Appropriated Fund Balance	590,000	—	—	—	—	—	—	590,000
<b>Total Sources</b>	<b>2,485,000</b>	<b>5,072,000</b>	<b>1,746,000</b>	<b>1,776,000</b>	<b>2,916,000</b>	<b>6,510,000</b>	<b>1,041,000</b>	<b>21,546,000</b>
Landfill Gas Development	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000
Multi-material and Convenience Centers	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000
North Wake	—	164,000	—	—	—	—	—	164,000
South Wake Landfill	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000
<b>Total Uses</b>	<b>2,485,000</b>	<b>5,072,000</b>	<b>1,746,000</b>	<b>1,776,000</b>	<b>2,916,000</b>	<b>6,510,000</b>	<b>1,041,000</b>	<b>21,546,000</b>

### History/Background

The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The Capital Improvement Program includes investments in the County’s disposal/recycling infrastructure and renovation to existing facilities to meet the solid waste demands of the public and comply with the NC Department of Environmental Quality’s requirements for operating solid waste facilities. The major facilities supported through the Solid Waste Capital Element include the County’s eleven convenience centers, three multi-material and household hazardous waste facilities, the South Wake Landfill, and the East Wake Transfer Station.

Funding for Solid Waste capital projects are provided by two Enterprise funds: (1) Solid Waste Operating Fund and (2) the South Wake Landfill (SWLF) Partnership Fund. The Solid Waste Operating Fund generates revenue through household fees, grants/state funding, the sale of recyclable materials, fund balance, and transfers from the SWLF Partnership

Fund. Revenues for the SWLF Partnership Fund are earned through the tipping fees generated at the South Wake Landfill and the East Wake Transfer Station.

Wake County joined with the municipalities in Wake County to form the South Wake Landfill Partnership in 2006 to provide a landfill for use by the municipal partners. The South Wake Landfill (SWLF) was constructed for this purpose and began operation in February 2008.

Wake County updated the Comprehensive Solid Waste Management Plan during FY 2020. The Plan helps determine and prioritize needed capital projects. The updated plan integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.

### Seven Year Summary

The FY 2022-2028 Capital Improvement Program includes planned funding for convenience center improvements, establishment of a new tire and mattress shredder program, and continued efforts to mitigate odors at the South Wake Landfill.

# Solid Waste

## Multi-material and Convenience Centers



The County currently operates three multi-material recycling facilities, three household hazardous waste facilities, and eleven convenience centers. Residents can bring household waste and materials for disposal or recycling. Regular household waste and recycling, including cardboard, metal, paper, plastic, is taken to convenience centers as well as limited construction

and demolition debris. Items banned from the landfill are electronics, oils, paint, pallets, white goods, and household hazardous items, can be taken to the multi-material or household hazardous waste facilities.

The FY 2022 - 2028 plan includes ongoing improvements such as driveways, repaving, and equipment replacement at the facilities. The plan includes funds in FY 2022 to purchase a mattress and tire shredder. This equipment will assist efforts on several fronts. First, the shredder will allow the County to shred and dispose of oversized tires onsite, rather than paying for significant transportation costs through a third party vendor. The mattress shredding component will allow for recycling of some mattress components (metal primarily), while also leading to better disposal in the landfill. Mattresses can be difficult to compact and, as a result, may take up significant capacity at a landfill. Shredding the mattresses will help address this challenge.

### Program Summary: Multi-material and Convenience Centers

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Solid Waste Enterprise	416,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	7,980,000
Appropriated Fund Balance	590,000	—	—	—	—	—	—	590,000
<b>Total Sources</b>	<b>1,006,000</b>	<b>109,000</b>	<b>663,000</b>	<b>303,000</b>	<b>1,122,000</b>	<b>5,240,000</b>	<b>127,000</b>	<b>8,570,000</b>
Multi-material and Convenience Centers	1,006,000	109,000	663,000	303,000	1,122,000	5,240,000	127,000	8,570,000
<b>Total Uses</b>	<b>1,006,000</b>	<b>109,000</b>	<b>663,000</b>	<b>303,000</b>	<b>1,122,000</b>	<b>5,240,000</b>	<b>127,000</b>	<b>8,570,000</b>

# Solid Waste

## North Wake



The North Wake Landfill (NWLF) was closed to accepting municipal solid waste (MSW) in FY 2009 and converted to a park facility in 2011. The County took over the landfill gas collection and control system at North Wake in 2015 and continues to maintain that system along with the required post closure maintenance by the North Carolina Department of Environmental Quality.

The FY 2022-2028 Capital Improvement Program includes planned funding for some additional park improvements in FY 2023.

### Program Summary: North Wake

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From Solid Waste Enterprise	—	164,000	—	—	—	—	—	164,000
<b>Total Sources</b>	<b>—</b>	<b>164,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>164,000</b>
North Wake	—	164,000	—	—	—	—	—	164,000
<b>Total Uses</b>	<b>—</b>	<b>164,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>164,000</b>

# Solid Waste

## South Wake Landfill



In February 2008, the South Wake Landfill began accepting municipal solid waste. Waste Industries, now GFL Environmental, was selected by the County Commissioners in June 2006 to serve as the County’s design, build, operate, and maintain contractor for the SWLF. However, the County retains responsibility for some elements of landfill operations. First, the County must provide the soil needed for each phase of construction at the landfill. Second, the County is responsible for the final closure of each cell at the landfill. The County is also responsible for all aspects associated with landfill gas. Funding to meet these

responsibilities is provided primarily through the fees generated at the South Wake Landfill and East Wake Transfer Station.

A total of 5 phases are ultimately anticipated through the life of the landfill. To date, two have been built and are in operation. GFL Environmental completed construction of Phase 2B during FY 2021, with planned opening of that phase in late FY 2021.

In 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Landfill Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer municipal solid waste to the landfill for burial.

The FY 2022-2028 Capital Improvement Program includes improvements to the East Wake Transfer Station, construction of an additional partial closure of the landfill, continued funding for environmental nuisance mitigation (odors primarily), and expansion of the landfill gas system.

### Program Summary: South Wake Landfill

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From South Wake Landfill Fund	265,000	432,000	281,000	290,000	299,000	307,000	317,000	2,191,000
Miscellaneous	637,000	3,715,000	—	—	597,000	615,000	—	5,564,000
<b>Total Sources</b>	<b>902,000</b>	<b>4,147,000</b>	<b>281,000</b>	<b>290,000</b>	<b>896,000</b>	<b>922,000</b>	<b>317,000</b>	<b>7,755,000</b>
South Wake Landfill	902,000	4,147,000	281,000	290,000	896,000	922,000	317,000	7,755,000
<b>Total Uses</b>	<b>902,000</b>	<b>4,147,000</b>	<b>281,000</b>	<b>290,000</b>	<b>896,000</b>	<b>922,000</b>	<b>317,000</b>	<b>7,755,000</b>

# Solid Waste

## Landfill Gas Development



During FY 2011, the County began operating the landfill gas collection and control system at the South Wake Landfill.

These facilities are enabling the County to control landfill gas and seek beneficial reuse of the gas to create energy. A company named INGENCO built facilities in 2011 on-site and expanded them in 2019 to convert the landfill gas to power. INGENCO sells that power to Duke Energy and the County collects a portion of the revenues generated from the sales. Those revenues are used to support expansion of the landfill gas system.

The seven-year plan includes improvements to keep up with the expanding landfill and to ensure the system can handle the landfill gas generated from the additional buried waste.

### Program Summary: Landfill Gas Development

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total FY 2022-28
Transfers From South Wake Landfill Fund	—	652,000	802,000	1,183,000	898,000	348,000	597,000	4,480,000
Transfers From Solid Waste Enterprise	577,000	—	—	—	—	—	—	577,000
<b>Total Sources</b>	<b>577,000</b>	<b>652,000</b>	<b>802,000</b>	<b>1,183,000</b>	<b>898,000</b>	<b>348,000</b>	<b>597,000</b>	<b>5,057,000</b>
Landfill Gas Development	577,000	652,000	802,000	1,183,000	898,000	348,000	597,000	5,057,000
<b>Total Uses</b>	<b>577,000</b>	<b>652,000</b>	<b>802,000</b>	<b>1,183,000</b>	<b>898,000</b>	<b>348,000</b>	<b>597,000</b>	<b>5,057,000</b>



# Financial Planning Model

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Wake County utilizes a long-term Debt and Capital financial model ("model") as an effective tool to identify the impacts of funding choices for projects and programs identified in the County's seven-year Capital Improvement Program. The Capital Improvement Program includes the short-term and long-term capital needs of the County as well as the Wake County Public School System (WCPSS) and Wake Technical Community College (WTCC). By state statute, the County is obligated to fund both public school system and community college capital needs. The model aids the Board of Commissioners and County management in developing a strategy to fund these capital needs while being aware of any citizen tax impact and ensuring continued adherence to policies, guidelines, and other metrics at a desired level commensurate with triple-A bond rating criteria.

Several financial policies and guidelines were established in the early 2000s related to fund balance, revenues, capital improvements, and debt issuance. These remain the framework for the model. For more information on these policies and guidelines, please refer to the Financial Policies section of this budget book.

Dedicated revenues which drive the model include property and sales tax (the two largest revenue sources) as well as General Fund and Debt Service

Fund investment earnings. As part of the modeling process, assumptions are made about the strengthening (or weakening) of these revenue drivers. On the expenditure side of the model, assumptions are made regarding the presumed rates of issuance on short-term and long-term debt. The model is integral in determining appropriate timing, level, and affordability of capital needs identified in the Capital Improvement Program.

The model is updated throughout the year for changes related to major economic assumptions, borrowing rate assumptions, Capital Improvement Program projects and programs, completed debt issuances and relevant Board actions. In addition to the annual in-depth budget review process, the Board of Commissioners receives periodic updates about the model if major assumptions change or as fiscal impacts of new debt programs are contemplated.

