WAKE COUNTY
RECOMMENDED BUDGET
FY 2017

JULY 1, 2016 – JUNE 30, 2017

WAKE COUNTY
NORTH CAROLINA

WAKE COUNTY
NORTH CAROLINA

Recommended Operating Budget and Community Improvement Plan

For the Fiscal Year July 1, 2016 through June 30, 2017

Wake County, North Carolina

Board of County Commissioners

James West
Chairman

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Vice Chair

John D. Burns

Matt Calabria

Jessica Holmes

Caroline Sullivan

Betty Lou Ward

County Administration

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

County Manager: Jim Hartmann

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

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GFOA Distinguished Budget Presentation Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Wake County

North Carolina

For the Fiscal Year Beginning

July 1, 2015

Executive Director

GFOA Distinguished Budget Presentation Award

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, 2016 to June 30, 2017 (Fiscal Year 2017).

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 FY 2015 actual results; the FY 2016 adopted budget and current budget; and FY 2017 recommended budget. A sample of the format is provided below:

	FY2015 Actual	FY2016 Adopted Budget	FY2016 Amended	FY2017 Recommended Budget
Personnel Services				
Operating Expenses				
Capital Outlay				

Full-time Equivalent Positions

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

Budget Highlights

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

Education

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

Community Improvement Plan

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

Budget Process

Formulation of the County Manager's Proposed Budget

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

Department requests are based on Budget Manual guidance. Each request must relate to the organization's program objectives in preparing cost estimates. 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 2017, departments were not required to submit options to reduce their annual operating budgets. Any proposals to reduce their budgets were not only for potential savings, but for their 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 of plan and objectives, a clear statement of what is trying to be accomplished, and identification of opportunities to collaborate or partner with others. Each expansion item was analyzed based on these objectives. These requests were received and compiled by Budget and Management Services staff.

Board of Commissioners' Authorization and Appropriations

In compliance with the *North Carolina Local Government Budget and Fiscal Control Act* (G.S. 159-8) the Board of Commissioners adopts an annual balanced budget ordinance for all governmental and proprietary funds except funds authorized by project ordinances. All budget ordinances are prepared on the modified accrual basis of accounting. The annual budget for governmental funds and proprietary funds must be adopted no later than July 1. Agency funds are not required by state law to be budgeted. All capital projects funds and certain special revenue funds (Revaluation Reserve, Capital Area Workforce Development, Housing and Community Revitalization, Grants and Donations) and expendable trust funds are budgeted under project ordinances spanning more than one fiscal year and are controlled by project. Project appropriations continue until the projects are complete.

County Manager's Authorization

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

Budget Implementation

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

there is an excess of expenditures over revenues, the County Manager will take actions necessary to rebalance the budget.

The Budget is published online at the County's website: www.wakegov.com.

Budget Calendar for Fiscal Year 2017

Date	Budget Activity
October 13, 2015	Community Improvement Plan (CIP) Kickoff with Core Team
November 13, 2015	CIP Core Team members submit FY 2017-2023 Capital Requests
December 8, 2015	Operating Budget Kickoff with Extended Management Team
February 1, 2016	Departments submit FY 2017 Operating Budget Requests, Expansion Requests, Reduction Options
February 13, 2016	Board of Commissioners retreat to adopt goals and set priorities for the FY 2017 budget
January - April 2016	Community Improvement Plan and Operating Department budget meetings
March/April	Board of Education and Wake Technical Community College submit formal budget requests
May 9, 2016	Review of FY 2017-2023 Recommended Community Improvement Plan at Board of Commissioners Work Session
May 16, 2016	Formal presentation of Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 6, 2016	Public Hearing on Operating Budget, Community Improvement Plan and any proposed fee or tax changes
June 13, 2016	Special Budget Work Session with Board of Commissioners
June 20, 2016	Adoption of FY 2017 Operating Budget and FY 2017 - 2023 Community Improvement Plan at regular Board of Commissioners meeting