The current model illustrates a plan that contains a combination of short and long-term debt financing and cash funding for Capital Improvement Program projects slated for FY 2022, as noted in the Debt Service section of this budget book. The model continues to be utilized for long-term impact analysis as the Board contemplates future County, WTCC and WCPSS capital needs and corresponding funding choices for FY 2023-2028.



# Glossary of Budget Terms

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**Annual Comprehensive Financial Report (ACFR):** 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 ACFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

**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

# Glossary of Budget Terms

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will require, and the measures to determine if the outcomes are accomplished.

**CAMA:** Computer Assisted Mass Appraisal.

**CAMPO:** Capital Area Metropolitan Planning Organization.

**CAP:** Capital Area Preservation.

**CARES Act:** Coronavirus Aid, Relief and Economic Security Act; \$2.2 trillion package from the Federal Government to help businesses, workers, and health care systems negatively effected by the coronavirus.

**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.

**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.

**Coronoavirus:** A family of viruses, some of which cause disease in people and animals, named for crownlike spikes on their surfaces.

**COVID-19:** Coronoavirus Disease 2019, the disease observed in humans caused by the SARS-CoV-2 virus.

**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

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**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.

**FEMA:** Federal Emergency Management Agency

**Fiscal Year:** A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

**Fringe Benefits:** For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

**Fund:** An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

**Fund Balance:** The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

**Full-time equivalent (FTE):** A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.500 FTE.

**GAAP:** Generally accepted accounting principles.

**General Fund:** The principal operating fund which provides for the accounting of most basic governmental services.

**General Obligation Bonds:** Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

**Government Finance Officers Association (GFOA):** The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

**GIS:** Geographic Information System.

**Governmental Funds:** Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on

# Glossary of Budget Terms

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the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called modified accrual accounting which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

**GPS:** Global Positioning Satellite.

**Grants:** A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

**GSA:** General Services Administration.

**Horizon Issues:** Operating or capital needs that departments plan to address in future years.

**HR:** Human Resources department.

**ICS:** Incident Command System.

**Indirect Costs:** The component of the total cost for a service which is provided by another department or division (e.g., auditing).

**Intergovernmental Revenues:** Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

**Internal Service Fund:** A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

**Investment Earnings:** Earnings earned, usually interest, on County investments.

**IS:** Information Services department.

**Key Measures:** Important performance indicators of workload, efficiency or effectiveness identified by departments.

**Lease-Purchase Agreements:** A method of purchasing equipment in which payments are spread over a multi-year period.

**Levy:** The amount of tax, service charges, and assessments imposed by a government.

**LOBs:** LOBs, or Limited Obligation Bonds, are a long-term debt instrument the county uses to finance capital projects. Unlike General Obligation Bonds, LOBs can be issued without a voter referendum and are authorized by the Wake County Board of Commissioners. The authority for this form of debt comes from NC G.S. 160A-20.

**LME:** Local Managing Entity.

**LMS:** Learning Management System.

**Mandate:** A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

**MCO:** Managed Care Organization.

**MH/DD/SA:** Mental Health/Developmental Disabilities/Substance Abuse.

**MMRS:** Metropolitan Medical Response System.

**MODEL 3D:** Manufacturing Original Didactic Experiences in Learning in 3D (WTCC grant funding from National Science Foundation)

**Modified Accrual Basis of Accounting:** An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

**NCGS:** North Carolina General Statutes.

**Non-departmental:** Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

**Object of Expenditure:** An expenditure classification related to the type of goods and services purchased, such as office supplies.

# Glossary of Budget Terms

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**Operating Budget:** The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

**Operating Expenses:** Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

**Ordinance:** A legal document adopted by the local governing body setting policy and procedures.

**Outcome Measure:** Measurement used to determine the extent to which the intended purpose of a program is achieved.

**Outside Agencies:** Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

**Per Capita:** Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

**Performance Measure:** A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

**Personal Income:** Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

**Personal Property:** All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

**Personnel Services:** Expenditures for salaries and fringe benefits.

**Policy:** An established plan of action used to guide decisions and actions.

**Post-Incident Review:** A review of the emergency response to a fire incident designed to identify trends, challenges and opportunities for improvement.

**Property Tax Rate:** The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

**Proprietary Funds:** The County has only two proprietary funds. Enterprise Funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. Internal Service Funds are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

**PROS:** Parks, Recreation, and Open Space.

**Real Property Tax Base:** All land and buildings which are taxable.

**Revaluation:** The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

**Reclassification:** A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

**Reserve:** An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

**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.

# Glossary of Budget Terms

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**RTP:** Research Triangle Park.

**SACSCOC:** Southern Association of Colleges and Schools Commission on Colleges

**Salary Adjustment Reserve:** A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

**SEIMS:** Statewide Election Information Management System.

**Self-insurance:** A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

**Shared Revenue:** Revenues levied and collected by one government but shared with another government based on a predetermined method.

**Special Assessment:** A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

**Special Revenue Fund:** A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).

**SRC:** Southern Regional Center.

**Statute:** A law enacted by the state legislature.

**STEM:** Science, Technology, Engineering and Math

**Sub-object of Expenditure:** The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

**TAACCCT:** Trade Adjustment Assistance Community College and Career Training Grant Program

**TANF:** Temporary Assistance to Needy Families.

**Transfer In/Out:** Reallocating resources between different funds.

**Trend:** A pattern that emerges from multiple units of data over time.

**Taxing Authority:** When a legislative body has the legal ability to impose a tax on its citizens.

**TNR:** Trap, Neuter, and Release. Program to capture feral cats, neuter them, and then release into the wild.

**UDO:** Unified Development Ordinance.

**Unincorporated Area:** Area of the county that is not part of any municipality.

**User Fee:** A charge assessed each time a customer uses a County service for which fees are charged.

**Vector Borne:** An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

**VSO:** Veterans Services Office.

**WCHS:** Wake County Human Services.

**WCPL:** Wake County Public Library.

**WCPSS:** Wake County Public School System.

**WIC:** Women, Infants and Children.

**WTCC:** Wake Technical Community College.

**Workforce Development:** Refers to the Capital Area Workforce Development Board, a Board designated 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.

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Access Control Specialist	Facilities and Fleet Management	Safety and Security	T4	MR16
Accountant	Fiscal and Business Management	Accounting	P2	MR16
Accounting & Reporting Manager	Fiscal and Business Management	Accounting	M4	MR21
Accounting Supervisor	Fiscal and Business Management	Accounting	M1	MR19
Accounting Technician	Fiscal and Business Management	Accounting	C1	MR12
Accounting Technician Supervisor	Fiscal and Business Management	Accounting	M1	MR17
Accreditation & Quality Assurance Consultant	Health Services	Health Services Administration	P1	MR17
Accreditation & Quality Assurance Coordinator	Health Services	Health Services Administration	C3	MR15
Administrative Coordinator	General Management	Business Administration	C3	MR15
Administrative Manager	General Management	Business Administration	M2	MR19
Administrative Specialist	General Management	Administrative Support	C2	MR12
Administrative Supervisor	General Management	Business Administration	M1	MR15
Adult & Community Services - Social Worker	Social Services	Senior & Adult Services	P2	MR16
Adult & Community Services Supervisor	Social Services	Senior & Adult Services	M1	MR18
Adult & Family Services Assistant Division Director	Social Services	Senior & Adult Services	M3	MR21
Adult Guardianship - Case Manager	Health Services	Case Management	C3	MR13
Adult Guardianship - Social Worker	Social Services	Senior & Adult Services	P3	MR17
Adult Guardianship Supervisor	Social Services	Senior & Adult Services	M1	MR18
Adult Medicaid - Eligibility Caseworker II	Social Services	Economic Services	C3	MR14
Adult Medicaid - Eligibility Team Lead	Social Services	Economic Services	C4	MR15
Adult Medicaid Long Term Care - Eligibility Caseworker III	Social Services	Economic Services	C3	MR15
Adult Medicaid Long Term Care - Eligibility Team Lead	Social Services	Economic Services	C4	MR16
Adult Medicaid Manager	Social Services	Economic Services	M2	MR19
Adult Medicaid Supervisor	Social Services	Economic Services	M1	MR17
Adult Protective Services - Social Worker	Social Services	Senior & Adult Services	P3	MR17
Adult Protective Services Supervisor	Social Services	Senior & Adult Services	M1	MR18
Advanced Practice Paramedic	Health Services	Emergency Medical Response	C4	EM12
Affordable Housing Lending Manager	Social Services	Housing Development	P3	MR19
Affordable Housing Planner	Facilities and Fleet Management	Planning	P2	MR18
Animal Center Operations Manager	Environmental Services	Animal Services	M2	MR19
Animal Center Supervisor	Environmental Services	Animal Services	M1	MR16
Animal Control Officer	Environmental Services	Animal Services	C4	MR14
Animal Control Supervisor	Environmental Services	Animal Services	M1	MR16
Animal Health Care Receiving Technician	Environmental Services	Animal Services	C2	MR11
Animal Health Care Veterinary Technician	Environmental Services	Animal Services	C3	MR12
Animal Services Director	Environmental Services	Animal Services	M4	MR22
Animal Services Foster Coordinator	Environmental Services	Animal Services	C4	MR16
Animal Services Transfer Coordinator	Environmental Services	Animal Services	C4	MR16
Animal Services Volunteer/Outreach Coordinator	Environmental Services	Animal Services	C4	MR16
Animal Shelter Attendant	Environmental Services	Animal Services	C1	MR10
Applications Development Engineer	Information Technology	IT Business Systems	P3	IT15
Applications Development Manager	Information Technology	IT Business Systems	M2	IT16
Applications Development Senior Manager	Information Technology	IT Business Systems	M3	IT17
Appraisal Director	Fiscal and Business Management	Taxation and Collections	M4	MR22
Appraisal Manager	Fiscal and Business Management	Real Estate	M3	MR21
Appraiser	Fiscal and Business Management	Real Estate	P2	MR16
Assistant County Attorney	Legal and Compliance	Legal	P3	AT11
Assistant County Manager	General Management	County Management	P3	MR21
Assistant County Manager - Intergovernmental Relations	General Management	County Management	P3	MR21
Assistant Physician Director/Epidemiology Program Director	Health Services	Public Health	M4	HS23
Assistant Purchasing Manager	Fiscal and Business Management	Procurement	M2	MR20
Assistant to the County Manager	General Management	County Management	M2	MR21
Audio/Video Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Automotive Senior Technician	Facilities and Fleet Management	Fleet Services	T3	MR15
Automotive Specialist	Facilities and Fleet Management	Fleet Services	T4	MR16
Automotive Technician	Facilities and Fleet Management	Fleet Services	T2	MR14
Benefits & Wellness Manager	Human Resources	Benefits	M3	MR22
Benefits Specialist	Human Resources	Benefits	C3	MR15
Benefits Technician	Human Resources	Benefits	C2	MR13
Board of Elections Campaign Finance Specialist	Board of Elections	General Operations	P1	MR15
Board of Elections Early Voting Coordinator	Board of Elections	Early Voting	C3	MR15