Fund Structure

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

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

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

Governmental Fund Types

General Fund

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

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

Debt Service Fund

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

Special Revenue Funds

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

Fund Structure

Capital Project Funds

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

Proprietary Fund Types

Enterprise Funds

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

Internal Service Fund

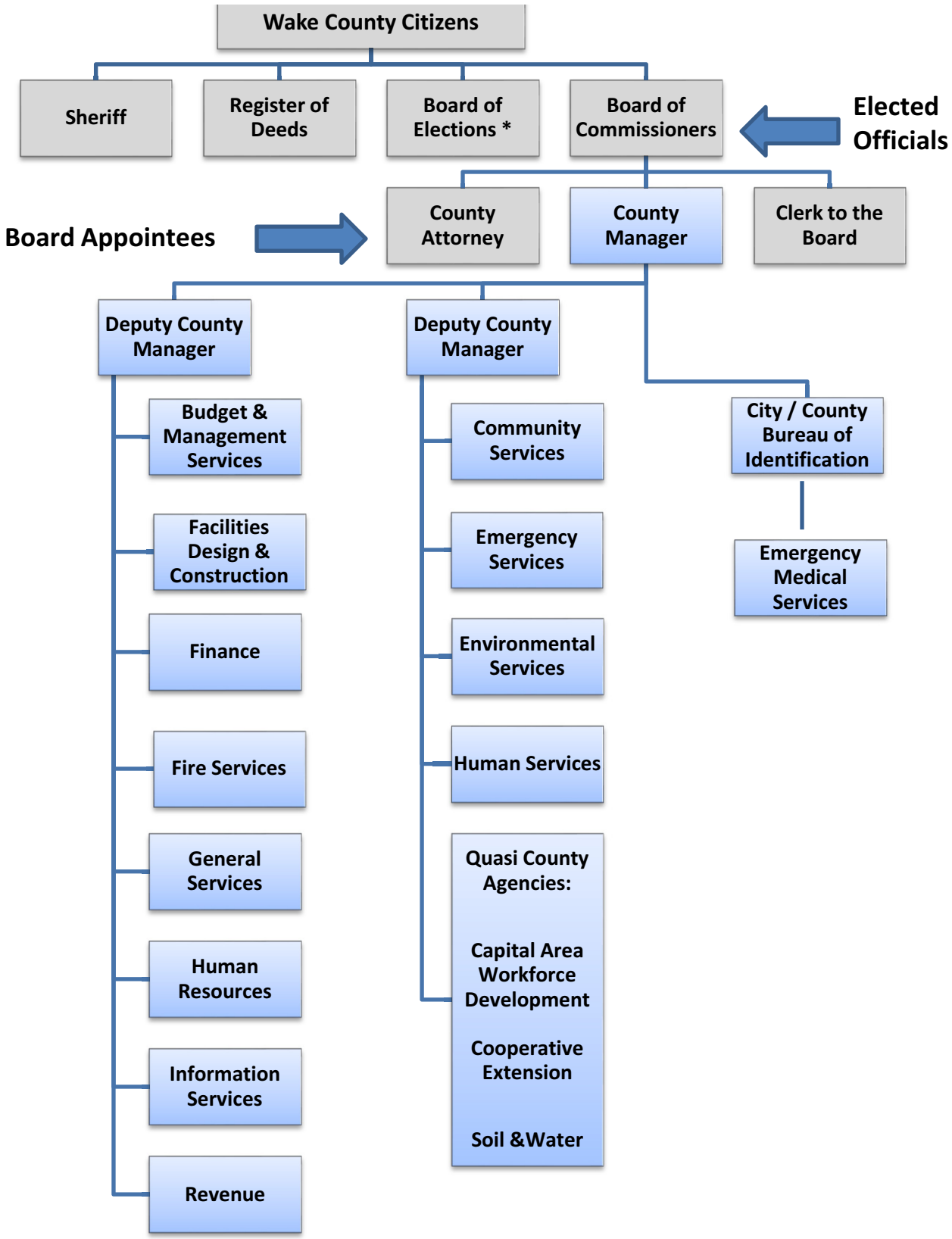
The internal service fund is used to account for operations that are operated in a manner similar to private businesses but where the private customers are internal departments. The County has one internal service fund: the Corporate Fleet Fund.

Fund Structure Charts

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

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

Wake County Government Organizational Chart



Executive Director selected by Wake County Board of Elections.

Basis of Budgeting and Basis of Accounting

Basis of Budgeting

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

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

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

Basis of Accounting

Basis of accounting refers to how revenues and expenditures or expenses and related assets and liabilities are recognized in the accounts and reported in the combined financial statements.

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

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

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

Financial Policies

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

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

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

Operating Budget

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

Fund Balance

General Fund:

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

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

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

Operating Funds:

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

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

Revenues

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

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

Capital Improvements

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

Debt Policies

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

Debt Planning Guidelines

Provide capital facilities as needed.

- Preserve the County's triple-A bond rating from all three rating agencies.
- Ensure sufficient flexibility to meet future obligations and take advantage of opportunities.
- The County will maintain a debt affordability model that assesses the future impact of the current bond programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.
- The County will maintain a CIP budget planning cycle of at least seven years. This will provide management the ability to plan and fund needed capital facilities.
- The following revenues are to be dedicated to the CIP model:
- 19.01 cents of the property tax rate
- The portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital (30% and 60% respectively);
- Any federal, state or local grants that are used for capital improvement;
- Any General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund and County, WCPSS and Wake Tech capital project funds interest income to the Debt Service Fund, which it uses to account for all the County's debt service payments. This dedication matches interest earnings on investments with interest expense on variable rate debt as economic conditions vary.