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Board of Elections Early Voting Specialist	Board of Elections	Early Voting	C1	MR13
Board of Elections Inventory Control Specialist	Board of Elections	General Operations	C1	MR13
Board of Elections Logistics Specialist	Board of Elections	Elections	C2	MR14
Board of Elections Recruitment Coordinator	Board of Elections	Staffing	M1	MR15
Board of Elections Service Coordinator	Board of Elections	General Operations	M1	MR15
Board of Elections Specialist	Board of Elections	Election Administration	C1	MR13
Board of Elections Staffing Specialist	Board of Elections	Staffing	C1	MR13
Board of Elections Training Specialist	Board of Elections	Training	C4	MR15
Board of Elections Voter Registration Specialist	Board of Elections	Elections	C1	MR13
Breastfeeding Peer Counselor	Health Services	Health Education	C1	MR11
Budget & Management Analyst	Fiscal and Business Management	Budget Management	P2	MR19
Budget Systems Manager	Information Technology	IT Business Systems	P3	IT15
Building Administration Supervisor	Facilities and Fleet Management	Facilities Administration	M1	MR15
Building Inspections Director	Facilities and Fleet Management	Building Inspection	M3	MR21
Building Inspector	Facilities and Fleet Management	Building Inspection	C2	MR15
Business Administration Director	Facilities and Fleet Management	Facilities Administration	M4	MR22
Business Analyst	General Management	Business Analysis	P2	MR19
Business Analytics Manager	General Management	Business Analysis	M2	MR21
Business Applications Director	Information Technology	IT Business Systems	M4	IT18
Business Auditor	Legal and Compliance	Compliance	P2	MR18
Buyer	Fiscal and Business Management	Procurement	P1	MR15
Call Center Supervisor	General Management	Customer Service	M1	MR15
Captain Deputy Sheriff	Law Enforcement	Law Enforcement Operations	S6	SO15
Captain Detention Officer	Law Enforcement	Detention	S6	DT14
CCBI Assistant Director - Crime Laboratory	Forensics and Investigations	Forensics and Investigations Management	M4	BI19
CCBI Assistant Director - Identification & Records	Forensics and Investigations	Forensics and Investigations Management	M4	BI19
CCBI Assistant Director - Investigations	Forensics and Investigations	Forensics and Investigations Management	M4	BI19
CCBI Assistant Director - Recruitment & Policy Development	Forensics and Investigations	Forensics and Investigations Management	M4	BI19
Central Records Coordinator	General Management	Administrative Support	C2	MR12
Certified Medical Assistant	Health Services	Nursing	C2	HS12
Certified Nursing Assistant	Health Services	Nursing	C1	HS10
Chemist	Environmental Services	Water Quality	P3	MR18
Chemistry Forensic Manager	Forensics and Investigations	Forensics and Investigations Management	M2	BI18
Chief Community Health and Vitality Officer	General Management	County Management	L2	MR26
Chief Data Officer	Information Technology	Data Management and Analytics	M4	IT18
Chief Financial Officer	Fiscal and Business Management	Financial Planning and Analysis	L2	MR26
Chief Information & Innovation Officer	General Management	County Management	L2	MR26
Chief Information Security Officer	Information Technology	IT Security	M4	IT18
Chief of Operations - Sheriff	Law Enforcement	Law Enforcement Operations	M5	MR22
Chief of Staff - Sheriff	Law Enforcement	Law Enforcement Operations	M5	SO17
Chief Operating Officer	General Management	County Management	L3	MR27
Chief Veterinarian	Environmental Services	Animal Services	M3	MR21
Child Care Subsidy - Eligibility Caseworker I	Social Services	Economic Services	C2	MR13
Child Care Subsidy - Eligibility Team Lead	Social Services	Economic Services	C4	MR15
Child Care Subsidy Supervisor	Social Services	Economic Services	M1	MR16
Child Protective Services - Social Worker	Social Services	Child and Family Services	P3	MR17
Child Protective Services Intake - Social Worker	Social Services	Child and Family Services	P2	MR16
Child Protective Services Manager	Social Services	Child and Family Services	M2	MR19
Child Protective Services Supervisor	Social Services	Child and Family Services	M1	MR18
Child Support Services - Team Lead	Social Services	Economic Services	C4	MR15
Child Support Services Agent	Social Services	Economic Services	C3	MR15
Child Support Services Assistant Division Director	Social Services	Economic Services	M3	MR21
Child Support Services Manager	Social Services	Economic Services	M2	MR19
Child Support Services Supervisor	Social Services	Economic Services	M1	MR17
Child Support Services Technician	Social Services	Economic Services	C2	MR12
Child Support Services Trainer	Social Services	CQI, Training and Development	P2	MR16
Child Welfare - Eligibility Caseworker II	Social Services	Economic Services	C3	MR14
Child Welfare - Quality Assurance Reviewer	Social Services	CQI, Training and Development	P3	MR18
Child Welfare - Registered Nurse	Health Services	Nursing	P2	HS17
Child Welfare Assistant Division Director	Social Services	Child and Family Services	M3	MR21

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Child Welfare Case Aide	Social Services	Child and Family Services	C1	MR11
Child Welfare Case Aide Supervisor	Social Services	Child and Family Services	M1	MR16
Child Welfare Continuous Quality Improvement Manager	Social Services	CQI, Training and Development	M2	MR19
Child Welfare Continuous Quality Improvement Supervisor	Social Services	CQI, Training and Development	M1	MR18
Child Welfare Division Director	Social Services	Child and Family Services	M4	MR22
Child Welfare Eligibility Supervisor	Social Services	Economic Services	M1	MR16
Child Welfare Facilitator	Social Services	CQI, Training and Development	P1	MR16
Child Welfare On-Site Support Consultant	Social Services	CQI, Training and Development	P2	MR18
Child Welfare Trainer	Social Services	CQI, Training and Development	P2	MR18
Childhood Lead Poisoning Prevention Coordinator	Environmental Services	Environmental Health and Safety	P2	MR17
Childrens Health Supervisor	Health Services	Case Management	M1	MR16
Civil Engineer	Facilities and Fleet Management	Engineering	P3	MR20
Civil Identification Unit Manager	Forensics and Investigations	Identification and Records Services	M2	BI16
Clinic - Registered Nurse	Health Services	Nursing	P2	HS17
Clinical Operations Assistant Director	Health Services	Health Services Administration	M3	MR21
Clinical Operations Director	Health Services	Health Services Administration	M4	MR22
Clinical Operations Manager	Health Services	Clinical Care	M2	MR19
Code Enforcement Program Manager	Facilities and Fleet Management	Building Inspection	P3	MR19
Collection Manager	Fiscal and Business Management	Taxation and Collections	M3	MR21
Communicable Disease - Public Health Educator	Health Services	Health Education	P2	MR16
Communicable Disease - Quality Assurance Reviewer	Health Services	Health Services Administration	P2	MR18
Communicable Disease Manager	Health Services	Public Health	M2	HS18
Communicable Disease Supervisor	Health Services	Public Health	M1	HS17
Communicable Disease Technician	Health Services	Public Health	C1	HS11
Communications Consultant	Communications	Public Relations	P2	MR18
Communications Consultant Senior	Communications	Public Relations	P3	MR19
Communications Coordinator	Communications	Public Relations	P3	MR19
Community Development Coordinator	Social Services	Housing Development	P1	MR17
Community Development Specialist	Social Services	Housing Development	C3	MR13
Community Health Worker	Health Services	Health Education	C2	MR12
Community Testing Counselor	Health Services	Health Education	C3	MR13
Computer Assisted Facility Management Administrator	Facilities and Fleet Management	Engineering	P3	MR20
Conservation Specialist	Environmental Services	Conservation	P1	MR15
Construction Services Senior Technician	Facilities and Fleet Management	Facilities Services	T3	MR15
Construction Services Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
Construction Services Technician	Facilities and Fleet Management	Facilities Services	T2	MR14
Construction Services Trades Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Consumer Experience Manager	General Management	Human Services Management	M2	MR20
Consumer Experience Supervisor	General Management	Customer Service	M1	MR16
Contracts Administrator	Fiscal and Business Management	Financial Planning and Analysis	P2	MR18
Controller	Fiscal and Business Management	Accounting	M5	MR23
Cornerstone Program Manager	Social Services	Housing Services	M3	MR20
County Attorney	Legal and Compliance	Legal	EA	00
County Commissioner	General Management	County Management	EA	00
County Manager	General Management	County Management	EA	00
COVID Logistics Coordinator	Health Services	Project/Program Management	P2	MR17
COVID-19 Operations Clinical Assistant	Health Services	Nursing	C2	HS12
COVID-19 Operations Inventory Control and Runner	Health Services	Public Health	C2	MR14
COVID-19 Operations Inventory Control Specialist	Health Services	Public Health	C1	MR13
COVID-19 Operations Logistics Coordinator	Health Services	Project/Program Management	P2	MR17
COVID-19 Operations Logistics Supervisor	General Management	Business Administration	M1	MR15
COVID-19 Operations Nurse	Health Services	Nursing	P2	HS17
COVID-19 Operations Nurse Supervisor	Health Services	Nursing	M1	HS18
COVID-19 Operations Office Support I	General Management	Customer Service	C1	MR10
COVID-19 Operations Office Support II	General Management	Administrative Support	C1	MR11
COVID-19 Operations Office Support III	Health Services	Public Health	C2	MR13
COVID-19 Operations Office Support Team Lead	General Management	Customer Service	C3	MR12
COVID-19 Operations Site Lead	General Management	Business Administration	M1	MR16
COVID-19 Operations Site Manager	General Management	Business Administration	M2	MR19
COVID-19 Operations Team Assistant Supervisor	General Management	Customer Service	M1	MR14