Debt Service Guidelines

Many ratios and rankings are reviewed by the rating agencies. The County does not directly control most of the economic indicators used by the rating agencies, such as per capita wealth, growth of the labor force and unemployment rates; however, several are controlled by management and are addressed below. The County will compute the following debt calculations each year and benchmark against other triple-A rated units. When available, statistics are included with ratios from the Aaa/AAA/AAA rated counties nationwide. Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the County's Community Improvement Plan.

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

Guideline 2: The County's seven-year capital plan should be funded with debt funding comprising 75% - 85% of the total funding over the span of the seven year CIP. 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 a AAA bond rating. The debt model currently targets a guideline of no more than 80 percent debt planned for in any given year.

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed twenty-five percent 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 current variable rate debt portfolio totals $190 million, or 10 percent of outstanding general obligation debt and 9 percent of all debt outstanding.

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

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

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

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

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

User Fee Policy

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

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

User fees are an allowable manner of paying for services that generate direct benefits to persons who receive the service. The County encourages the establishment of fees at a level that maximizes revenues.

Fees shall be developed based on the cost of providing services and county-wide goals and objectives as set by the Board of Commissioners.

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

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

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

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

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

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

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

1. If the service is purely a private good and does not enhance community-wide quality of life, the fee shall be set according to market rates and shall strive for full cost recovery. Whether or not the service is deemed to enhance community-wide quality of life will depend on the goals and objectives of the County.
2. If the service provides broader public benefits through its consumption, thereby enhancing community-wide quality of life, the fee shall be set so that use of the service is not discouraged, demand for the service is unchanged and partial recovery of costs is obtained.
3. If low-income citizens are included in the population of service recipients, fees for their participation shall be set to recover partial costs of providing the service, as long as this can be accomplished without precluding their use. A sliding-scale fee is one strategy for accomplishing this.

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

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

Business Development Grant Policy

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

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

New Investment Threshold: New or existing companies may be eligible for a Business Development Grant for new investments, which exceed the

minimum thresholds as outlined in the chart on this page. New investment is defined as "improvements to real estate, machinery, equipment, and other business personal property." The value of land is not included in the calculation of new investment. New investment must exceed the minimum threshold in assessed valuation, as determined by the Wake County Revenue Administrator.

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

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

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

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

Policy Guidelines

1. Business Development Grants will be considered for companies meeting the new investment and new jobs thresholds. The Board of Commissioners is not obligated to make any grants.
2. All projects will be considered on a case-by-case basis. The County will consider a number of factors (in addition to level of new investment and number of new jobs) when determining approval of a Business Development Grant, including:
   a. Type of business, relative to current tax base
   b. Types of new jobs
   c. Reputation of company
   d. The presence of competition for the projects
3. The amount of the grant payment to be paid by the County shall be consistent with the investment and jobs minimum as established in the grant agreement. In no event shall the grant amount exceed the amount of ad valorem taxes paid by the company on the new investment in that calendar year.
4. The county will require that the assessed value of new investment is confirmed by the Wake County Revenue Administrator and that all property taxes are paid prior to providing a grant payment.

5. For projects/companies considering locating (or expanding) in one of the municipalities within Wake County, the county's participation in a Business Development Grant is contingent on participation by the municipality.
6. All grant agreements are subject to performance criteria that will be outlined in detail in a Business Development Grant contract between the company and the County approved in an open meeting of the Wake County Commissioners. The contract will outline that grant payments are contingent on 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 Community Improvement Plan (CIP).

Revised May, 2016

Capital and Debt

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

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

The primary revenues deposited into the debt service fund include a portion of the property tax plus the entire portion of sales taxes that is required by state law to support public school capital outlay. Investment income from the County's general fund and debt service fund, federal interest subsidies authorized by ARRA, state lottery funds, and bond premium used towards capitalized interest expense are other sources of revenue.

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

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

Long-Range Planning

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

Board of Commissioners' Goals

At its November 2, 2015 regular Board Meeting for the 2016 calendar year, the Board of Commissioners approved their strategic goals, objective s and initiatives based on the framework developed in the 2015 calendar. The framework for these goals is as follow:

1. Growth and Sustainability - Establish a deliberate and realistic approach to address growth while preserving our environment and individual communities.

2. Mobility - Create a sustainable, regional transportation system that offers choices to meet local needs.

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

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

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

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

6. Social and Economic Vitality - Improve economic and social opportunities in vulnerable communities through strategic partnerships.

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

Public Safety - Provide a safe and secure community through coordinated, efficient and effective public safety services.