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
COVID-19 Operations Team Supervisor	General Management	Business Administration	M1	MR15
Crime Analyst	Law Enforcement	Law Enforcement Investigations	C2	MR15
Crime Scene Investigator	Forensics and Investigations	Crime Scene Analysis	P2	BI14
Crime Scene Supervisor	Forensics and Investigations	Crime Scene Analysis	M1	BI17
Criminal Identification Unit Manager	Forensics and Investigations	Identification and Records Services	M2	BI16
Customer Service Representative	General Management	Customer Service	C1	MR10
Customer Service Specialist	General Management	Customer Service	C2	MR11
Customer Service Team Lead	General Management	Customer Service	C3	MR12
Customer Support Manager	General Management	Customer Service	M2	MR20
Data Analyst	General Management	Business Analysis	P2	MR19
Data Analyst Supervisor	General Management	Business Administration	M1	MR20
Data Manager - Sheriff	Information Technology	Data Management and Analytics	M2	IT16
Data Scientist	Information Technology	Data Management and Analytics	P3	IT15
Database Engineer	Information Technology	Database Administration and Development	P3	IT15
Database Manager	Information Technology	Database Administration and Development	M2	IT17
Debt Manager	Fiscal and Business Management	Financial Planning and Analysis	M4	MR21
Dental Assistant	Health Services	Dental	C2	HS12
Dental Director	Health Services	Dental	M3	HS23
Dental Hygienist	Health Services	Dental	C3	HS16
Dentist	Health Services	Dental	P4	HS22
Department Billing & Receivables Manager	Fiscal and Business Management	Accounting	M2	MR19
Department Budget Manager	Fiscal and Business Management	Budget Management	M2	MR19
Department Business Manager	Fiscal and Business Management	Business Management	M3	MR21
Department Business Officer	Fiscal and Business Management	Business Management	P2	MR19
Department Communications Consultant	Communications	Internal Communications	P2	MR17
Department Communications Supervisor	Communications	Internal Communications	M1	MR19
Department Finance Officer	Fiscal and Business Management	Financial Planning and Analysis	M4	MR22
Department Human Resources Business Consultant	Human Resources	General Human Resources	P2	MR18
Department Human Resources Business Manager	Human Resources	General Human Resources	M2	MR20
Department IT Application Supervisor	Information Technology	IT Business Systems	M1	IT12
Department IT Support Supervisor	Information Technology	End User Support	M1	IT14
Department Procurement & Disbursement Manager	Fiscal and Business Management	Procurement	M2	MR19
Department Program Auditor	Legal and Compliance	Compliance	P2	MR15
Department Program Auditor Supervisor	Legal and Compliance	Compliance	M1	MR19
Department Program Integrity Manager	Legal and Compliance	Compliance	M2	MR20
Department Systems Manager	Information Technology	IT Business Systems	M2	IT16
Department Systems Senior Manager	Information Technology	IT Business Systems	M3	IT17
Department Systems Supervisor	Information Technology	IT Business Systems	M1	IT15
Deputy Clerk to the Board	General Management	Administrative Support	M1	MR18
Deputy County Attorney	Legal and Compliance	Legal	P4	AT13
Deputy County Attorney - Sheriff	Legal and Compliance	Legal	P4	AT13
Deputy Director of Administration, Chief of Staff	General Management	Human Services Management	M5	MR23
Deputy Director of Affordable Housing & Comm Revitalization	Social Services	Housing Development	M5	MR23
Deputy Director of Board of Elections	Board of Elections	General Operations	M5	MR23
Deputy Director of Budget & Management Services	Fiscal and Business Management	Budget Management	M5	MR23
Deputy Director of Community Services	General Management	County Management	M5	MR23
Deputy Director of Environmental Services	General Management	County Management	M5	MR23
Deputy Director of General Services Administration	Facilities and Fleet Management	Facilities Administration	M5	MR23
Deputy Director of Human Resources	Human Resources	General Human Resources	M5	MR23
Deputy Director of Operations	General Management	Human Services Management	M5	MR23
Deputy Director of Social Services	Social Services	General Services	M5	MR23
Deputy Director Register of Deeds	Public Records	Deeds & Records Management	M5	MR23
Deputy EMS Director - Chief of Business Operations	Health Services	Emergency Medical Services Operations	M4	EM16
Deputy EMS Director - Chief of Medical Affairs	Health Services	Emergency Medical Services Operations	M4	EM16
Deputy EMS Director - Chief of Operations	Health Services	Emergency Medical Response	M4	EM16
Deputy EMS Director - Chief of Professional Development	Health Services	Emergency Medical Response	M4	EM16
Deputy EMS Director - Chief of Support Services	Health Services	Emergency Medical Services Operations	M4	EM16

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Deputy Fire Marshal	Fire Services	Inspections	C4	FE11A
Deputy Fire Services Director, Chief of Fire Prcvn/Emrg Resp	Fire Services	Fire Services Operations	M4	FE14
Deputy Fire Services Director, Emergency Management	Fire Services	Fire Services Operations	M4	FE14
Deputy Fire Services Director, Fire Service Operations	Fire Services	Fire Services Operations	M4	FE14
Deputy Sheriff	Law Enforcement	Law Enforcement Operations	S1	SO10
Deputy Sheriff Investigator	Law Enforcement	Law Enforcement Investigations	S2	SO11
Deputy Tax Administrator	Fiscal and Business Management	Taxation and Collections	M5	MR23
Deputy Telecommunications Director	Law Enforcement	Emergency Communications	M1	MR15
Desktop Support Technician	Information Technology	End User Support	C3	IT11
Desktop Support Technician, Senior	Information Technology	End User Support	C4	IT12
Detention Classification Coordinator	Law Enforcement	Detention	C2	MR15
Detention Officer	Law Enforcement	Detention	S1	DT10
Detention Officer Cadet	Law Enforcement	Detention	C1	MR11
Detention Services Assistant Director	Law Enforcement	Detention	M3	DT16
Detention Services Director	Law Enforcement	Detention	M4	DT17
Detention Services Nurse	Health Services	Nursing	P2	HS17
Detention Services Nursing Director	Health Services	Nursing	M3	HS19
Detention Services Nursing Supervisor	Health Services	Nursing	M1	HS18
Digital Evidence Examiner	Forensics and Investigations	Laboratory Analysis	P3	BI15
Digital Services Forensic Manager	Forensics and Investigations	Forensics and Investigations Management	M2	BI18
Director of Affordable Housing & Community Revitalization	Social Services	Housing Services	L1	MR24
Director of Board of Elections	Board of Elections	General Operations	EA	00
Director of Budget & Management Services	Fiscal and Business Management	Budget Management	L1	MR24
Director of CCBI	Forensics and Investigations	Forensics and Investigations Management	EA	00
Director of Communications	Communications	Public Relations	L1	MR24
Director of Community Services	General Management	County Management	L1	MR24
Director of EMS/Medical Director	Health Services	Emergency Medical Services Operations	L1	HS25
Director of Environmental Services	General Management	County Management	L1	MR24
Director of Facilities, Design & Construction	Facilities and Fleet Management	Facilities, Design and Construction	L1	MR24
Director of Finance	Fiscal and Business Management	Financial Planning and Analysis	L1	MR24
Director of Fire Services & Emergency Management	Fire Services	Fire Services Operations	L1	FE15
Director of General Services Administration	Facilities and Fleet Management	Facilities Administration	L1	MR24
Director of Human Resources	Human Resources	General Human Resources	L1	MR24
Director of Human Services	General Management	Human Services Management	L1	MR25
Director of Information Services	Information Technology	IT Business Systems	L1	MR24
Disaster Preparedness Consultant	Health Services	Public Health	P2	MR18
Disaster Preparedness Program Manager	Health Services	Public Health	M1	MR19
Disease Intervention - Social Worker	Health Services	Case Management	P2	MR15
Drug & Injury Prevention Unit Manager	Health Services	Public Health	M1	MR18
Economic Benefits - Eligibility Caseworker I	Social Services	Economic Services	C2	MR13
Economic Benefits - Eligibility Team Lead	Social Services	Economic Services	C4	MR15
Economic Benefits - Quality Assurance Reviewer	Social Services	CQI, Training and Development	P2	MR16
Economic Benefits Assistant Division Director	Social Services	Economic Services	M3	MR21
Economic Benefits Manager	Social Services	Economic Services	M2	MR19
Economic Benefits Supervisor	Social Services	Economic Services	M1	MR17
Economic Benefits Technician	Social Services	Economic Services	C2	MR12
Economic Benefits Trainer	Social Services	CQI, Training and Development	P2	MR16
Economic Services Division Director	Social Services	Economic Services	M4	MR22
Economic Services On-Site Support Consultant	Social Services	CQI, Training and Development	P2	MR16
Economic Services On-Site Support Supervisor	Social Services	CQI, Training and Development	M1	MR17
Economic Services Quality Assurance Supervisor	Social Services	CQI, Training and Development	M1	MR17
Economic Services Training & Development Manager	Social Services	CQI, Training and Development	M2	MR19
Economic Services Training Supervisor	Social Services	CQI, Training and Development	M1	MR17
Electrical Senior Technician	Facilities and Fleet Management	Facilities Services	T3	MR15
Electrical Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
Electrical Technician	Facilities and Fleet Management	Facilities Services	T2	MR14