The Board will focus on increased levels of service delivery, employee development, leadership training and opportunities and strengthening partnerships at the local and state level.

For detail on objectives and initiatives related to the Board of Commissioner's Goals, see the County website, www.wakegov.com.

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.

Criminal Justice Partnership Advisory Board: This board examines the local criminal justice system and identifies areas that could be improved through local, community-based initiatives. Members of the Board include members from the many different segments of the criminal justice system.

Fire Commission: The Commission advises the Board of Commissioners on fire protection and

suppression issues. This advisory group adopts long-range business plans that include apparatus, staff compensation, and goals and facility components.

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

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

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

The board is in transition due to changes in legislation for mental health services.

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

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

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

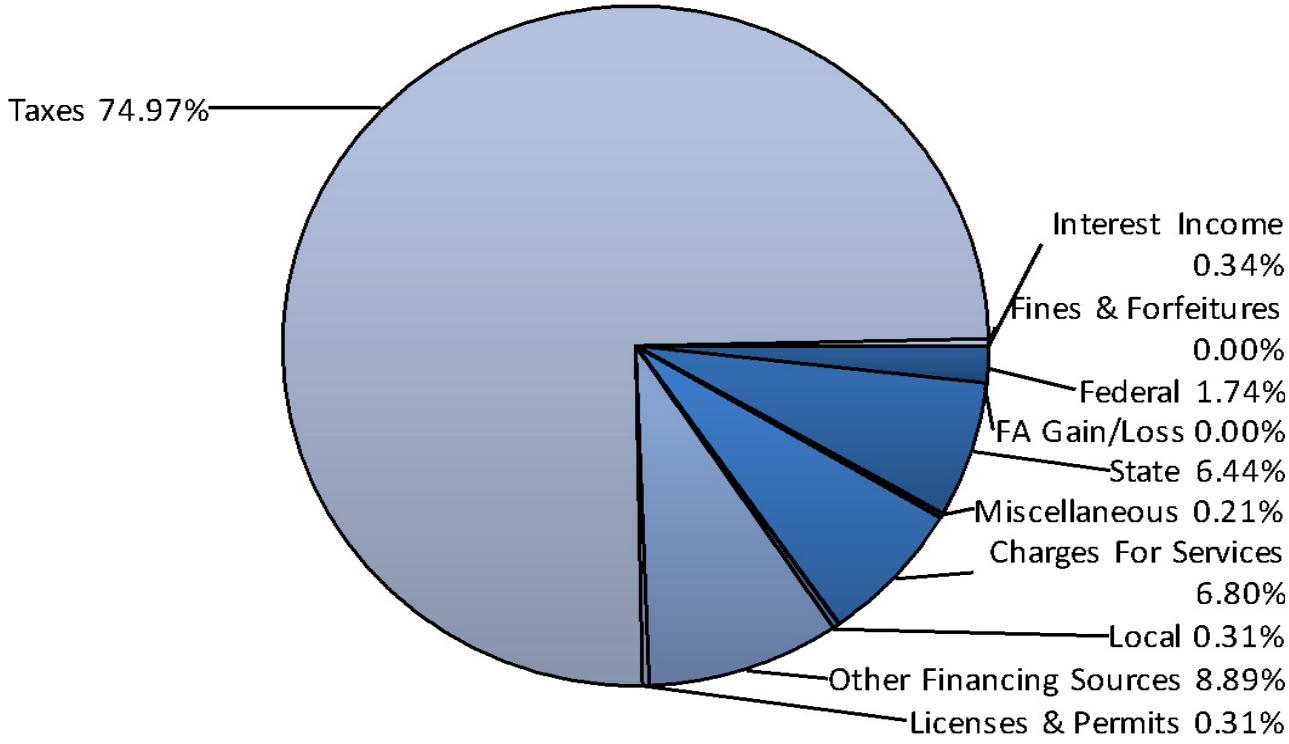
Long-Range Planning

Total Revenues By Fund

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
General Fund	$	1,080,448,561	1,142,963,000	1,146,720,704	1,199,783,000
Debt Service		262,062,019	266,220,000	266,220,000	280,790,000
Special Revenue Funds					
Capital Area Workforce Development		7,306,594	5,846,000	5,846,001	5,197,000
Fire Tax District		21,283,410	22,161,000	22,163,610	25,438,000
Grants and Donations		4,255,343	2,624,000	3,862,875	2,497,232
Housing and Community Revitalization		5,722,093	5,895,000	5,895,000	6,589,000