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Electrical Trades Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Eligibility Caseworker I in Training	Social Services	Economic Services	C2	MR13
Eligibility Caseworker II in Training	Social Services	Economic Services	C3	MR14
Emergency Management Operations Manager	Fire Services	Fire Services Operations	M2	FE13
Emergency Management Specialist	Fire Services	Fire Services Operations	C4	FE12
Emergency Management Training & Exercise Coordinator	Fire Services	Fire Services Training	C4	FE11A
Employee Relations Consultant	Human Resources	Employee Relations	P2	MR19
Employee Relations Manager	Human Resources	Employee Relations	M2	MR22
Employment Counseling Team Lead	Economic Development	Workforce Development	P3	MR16
Employment Counselor	Economic Development	Workforce Development	P2	MR15
Employment Services Supervisor	Economic Development	Workforce Development	M1	MR17
EMS Administrative Services Manager	Health Services	Emergency Medical Services Operations	P3	EM16
EMS Assistant Chief - Clinical Quality Officer	Health Services	Emergency Medical Services Operations	M3	EM15
EMS Assistant Chief of Business Operations	Health Services	Emergency Medical Services Operations	M3	EM15
EMS Assistant Chief of Community Outreach	Health Services	Emergency Medical Services Operations	M3	EM15
EMS Assistant Chief of Logistics	Health Services	Emergency Medical Services Operations	M3	EM15
EMS Chief Operating Officer	Health Services	Emergency Medical Services Operations	M5	EM17
EMS Compliance Officer	Health Services	Emergency Medical Services Operations	P2	EM15
EMS Logistics Program Manager	Health Services	Emergency Medical Services Operations	P2	EM15
EMS Logistics Specialist	Health Services	Emergency Medical Services Operations	C2	EM11
EMS Shift Supervisor	Health Services	Emergency Medical Response	M3	EM14
EMS Supervisor - Field Operations	Health Services	Emergency Medical Response	M1	EM13
EMS Supervisor - Scheduling	Health Services	Emergency Medical Services Operations	M1	EM13
EMS Supervisor - Training	Health Services	Emergency Medical Training	M1	EM13
EMS Technician	Health Services	Emergency Medical Response	C2	EM10
Energy Assistance - Eligibility Caseworker I	Social Services	Economic Services	C2	MR13
Energy Assistance - Eligibility Team Lead	Social Services	Economic Services	C4	MR15
Energy Assistance Supervisor	Social Services	Economic Services	M1	MR16
Energy Engineer	Facilities and Fleet Management	Engineering	P3	MR20
Enhanced Role Registered Nurse	Health Services	Nursing	P3	HS17
Enterprise Messaging & Collaboration Systems Analyst	Information Technology	Enterprise IT Systems	P2	IT14
Enterprise Messaging & Collaboration Systems Engineer	Information Technology	Enterprise IT Systems	P3	IT15
Enterprise Messaging & Collaboration Systems Manager	Information Technology	Enterprise IT Systems	M2	IT16
Enterprise Messaging & Collaboration Systems Specialist	Information Technology	Enterprise IT Systems	P1	IT12
Enterprise Records Analyst	Information Technology	IT Security	P2	IT14
Enterprise Records Manager	Information Technology	IT Security	M2	IT16
Enterprise Resource Planning Program Manager	Information Technology	IT Business Systems	M3	IT17
Environmental Compliance Senior Technician	Facilities and Fleet Management	Facilities Services	T3	MR15
Environmental Compliance Trades Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Environmental Consultant	Environmental Services	Water Quality	P3	MR20
Environmental Consultant - Hydrogeologist	Environmental Services	Water Quality	P3	MR20
Environmental Consultant - Project Management	Environmental Services	Water Quality	P3	MR20
Environmental Consultant - Soil Scientist	Environmental Services	Water Quality	P3	MR20
Environmental Consultant - Training	Environmental Services	Environmental Health and Safety	P3	MR20
Environmental Consultant - Wastewater Inspections	Environmental Services	Water Quality	P3	MR20
Environmental Consultant - Wastewater Plan Review	Environmental Services	Water Quality	P3	MR20
Environmental Consultant - Water Resources	Environmental Services	Water Quality	P3	MR20
Environmental Education Program Coordinator	Environmental Services	Solid Waste	C4	MR16
Environmental Educator	Environmental Services	Conservation	P1	MR16
Environmental Engineer	Environmental Services	Water Quality	P3	MR20

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Environmental Health & Safety Director	Environmental Services	Environmental Health and Safety	M4	MR22
Environmental Health Associate - Food Sanitation	Environmental Services	Environmental Health and Safety	P1	MR15
Environmental Health Associate - Groundwater	Environmental Services	Water Quality	P1	MR15
Environmental Health Associate - Plan Review Rec Sanitation	Environmental Services	Environmental Health and Safety	P1	MR15
Environmental Health Associate - Wastewater	Environmental Services	Water Quality	P1	MR15
Environmental Health Manager - Engineer	Environmental Services	Environmental Health and Safety	M2	MR20
Environmental Health Manager - Field Services	Environmental Services	Water Quality	M2	MR20
Environmental Health Manager - Food Sanitation	Environmental Services	Environmental Health and Safety	M2	MR20
Environmental Health Manager - Groundwater	Environmental Services	Water Quality	M2	MR20
Environmental Health Manager - Plan Review Rec Sanitation	Environmental Services	Environmental Health and Safety	M1	MR20
Environmental Health Manager - Soil Science	Environmental Services	Water Quality	M2	MR20
Environmental Health Manager - Wastewater	Environmental Services	Water Quality	M2	MR20
Environmental Health Manager - Wastewater Inspections	Environmental Services	Water Quality	M2	MR20
Environmental Health Manager - Water Resources	Environmental Services	Water Quality	M2	MR20
Environmental Health Program Manager - Food & Lodging	Environmental Services	Environmental Health and Safety	M2	MR21
Environmental Health Program Manager - Groundwater	Environmental Services	Water Quality	M2	MR21
Environmental Health Program Manager - On-Site Wastewater	Environmental Services	Water Quality	M2	MR21
Environmental Health Program Manager - Operations Analysis	Environmental Services	Environmental Health and Safety	M2	MR21
Environmental Health Program Manager - Plan Review	Environmental Services	Environmental Health and Safety	M2	MR21
Environmental Health Program Manager - Wastewater Management	Environmental Services	Water Quality	M2	MR21
Environmental Health Program Manager - Watershed Management	Environmental Services	Water Quality	M2	MR21
Environmental Health Specialist - Food Sanitation	Environmental Services	Environmental Health and Safety	P2	MR16
Environmental Health Specialist - Groundwater	Environmental Services	Water Quality	P2	MR16
Environmental Health Specialist - Plan Review Rec Sanitation	Environmental Services	Environmental Health and Safety	P2	MR16
Environmental Health Specialist - Wastewater	Environmental Services	Water Quality	P2	MR16
Environmental Health Training Coordinator	Environmental Services	Environmental Health and Safety	P2	MR17
Environmental Senior Consultant	Environmental Services	Water Quality	P4	MR21
Epidemiology Program Manager	Health Services	Public Health	M1	MR19
Epidemiology Specialist	Health Services	Public Health	P1	MR16
Equitable Housing & Community Development Division Director	Social Services	Housing Development	M4	MR22
ERP Systems Engineer	Information Technology	Enterprise IT Systems	P3	IT15
ERP Systems Project Manager	Information Technology	Enterprise IT Systems	P3	IT15
Event Permitting Coordinator	Environmental Services	Environmental Health and Safety	P2	MR17
Executive Assistant	General Management	Administrative Support	C3	MR14
External Communications Manager	Communications	Public Relations	M2	MR20
Facilities Engineer	Facilities and Fleet Management	Engineering	P3	MR20
Facilities Planner Analyst	Facilities and Fleet Management	Facilities, Design and Construction	P3	MR20
Facilities Project Assistant	Facilities and Fleet Management	Facilities, Design and Construction	C1	MR13
Facilities Project Manager	Facilities and Fleet Management	Facilities, Design and Construction	P3	MR20
Facilities Services Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
Facilities Systems Engineer	Facilities and Fleet Management	Engineering	P3	MR20
Facility & Field Services Director	Facilities and Fleet Management	Engineering	M4	MR22
Family & Children Medicaid - Eligibility Caseworker I	Social Services	Economic Services	C2	MR13
Family & Children Medicaid - Eligibility Team Lead	Social Services	Economic Services	C4	MR15
Family & Children Medicaid Manager	Social Services	Economic Services	M2	MR19
Family & Children Medicaid Supervisor	Social Services	Economic Services	M1	MR16
Finance Systems Analyst	Information Technology	IT Business Systems	P2	IT13
Finance Systems Manager	Information Technology	IT Business Systems	M2	IT16
Fire Captain	Fire Services	Emergency Response	C4	FE11B
Fire Rescue Responder	Fire Services	Emergency Response	C4	FE11B