Major Facilities		47,340,732	46,782,000	47,282,000	51,842,000
Transportation		–	10,850,000	10,915,454	7,419,000
Capital Improvement Funds					
County Capital Improvement Fund		42,642,398	51,482,000	51,572,887	51,013,000
Fire Tax District Capital		2,740,884	3,144,000	3,224,456	6,444,000
Major Facilities Capital Trust		2,658,639	1,174,000	1,174,000	1,158,000
Solid Waste Capital		87,593	7,701,000	(9,569,000)	3,149,000
Wake County Public Schools Capital Projects		–	386,146,146	–	119,250,574
Wake Technical Community College Capital Projects		62,993,271	42,960,000	5,022,001	1,500,000
Internal Service Fund					
Corporate Fleet Fund		8,752,403	9,926,000	10,439,491	8,439,000
Enterprise Funds					
Solid Waste Management		12,731,497	13,915,000	13,915,000	14,777,000
South Wake Landfill		22,306,391	15,332,000	15,332,000	16,200,000
Total Revenues		**1,583,331,826**	**2,035,121,146**	**1,600,016,479**	**1,801,485,806**
Less Interfund Transfers		(242,163,624)	(308,618,769)	(269,874,358)	(320,377,679)
Total Revenues All Funds Net of Interfund Transfers	$	**1,341,168,202**	**1,726,502,377**	**1,330,142,121**	**1,481,108,127**

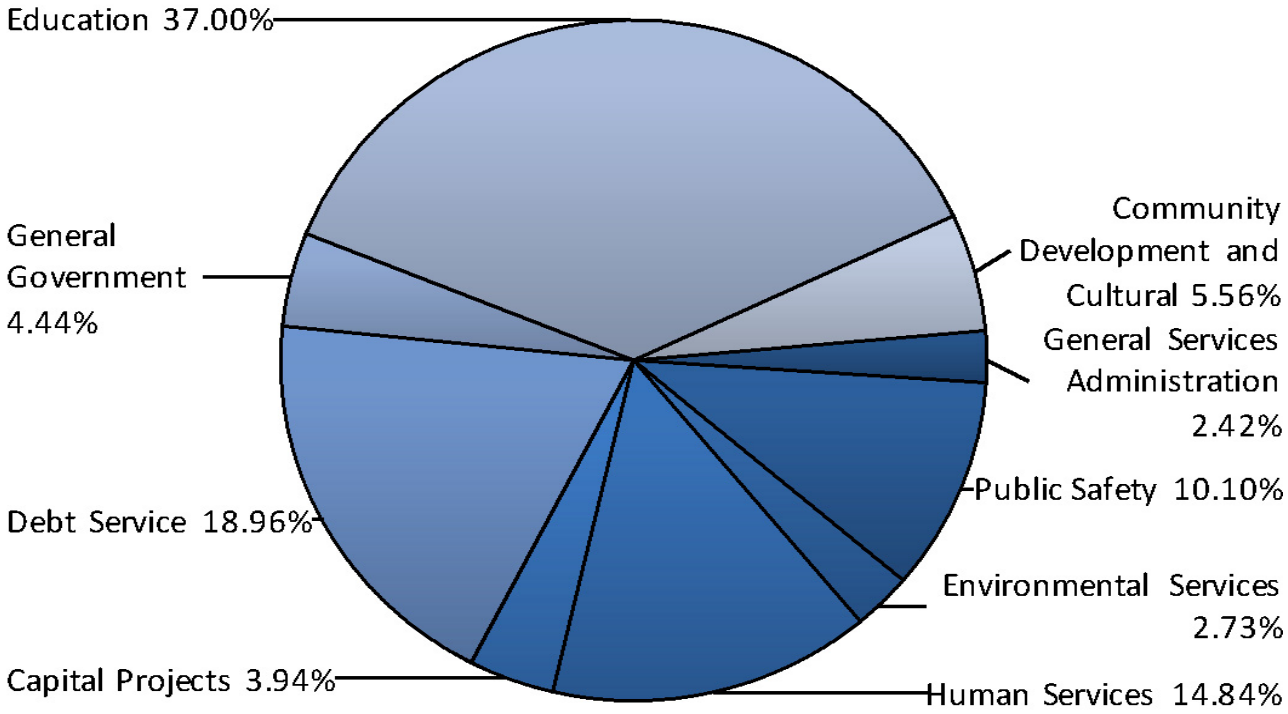
Total Revenues By Source

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Taxes	$	979,073,049	1,046,251,587	1,046,251,587	1,110,317,129
Federal		27,849,574	25,814,668	27,167,528	25,734,427
State		95,754,254	93,934,906	96,784,790	95,427,533
Local		7,194,824	4,894,423	4,861,248	4,571,860
Charges For Services		97,925,257	100,351,112	100,920,138	100,761,478
Licenses & Permits		5,007,458	4,837,592	4,837,592	4,598,600
Fines & Forfeitures		1,852	–	–	–
Interest Income		1,889,379	3,392,194	2,514,148	4,966,170
Miscellaneous		3,936,456	4,745,548	4,973,312	3,127,427
Other Financing Sources		122,536,100	442,280,347	41,831,778	131,603,503
Total Revenues by Source	$	**1,341,168,202**	**1,726,502,377**	**1,330,142,121**	**1,481,108,127**