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Fire Services Inspections Manager	Fire Services	Fire Services Operations	M2	FE13
Fire Services Logistics & Training Specialist	Fire Services	Fire Services Training	C4	FE11A
Fire Services Logistics Manager	Fire Services	Fire Services Operations	M2	FE13
Fire Services Logistics Specialist	Fire Services	Fire Services Training	C4	FE10
Fire Services Training Specialist	Fire Services	Fire Services Training	C4	FE11A
Firearms Examiner	Forensics and Investigations	Laboratory Analysis	P2	BI15
Fleet Maintenance Supervisor	Facilities and Fleet Management	Fleet Services	M1	MR17
Fleet Service & Asset Manager	Facilities and Fleet Management	Fleet Services	M2	MR18
Fleet Services Director	Facilities and Fleet Management	Fleet Services	M4	MR22
Food & Nutrition Services - Eligibility Caseworker I	Social Services	Economic Services	C2	MR13
Food & Nutrition Services - Eligibility Team Lead	Social Services	Economic Services	C4	MR15
Food & Nutrition Services Manager	Social Services	Economic Services	M2	MR19
Food & Nutrition Services Supervisor	Social Services	Economic Services	M1	MR16
Food Security Program Manager	Social Services	Nutrition - Social Services	P2	MR19
Forensic Chemist	Forensics and Investigations	Laboratory Analysis	P3	BI16
Forensic Evidence Technician	Forensics and Investigations	Laboratory Analysis	P1	BI11
Forensic Photographer	Forensics and Investigations	Laboratory Analysis	P2	BI12
General Trades Senior Technician	Facilities and Fleet Management	Facilities Maintenance	T3	MR15
General Trades Specialist	Facilities and Fleet Management	Facilities Maintenance	T4	MR16
General Trades Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
General Trades Technician	Facilities and Fleet Management	Facilities Maintenance	T2	MR14
GIS Analyst	Information Technology	Geographic Information Systems	P2	IT14
GIS Director	Information Technology	Geographic Information Systems	M4	IT18
GIS Engineer	Information Technology	Geographic Information Systems	P3	IT15
GIS Manager	Information Technology	Geographic Information Systems	M2	IT16
GIS Public Safety Data Manager	Information Technology	Geographic Information Systems	M1	IT15
GIS Specialist	Information Technology	Geographic Information Systems	P1	IT12
Grants Accounting Supervisor	Fiscal and Business Management	Financial Planning and Analysis	M1	MR19
Graphic Designer	Communications	Multimedia	P2	MR18
Guest Services Coordinator	Social Services	Housing Services	C2	MR15
Guest Services Shift Supervisor	Social Services	Housing Services	M1	MR13
Guest Services Supervisor	Social Services	Housing Services	M1	MR16
Guest Services Technician	Social Services	Housing Services	C1	MR11
Health Informatics Analyst	Health Services	Health Services Administration	P3	MR19
Health Promo & Chronic Disease Prev - Public Health Educator	Health Services	Health Education	P2	MR16
Health Promotion & Disease Prevention Section Manager	Health Services	Health Education	M2	MR19
Health Promotion & Disease Prevention Supervisor	Health Services	Health Education	M1	MR16
Health Promotion & Disease Prevention Technician	Health Services	Health Education	C1	MR11
Health Services Administrator	Health Services	Health Services Administration	M3	MR22
Health Services Operations Manager	Health Services	Health Services Administration	M2	MR21
Helpdesk Support Technician	Information Technology	End User Support	C3	IT10
Helpdesk Support Technician, Senior	Information Technology	End User Support	C4	IT12
HIV & STD Community Health Manager	Health Services	Health Education	M2	MR19
HIV & STD Community Health Supervisor	Health Services	Health Education	M1	MR16
HIV STD - Social Worker	Health Services	Case Management	P2	HS15
HIV STD Outreach - Public Health Educator	Health Services	Health Education	P2	MR16
Homeless & Prevention Services Division Director	Social Services	Housing Services	M4	MR22
Housing - Social Worker	Social Services	Housing Services	P1	MR15
Housing Diversion Specialist	Social Services	Housing Services	C3	MR15
Housing Manager	Social Services	Housing Services	M3	MR21
Housing Navigator	Social Services	Housing Services	P1	MR15
Housing Support Senior Supervisor - Cornerstone	Social Services	Housing Services	M2	MR20
Housing Support Specialist	Social Services	Housing Services	C2	MR13
Housing Support Supervisor - Housing Resource Team	Social Services	Housing Services	M1	MR19
Housing Support Supervisor - McKinney Team	Social Services	Housing Services	M1	MR19
Housing Support Supervisor - Rental Assistance Program	Social Services	Housing Services	M1	MR19
Human Resources Analyst	Human Resources	General Human Resources	P1	MR17
Human Resources Assistant Director	Human Resources	General Human Resources	M4	MR23
Human Resources Program Manager	Human Resources	General Human Resources	M1	MR20
Human Resources Service Center Rep	Human Resources	General Human Resources	C1	MR12
Human Resources Specialist	Human Resources	General Human Resources	C3	MR15

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Human Resources Supervisor	Human Resources	General Human Resources	M1	MR19
Human Resources Systems Analyst	Information Technology	IT Business Systems	P2	IT13
Human Resources Systems Manager	Information Technology	IT Business Systems	M2	IT16
Human Resources Technician	Human Resources	General Human Resources	C2	MR13
Human Resources Trainer	Human Resources	Training & Development	P2	MR19
Human Resources Training Manager	Human Resources	Training & Development	M2	MR21
Human Services Records Supervisor	Public Records	Deeds & Records Management	M1	MR16
HVAC Senior Technician	Facilities and Fleet Management	Facilities Services	T3	MR15
HVAC Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
HVAC Technician	Facilities and Fleet Management	Facilities Services	T2	MR14
HVAC Trades Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Identification Specialist	Forensics and Investigations	Identification and Records Services	C1	BI10
Identification Supervisor	Forensics and Investigations	Identification and Records Services	M1	BI13
Immunization Outreach Coordination Supervisor	Health Services	Public Health	M1	MR16
Impression Evidence Forensic Manager	Forensics and Investigations	Forensics and Investigations Management	M2	BI18
Infrastructure & Operations Director	Information Technology	Network Operations	M4	IT18
Inmate Activities Coordinator	Law Enforcement	Detention	C2	MR12
Innovation & Project/Portfolio Management Director	Information Technology	Project/Program Management	M4	IT18
Inspections Supervisor	Facilities and Fleet Management	Building Inspection	M1	MR19
Insurance Risk Analyst	Legal and Compliance	Risk Management	P2	MR18
Internal Audit Director	Fiscal and Business Management	Audit	M5	MR23
Internal Auditor	Fiscal and Business Management	Audit	P3	MR19
Internal Communications Manager	Communications	Internal Communications	M2	MR20
Interpreter	Social Services	Interpreters	C2	MR12
Interpreter Supervisor	Social Services	Interpreters	M1	MR13
Investment Officer	Fiscal and Business Management	Financial Planning and Analysis	P4	MR20
IT Architect - Applications Development	Information Technology	IT Business Systems	P4	IT16
IT Architect - ERP Systems	Information Technology	Enterprise IT Systems	P4	IT16
IT Architect - Public Safety Systems	Information Technology	Public Safety Systems	P4	IT16
IT Assistant Intern	Information Technology	Administrative Support	C1	MR10
IT Business Analyst - Business Systems	Information Technology	IT Business Systems	P2	IT14
IT Business Analyst - Project/Program Management	Information Technology	Project/Program Management	P2	IT14
IT Change Management Consultant	Information Technology	Project/Program Management	P3	IT15
IT Procurement Technician	Information Technology	End User Support	C3	IT11
IT Project Manager	Information Technology	Project/Program Management	P3	IT15
IT Project Manager - Business Systems	Information Technology	IT Business Systems	P3	IT15
IT Project Manager/Innovation Partner	Information Technology	Project/Program Management	P3	IT15
IT Security Analyst	Information Technology	IT Security	P2	IT14
IT Security Engineer	Information Technology	IT Security	P3	IT16
IT Server Analyst	Information Technology	Network Operations	P2	IT14
IT Server Engineer	Information Technology	Network Operations	P3	IT15
IT Server Manager	Information Technology	Network Operations	M2	IT16
IT Solutions Development Analyst	Information Technology	Project/Program Management	P2	IT14
IT Specialist	Information Technology	IT Business Systems	P1	IT12
IT Support Manager	Information Technology	End User Support	M2	IT16
IT Support Senior Manager	Information Technology	End User Support	M3	IT17
IT Systems Engineer - Business Systems	Information Technology	IT Business Systems	P3	IT15
IT Systems Engineer - End User Support	Information Technology	End User Support	P3	IT15
IT Systems Engineer - Enterprise Systems	Information Technology	Enterprise IT Systems	P3	IT15
Land Development Administrator	Facilities and Fleet Management	Planning	M2	MR20
Landfill Gas Operations Coordinator	Environmental Services	Solid Waste	C4	MR16
Landscape Maintenance Senior Technician	Facilities and Fleet Management	Facilities Services	T3	MR15
Landscape Maintenance Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
Landscape Maintenance Technician	Facilities and Fleet Management	Facilities Services	T2	MR14
Landscape Maintenance Trades Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Latent Print Examiner	Forensics and Investigations	Laboratory Analysis	P2	BI15
Latent Print Supervisor	Forensics and Investigations	Laboratory Analysis	M1	BI17
Lead Inspector	Facilities and Fleet Management	Building Inspection	M1	MR18
Lead Swimming Pool Technician	Environmental Services	Environmental Health and Safety	C2	TP11
Legal Associate	Legal and Compliance	Legal	P1	AT10
Librarian	Library	Library Operations	P2	MR15
Library Assistant	Library	Library Operations	C1	MR11