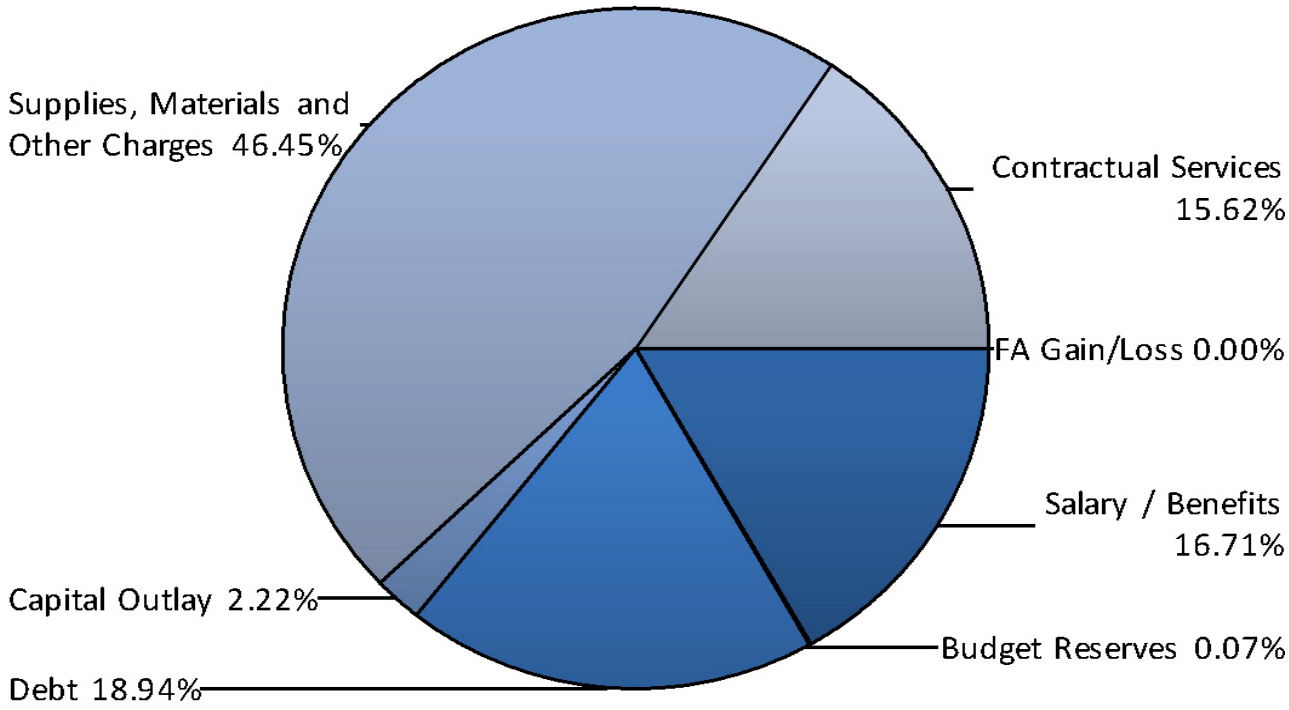
Expenditures By Use

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
General Services Administration	$	34,963,247	37,243,736	38,049,313	35,900,386
Human Services		208,529,373	217,202,753	219,704,730	219,757,961
Debt Service		243,440,298	266,220,000	266,220,000	280,790,000
General Government		48,098,748	56,919,615	57,464,485	65,785,098
Public Safety		138,375,602	143,289,716	144,532,467	149,661,589
Environmental Services		34,871,019	45,504,981	27,802,439	40,367,836
Community Development and Cultural		70,852,189	74,042,484	74,761,286	82,389,256
Capital Projects		99,472,685	95,395,000	62,108,343	58,383,000
Education		357,904,400	790,684,092	405,416,000	548,073,000
Total Operating Expenses	$	**1,236,507,562**	**1,726,502,377**	**1,296,059,063**	**1,481,108,126**



Expenditures By Type

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Capital Outlay	$	36,775,605	33,080,525	35,409,144	32,913,262
Supplies, Materials and Other Charges		542,419,150	965,643,871	545,963,849	687,940,316
Contractual Services		199,610,059	226,044,354	235,613,284	231,285,133
Debt		243,503,285	265,876,945	265,876,945	280,451,800
Salary / Benefits		214,199,463	234,276,159	227,108,834	247,422,979
Budget Reserves		–	1,580,523	(13,912,993)	1,094,636
Total Expenditures by Type	$	**1,236,507,562**	**1,726,502,377**	**1,296,059,063**	**1,481,108,126**