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Library Assistant Director	Library	Library Operations	M3	MR21
Library Branch Manager	Library	Library Operations	M1	MR19
Library Director	Library	Library Operations	M4	MR22
Library Division Manager	Library	Library Operations	M2	MR20
Library Page	Library	Library Operations	C1	TP10
Library Supervisor	Library	Library Operations	M1	MR19
Licensed Clinical Addiction Specialist	Health Services	Substance	P3	HS17
Licensed Clinical Social Worker	Health Services	Allied Health	P3	HS17
Licensed Practical Nurse	Health Services	Nursing	C3	HS14
Lieutenant Deputy Sheriff	Law Enforcement	Law Enforcement Operations	S5	SO14
Lieutenant Detention Officer	Law Enforcement	Detention	S5	DT13
Live Well Wake Program Manager	Health Services	Public Health	P4	MR19
Long Range Planning Administrator	Facilities and Fleet Management	Planning	M2	MR20
Long Term Care Medicaid Supervisor	Social Services	Economic Services	M1	MR17
Mail & Courier Services Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Major Deputy Sheriff	Law Enforcement	Law Enforcement Operations	S7	SO16
Major Detention Officer	Law Enforcement	Detention	S7	DT15
Management Services Director - Sheriff	Law Enforcement	Law Enforcement Operations	M4	MR21
Manager, Digital Media & Design Services	Communications	Multimedia	M2	MR20
Mapping Supervisor	Public Records	Land Mapping and Development	M1	MR19
Mapping Technician	Public Records	Land Mapping and Development	C1	MR12
Mass Testing Group Supervisor	Health Services	Project/Program Management	M1	MR18
Mass Testing Site Manager - RN	Health Services	Nursing	M1	HS18
Master Detention Officer	Law Enforcement	Detention	S1	DT11
Maternal & Child Health Section Manager	Health Services	Case Management	M2	MR19
Maternal & Child Health Unit Manager	Health Services	Public Health	M1	MR18
Maternal & Children's Health - Public Health Educator	Health Services	Health Education	P2	MR16
Maternal & Children's Health - Social Worker	Health Services	Case Management	P2	MR15
Maternal and Children's Health Technician	Health Services	Case Management	C2	MR12
Maternal Health Supervisor	Health Services	Case Management	M1	MR16
Medicaid Transportation Manager	Social Services	Economic Services	M2	MR19
Medical Biller & Coder	Fiscal and Business Management	Accounting	C2	MR13
Medical Billing & Coding Manager	Fiscal and Business Management	Accounting	M1	MR19
Medical Billing & Coding Supervisor	Fiscal and Business Management	Accounting	M1	MR17
Medical Laboratory Director	Health Services	Laboratory Services	M3	HS19
Medical Records Supervisor	Public Records	Deeds & Records Management	M1	MR14
Medical Technologist	Health Services	Laboratory Services	C3	HS15
Men's Center Assistant Manager	Social Services	Housing Services	M2	MR16
Men's Center Manager	Social Services	Housing Services	M3	MR20
Mental Health - Registered Nurse	Health Services	Nursing	P2	HS17
Mental Health - Social Worker	Social Services	Mental and Behavioral Services	P2	MR15
Moves & Warehouse Operations Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR16
Moves & Warehouse Technician	Facilities and Fleet Management	Facilities Services	T2	MR14
Natural Resource Conservationist	Environmental Services	Conservation	P2	MR17
Network Services Analyst	Information Technology	Network Operations	P2	IT14
Network Services Engineer	Information Technology	Network Operations	P3	IT15
Network Services Manager	Information Technology	Network Operations	M2	IT16
Nurse Supervisor - Clinics	Health Services	Nursing	M1	HS18
Nurse Supervisor - Public Health	Health Services	Nursing	M1	HS18
Nurse Supervisor - School Health	Health Services	Nursing	M1	HS18
Nursing Director	Health Services	Health Services Administration	M3	HS20
Nutrition Supervisor	Health Services	Nutrition - Health Services	M1	HS17
Nutritionist	Health Services	Nutrition - Health Services	P2	HS15
Occupational Health Program Manager	Health Services	Nursing	P4	HS18
Office Assistant	General Management	Administrative Support	C1	MR11
Onboarding Manager	Human Resources	General Human Resources	M2	MR20
Onboarding Specialist	Human Resources	General Human Resources	C3	MR14
Paralegal	Legal and Compliance	Legal	P1	MR15
Paramedic	Health Services	Emergency Medical Response	C3	EM11
Paramedic - Field Training Officer	Health Services	Emergency Medical Training	C4	EM12
Parent Educator - Social Worker	Social Services	Child and Family Services	P1	MR15
Park Aide	Parks and Recreation	Parks and Recreation	C1	TP10
Park Assistant Manager	Parks and Recreation	Parks and Recreation	M1	MR14
Park Manager	Parks and Recreation	Parks and Recreation	M2	MR18

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Park Technician	Parks and Recreation	Parks and Recreation	C2	MR11
Parks, Recreation & Open Space Assistant Director	Parks and Recreation	Parks and Recreation	M3	MR21
Parks, Recreation & Open Space Director	Parks and Recreation	Parks and Recreation	M4	MR22
Patient Access Representative	Health Services	Health Services Administration	C2	MR12
Patient Access Specialist	Health Services	Health Services Administration	C2	MR12
Patient Access Supervisor	Health Services	Health Services Administration	M1	MR16
Payroll Analyst	Human Resources	Payroll	C3	MR16
Payroll Manager	Human Resources	Payroll	M1	MR20
Permanency Services - Social Worker	Social Services	Child and Family Services	P3	MR17
Permanency Services Manager	Social Services	Child and Family Services	M2	MR19
Permanency Services Supervisor	Social Services	Child and Family Services	M1	MR18
Permanency Services/Licensing - Social Worker	Social Services	Child and Family Services	P2	MR16
Permanent Housing & Supportive Services Division Director	Social Services	Housing Services	M4	MR22
Pharmacist - E	Health Services	Pharmacy	P4	HS20
Pharmacist - N	Health Services	Pharmacy	P4	HS20
Pharmacy Director	Health Services	Pharmacy	M3	HS21
Pharmacy Technician	Health Services	Pharmacy	C2	HS11
Phlebotomist	Health Services	Laboratory Services	C1	HS11
Physical Plant Director	Facilities and Fleet Management	Engineering	M4	MR22
Physician	Health Services	Clinical Care	P4	HS23
Physician Director	Health Services	Health Services Administration	M5	HS24
Physician Extender - E	Health Services	Clinical Care	P4	HS19
Physician Extender - N	Health Services	Clinical Care	P4	HS19
Physician Extender Supervisor	Health Services	Clinical Care	M2	HS20
Physician Supervisor	Health Services	Clinical Care	M2	HS23
Placement Services - Social Worker	Social Services	Child and Family Services	P1	MR15
Plan Compliance Inspector	Facilities and Fleet Management	Building Inspection	C2	MR15
Planner I	Facilities and Fleet Management	Planning	P1	MR16
Planner II	Facilities and Fleet Management	Planning	P2	MR18
Planner III	Facilities and Fleet Management	Planning	P3	MR19
Planning Development & Inspections Director	Facilities and Fleet Management	Building Inspection	M4	MR22
Planning, Development & Inspections Project Administrator	Facilities and Fleet Management	Planning	P2	MR17
Plans & Permits Supervisor	Facilities and Fleet Management	Building Inspection	M1	MR15
Plans & Permits Technician	Facilities and Fleet Management	Building Inspection	C3	MR12
Plumber Senior Technician	Facilities and Fleet Management	Facilities Services	T3	MR15
Plumber Technician	Facilities and Fleet Management	Facilities Services	T2	MR14
Plumbing Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
Plumbing Trades Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Plumbing, Mechanical & Electrical Inspector	Facilities and Fleet Management	Building Inspection	C2	MR15
Police Officer Security	Facilities and Fleet Management	Safety and Security	C2	00
Practice Management Analyst	Health Services	Health Services Administration	P3	MR19
Prevention - Social Worker	Social Services	Child and Family Services	P2	MR16
Prevention & Placement Services Manager	Social Services	Child and Family Services	M2	MR19
Prevention & Placement Services Supervisor	Social Services	Child and Family Services	M1	MR18
Program Assistant	General Management	Administrative Support	C2	MR13
Program Audit Supervisor	Fiscal and Business Management	Audit	M1	MR18
Program Auditor	Fiscal and Business Management	Audit	P1	MR14
Project Administrator	General Management	Program and Project Support	P2	MR17
Project Coordinator	General Management	Program and Project Support	C3	MR15
Provider Credentialing Coordinator	General Management	Business Management	C3	MR14
Psychologist	Social Services	Mental and Behavioral Services	P3	HS18
Public Health - Registered Nurse	Health Services	Nursing	P2	HS17
Public Health Assistant - Epidemiology	Health Services	Public Health	C2	MR13
Public Health Assistant Division Director	Health Services	Public Health	M3	MR21
Public Health Branch Manager	Health Services	Public Health	M2	MR19
Public Health Contact Tracing/Monitoring Team Assistant Supervisor	General Management	Customer Service	M1	MR14
Public Health Contact Tracing/Monitoring Team Supervisor	Health Services	Public Health	M1	MR15
Public Health Division Director	Health Services	Public Health	M4	MR22
Public Health Program Manager	Health Services	Public Health	M2	MR19
Public Health Quality Management Supervisor	Health Services	Health Services Administration	M1	MR19
Public Information Officer - Sheriff	Communications	Public Relations	P3	MR21

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Public Safety Communication Systems Engineer	Information Technology	Public Safety Systems	P3	IT15
Public Safety Communication Systems Senior Manager	Information Technology	Public Safety Systems	M3	IT17
Public Safety Communication Systems Specialist	Information Technology	Public Safety Systems	P1	IT13
Purchasing Manager	Fiscal and Business Management	Procurement	M4	MR21
Quality & Evidence Forensic Manager	Forensics and Investigations	Forensics and Investigations Management	M2	BI18
Quality Improvement Manager	General Management	Business Administration	C4	MR18
Real Estate Specialist	Facilities and Fleet Management	Facilities, Design and Construction	P3	MR20
Records Management Technician	Public Records	Deeds & Records Management	C2	MR10
Recovery Court - Social Worker	Health Services	Case Management	P2	MR15
Recovery Court Supervisor	Health Services	Public Health	M1	MR16
Recycling & Compliance Coordinator	Environmental Services	Solid Waste	C4	MR16
Regional Center Director	General Management	Human Services Management	M3	MR21
Regional HIV & STD Coordinator	Health Services	Health Education	P1	MR18
Register of Deeds	Parks and Recreation	Deeds & Records Management	EA	00
Register of Deeds Specialist	Public Records	Deeds & Records Management	C3	MR14
Register of Deeds Supervisor	Public Records	Deeds & Records Management	M1	MR16
Register of Deeds Technician	Public Records	Deeds & Records Management	C2	MR12
Revenue Manager	Fiscal and Business Management	Accounting	M2	MR20
Risk Management Analyst	Risk and Compliance	Risk Management	P2	MR18
Risk Management Supervisor	Legal and Compliance	Risk Management	M2	MR19
Safety & Security Director	Facilities and Fleet Management	Safety and Security	M4	MR22
Safety Coordinator	Facilities and Fleet Management	Safety and Security	P2	MR18
Scale House Attendant	Environmental Services	Solid Waste	C1	MR10
School Health - Registered Nurse - E	Health Services	Nursing	P2	HS17
School Health - Registered Nurse - N	Health Services	Nursing	P2	HS17
School Health Nurse Specialist	Health Services	Nursing	P3	HS17
School Health Program Manager	Health Services	Public Health	M2	HS19
Seasonal Volunteer Coordinator	General Management	Volunteers	C4	MR15
Security Supervisor	Facilities and Fleet Management	Safety and Security	M2	MR17
Security Trades Specialist	Facilities and Fleet Management	Safety and Security	T4	MR16
Senior & Adult Services - Social Worker	Social Services	Senior & Adult Services	P1	MR15
Senior & Adult Services Manager	Social Services	Senior & Adult Services	M2	MR19
Senior Accountant	Fiscal and Business Management	Accounting	P3	MR18
Senior Accounting Technician	Fiscal and Business Management	Accounting	C3	MR14
Senior Administrative Coordinator	General Management	Business Administration	C4	MR18
Senior Appraiser	Fiscal and Business Management	Real Estate	P3	MR18
Senior Assistant County Attorney	Legal and Compliance	Legal	P3	AT12
Senior Benefits Analyst	Human Resources	Benefits	P3	MR20
Senior Budget & Management Analyst	Fiscal and Business Management	Budget Management	P3	MR20
Senior Building Inspector	Facilities and Fleet Management	Building Inspection	C3	MR17
Senior Business Analyst	General Management	Business Analysis	P3	MR20
Senior Crime Scene Investigator	Forensics and Investigations	Crime Scene Analysis	P3	BI15
Senior Data Analyst	Information Technology	Data Management and Analytics	P3	IT15
Senior Database Engineer	Information Technology	IT Business Systems	P3	IT16
Senior Deputy County Attorney	Legal and Compliance	Legal	P4	AT14
Senior Deputy Sheriff Investigator	Law Enforcement	Law Enforcement Investigations	S3	SO12
Senior Energy Engineer	Facilities and Fleet Management	Engineering	P4	MR21
Senior Executive Assistant	General Management	Administrative Support	P1	MR18
Senior Facilities Engineer	Facilities and Fleet Management	Engineering	P4	MR21
Senior Facilities Project Manager	Facilities and Fleet Management	Facilities, Design and Construction	P4	MR21
Senior Finance Systems Administrator	Information Technology	IT Business Systems	P3	IT14
Senior GIS Analyst	Information Technology	Geographic Information Systems	P3	IT15
Senior Human Resources Systems Administrator	Information Technology	IT Business Systems	P3	IT14
Senior Identification Specialist	Forensics and Investigations	Identification and Records Services	C2	BI11
Senior Internal Auditor	Fiscal and Business Management	Audit	P4	MR20
Senior Mapping Technician	Public Records	Land Mapping and Development	C3	MR13
Senior Paralegal	Legal and Compliance	Legal	P2	MR16
Senior Plan Compliance Inspector	Facilities and Fleet Management	Building Inspection	C3	MR17
Senior Plumbing, Mechanical & Electrical Inspector	Facilities and Fleet Management	Building Inspection	C3	MR17
Senior Resource Librarian	Library	Library Operations	P3	MR18

# Appendix: Positions by Title

Job Title	Job Family	Sub-Family	Career Level	Market Range
Senior Systems Administrator - Business Systems	Information Technology	IT Business Systems	P3	IT15
Senior Systems Administrator - End User Support	Information Technology	End User Support	P3	IT15
Senior Talent Acquisition & Compensation Consultant	Human Resources	Compensation & Recruitment	P3	MR20
Senior Telecommunicator	Law Enforcement	Emergency Communications	C3	MR13
Sergeant Deputy Sheriff	Law Enforcement	Law Enforcement Operations	S4	SO13
Sergeant Detention Officer	Law Enforcement	Detention	S4	DT12
SharePoint Development Engineer	Information Technology	IT Business Systems	P3	IT15
Sheriff	Law Enforcement	Law Enforcement Operations	EA	00
Sign/Graphics Fabricator	Facilities and Fleet Management	Facilities Services	T3	MR15
Sign/Graphics Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
Sign/Graphics Trades Specialist	Facilities and Fleet Management	Facilities Services	T4	MR16
Social & Economic Vitality Program Manager	Economic Development	Community Development	M1	MR19
Social Services Records Supervisor	Public Records	Deeds & Records Management	M1	MR14
Social Services Senior Trainer	Social Services	CQI, Training and Development	P3	MR17
Soil & Water Conservation Director	Environmental Services	Conservation	EA	00
Solid Waste Facilities Manager	Environmental Services	Solid Waste	M2	MR20
Solid Waste Facilities Manager - Projects	Environmental Services	Solid Waste	P3	MR20
Solid Waste Management Director	Environmental Services	Solid Waste	M4	MR22
Solid Waste Outreach & Marketing Supervisor	Environmental Services	Solid Waste	M1	MR18
Solutions Development Manager	Information Technology	Project/Program Management	M2	IT16
Strategic Performance Director	General Management	County Management	P3	MR21
Student Assistant	General Management	Administrative Support	C1	TP10
Support Services Supervisor	Facilities and Fleet Management	Facilities Services	M1	MR17
Swimming Pool Technician	Environmental Services	Environmental Health and Safety	C1	TP10
Systems Administrator - Business Systems	Information Technology	IT Business Systems	P2	IT14
Systems Administrator - End User Support	Information Technology	End User Support	P2	IT14
Talent Acquisition & Compensation Consultant	Human Resources	Compensation & Recruitment	P2	MR19
Talent Acquisition & Compensation Manager	Human Resources	Compensation & Recruitment	M2	MR21
Talent Acquisition Specialist	Human Resources	Compensation & Recruitment	C3	MR15
Tax Administrator	Fiscal and Business Management	Taxation and Collections	EA	00
Tax Agent	Fiscal and Business Management	Taxation and Collections	C3	MR13
Tax Training Specialist	Fiscal and Business Management	Taxation and Collections	C4	MR15
Telecommunications Director	Law Enforcement	Emergency Communications	M2	MR16
Telecommunications Specialist	Information Technology	Telecommunications	P1	IT13
Telecommunications Technician	Information Technology	Telecommunications	C3	IT11
Telecommunicator	Law Enforcement	Emergency Communications	C2	MR12
Temporary Board of E&R - Alternate	Fiscal and Business Management	Taxation and Collections	EA	00
Temporary Board of E&R - Chair	Fiscal and Business Management	Taxation and Collections	EA	00
Temporary Board of E&R - Member	Fiscal and Business Management	Taxation and Collections	EA	00
Temporary Board of E&R - Vice Chair	Fiscal and Business Management	Taxation and Collections	EA	00
Transportation Operations Specialist	General Management	Business Administration	P1	MR15
Ultrasound Technologist	Health Services	Allied Health	C3	HS17
VDI Engineer	Information Technology	End User Support	P3	IT15
Veterans - Social Worker	Social Services	Veterans	P1	MR15
Veterans Services Manager	Social Services	Veterans	M1	MR18
Veterans Services Officer	Social Services	Veterans	C3	MR15
Veterans Services Supervisor	Social Services	Veterans	M1	MR18
Veterinarian	Environmental Services	Animal Services	P4	MR20
Video Producer	Communications	Multimedia	P2	MR18
Vital Records Manager	Public Records	Deeds & Records Management	M2	MR20
Vital Records Specialist	Public Records	Deeds & Records Management	C3	MR13
Volunteer & University Relations Supervisor	General Management	Volunteers	M1	MR16
Volunteer Coordinator	General Management	Volunteers	C4	MR16
Water Quality Director	Environmental Services	Water Quality	M4	MR22
Web Content Coordinator	Communications	Public Relations	P2	MR18
Wellness Coordinator	Human Resources	Benefits	C4	MR16
WIC Client Coordinator	Social Services	Nutrition - Social Services	C1	MR11
WIC Manager	Social Services	Nutrition - Social Services	M2	MR16
WIC Section Manager	Health Services	Nutrition - Health Services	M2	MR19
WIC Supervisor	Social Services	Nutrition - Social Services	M1	MR13
Work First - Eligibility Caseworker II	Social Services	Economic Services	C3	MR14
Work First - Eligibility Team Lead	Social Services	Economic Services	C4	MR15
Work First Supervisor	Social Services	Economic Services	M1	MR17
Workforce Development Administrator	Economic Development	Workforce Development	P2	MR18

# Appendix: Positions by Title

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Job Title	Job Family	Sub-Family	Career Level	Market Range
Workforce Development Assistant Administrator	General Management	Workforce Development	M1	MR17
Workforce Development Assistant Director	Economic Development	Workforce Development	M3	MR20
Workforce Development Contracts Specialist	Economic Development	Workforce Development	P2	MR16
Workforce Development Director	Economic Development	Workforce Development	EA	00
Workforce Development Manager	Economic Development	Workforce Development	M2	MR19
Workforce Development Program Consultant	Economic Development	Workforce Development	P2	MR16
X-Ray Technician	Health Services	Allied Health	C2	HS15
Youth Development Coordinator	Health Services	Health Education	P2	MR16
Youth Development Educator	Health Services	Health Education	P1	MR15
Youth Development Supervisor	Health Services	Health Education	M1	MR17

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