Summary of Revenues, Expenditures and Changes In Fund Balance

General Fund

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Operating Revenues					
Taxes	$	912,269,633	977,946,587	977,946,587	1,033,052,129
Federal		11,416,736	11,350,802	11,505,523	11,295,533
State		80,188,913	79,518,042	80,590,699	81,239,138
Local		6,368,558	4,066,850	4,066,850	4,056,850
Charges For Services		59,703,011	58,084,918	57,998,277	60,341,506
Licenses & Permits		5,000,558	4,832,792	4,832,792	4,591,700
Fines & Forfeitures		–	–	–	–
Interest Income		58,446	10,922	10,922	11,432
Miscellaneous		1,874,765	1,291,527	1,304,527	404,822
Total Operating Revenues		**1,076,880,620**	**1,137,102,440**	**1,138,256,177**	**1,194,993,110**
Operating Expenses					
Capital Projects		–	–	–	–
Community Development and Cultural		27,398,440	29,742,484	29,892,779	32,947,256
Debt Service		–	–	–	–
Education		357,904,400	405,416,000	405,416,000	429,711,000
Environmental Services		9,330,167	10,029,780	10,121,747	10,873,226
General Government		48,006,511	56,919,615	57,464,485	65,785,098
General Services Administration		26,208,028	27,317,736	27,609,822	27,461,386
Human Services		194,828,333	192,683,578	195,029,143	198,826,969
Public Safety		117,898,032	123,445,891	123,772,113	127,261,802
Total Operating Expenses		**781,573,911**	**845,555,084**	**849,306,089**	**892,866,737**
Revenues Over (Under) Expenditures		**295,306,709**	**291,547,356**	**288,950,088**	**302,126,373**
Other Financing Sources (Uses)					
Transfers In		3,532,398	3,581,054	3,581,054	3,588,574
Transfers Out		(286,723,534)	(297,407,916)	(297,414,617)	(306,916,263)
Bond Proceeds and other financing transactions		35,543	–	–	–
Total Other Financing Sources (Uses)		**(283,155,593)**	**(293,826,862)**	**(293,833,563)**	**(303,327,689)**
Revenues and Other Sources Over (Under) Expenditures and Other Uses		**12,151,117**	**(2,279,506)**	**(4,883,475)**	**(1,201,316)**
Fund Balance at Beginning of Year		232,447,661	244,598,778	242,319,272	237,435,797
Fund Balance at End of Year		**244,598,778**	**242,319,272**	**237,435,797**	**236,234,480**

Summary of Revenues, Expenditures and Changes In Fund Balance

Debt Service Funds

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Operating Revenues				
Taxes	–	–	–	–
Federal	2,783,029	2,783,015	2,783,015	2,783,015
State	12,649,187	10,000,000	10,000,000	10,000,000
Local	–	–	–	–
Charges For Services	11,800	–	–	–
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	1,471,480	2,314,000	2,314,000	3,854,000
Miscellaneous	–	–	–	–
Total Operating Revenues	**16,915,496**	**15,097,015**	**15,097,015**	**16,637,015**
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	243,440,298	266,220,000	266,220,000	280,790,000
Education	–	–	–	–
Environmental Services	–	–	–	–
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	**243,440,298**	**266,220,000**	**266,220,000**	**280,790,000**
Revenues Over (Under) Expenditures	**(226,524,802)**	**(251,122,985)**	**(251,122,985)**	**(264,152,985)**
Other Financing Sources (Uses)				
Transfers In	194,172,000	222,083,000	222,083,000	253,598,000
Transfers Out	–	–	–	–
Bond Proceeds and other financing transactions	50,974,523	16,756,734	16,756,734	666,507
Total Other Financing Sources (Uses)	**245,146,523**	**238,839,734**	**238,839,734**	**254,264,507**
Revenues and Other Sources Over (Under) Expenditures and Other Uses	**18,621,720**	**(12,283,251)**	**(12,283,251)**	**(9,888,478)**
Fund Balance at Beginning of Year	135,252,126	153,873,846	141,590,595	129,307,344
Fund Balance at End of Year	**153,873,846**	**141,590,595**	**129,307,344**	**119,418,866**

Summary of Revenues, Expenditures and Changes In Fund Balance

Special Revenue Funds

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Operating Revenues				
Taxes	66,803,149	68,305,000	68,305,000	77,265,000
Federal	13,649,809	11,680,851	12,878,990	11,655,879
State	1,155,273	2,697,430	2,474,657	2,335,082
Local	826,266	827,573	794,398	515,010
Charges For Services	2,510,461	9,002,576	9,658,243	5,617,344
Licenses & Permits	–	–	–	–
Fines & Forfeitures	1,852	–	–	–
Interest Income	58,880	38,654	38,662	26,654
Miscellaneous	4,948	25,000	159,309	25,000
Total Operating Revenues	**85,010,638**	**92,577,084**	**94,309,259**	**97,439,969**
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	43,453,749	44,300,000	44,868,507	49,442,000
Debt Service	–	–	–	–
Education	–	–	–	–
Environmental Services	24,775	–	165,491	–
General Government	92,238	–	–	–
General Services Administration	7,150	–	–	–
Human Services	13,701,040	24,519,175	24,675,587	20,930,992
Public Safety	20,477,570	19,843,825	20,760,354	22,399,787
Total Operating Expenses	**77,756,522**	**88,663,000**	**90,469,939**	**92,772,779**
Revenues Over (Under) Expenditures	**7,254,116**	**3,914,084**	**3,839,320**	**4,667,190**
Other Financing Sources (Uses)				
Transfers In	897,534	957,916	964,617	1,542,263
Transfers Out	(6,046,932)	(5,495,000)	(5,495,000)	(6,209,453)
Bond Proceeds and other financing transactions	–	–	–	–
Total Other Financing Sources (Uses)	**(5,149,398)**	**(4,537,084)**	**(4,530,383)**	**(4,667,190)**
Revenues and Other Sources Over (Under) Expenditures and Other Uses	**2,104,718**	**(623,000)**	**(691,063)**	**–**
Fund Balance at Beginning of Year	14,060,838	16,165,556	15,542,556	14,851,493
Fund Balance at End of Year	**16,165,556**	**15,542,556**	**14,851,493**	**14,851,493**

Summary of Revenues, Expenditures and Changes In Fund Balance

Internal Service Fund

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Operating Revenues				
Taxes	–	–	–	–
Federal	–	–	–	–
State	–	58,498	58,498	–
Local	–	–	–	–
Charges For Services	8,059,500	8,453,972	8,453,972	7,852,752
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	12,953	20,000	20,000	20,000
Miscellaneous	554,950	653,766	653,766	351,135
Total Operating Revenues	**8,627,403**	**9,186,236**	**9,186,236**	**8,223,887**
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	–	–	–	–
Education	–	–	–	–
Environmental Services	–	–	–	–
General Government	–	–	–	–
General Services Administration	8,748,069	9,926,000	10,439,491	8,439,000
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	**8,748,069**	**9,926,000**	**10,439,491**	**8,439,000**
Revenues Over (Under) Expenditures	**(120,666)**	**(739,764)**	**(1,253,255)**	**(215,113)**
Other Financing Sources (Uses)				
Transfers In	125,000	–	–	–
Transfers Out	–	–	–	–
Bond Proceeds and other financing transactions	–	–	–	–
Total Other Financing Sources (Uses)	**125,000**	**–**	**–**	**–**
Revenues and Other Sources Over (Under) Expenditures and Other Uses	**4,334**	**(739,764)**	**(1,253,255)**	**(215,113)**
Fund Balance at Beginning of Year	3,109,447	3,113,781	2,374,017	1,120,762
Fund Balance at End of Year	**3,113,781**	**2,374,017**	**1,120,762**	**905,649**

Summary of Revenues, Expenditures and Changes In Fund Balance

Enterprise Funds

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Operating Revenues				
Taxes	–	–	–	–
Federal	–	–	–	–
State	1,760,881	1,660,936	1,660,936	1,853,313
Local	–	–	–	–
Charges For Services	24,016,448	24,159,646	24,159,646	25,194,376
Licenses & Permits	6,900	4,800	4,800	6,900
Fines & Forfeitures	–	–	–	–
Interest Income	139,890	130,564	130,564	165,510
Miscellaneous	1,518,245	2,268,255	2,268,255	2,216,470
Total Operating Revenues	**27,442,363**	**28,224,201**	**28,224,201**	**29,436,569**
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	–	–	–	–
Education	–	–	–	–
Environmental Services	24,329,619	27,774,201	27,774,201	28,694,610
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	**24,329,619**	**27,774,201**	**27,774,201**	**28,694,610**
Revenues Over (Under) Expenditures	**3,112,745**	**450,000**	**450,000**	**741,959**
Other Financing Sources (Uses)				
Transfers In	7,595,524	1,022,799	1,022,799	1,032,389
Transfers Out	(8,045,524)	(1,472,799)	(1,472,799)	(2,282,390)
Bond Proceeds and other financing transactions	–	–	–	–
Total Other Financing Sources (Uses)	**(450,000)**	**(450,000)**	**(450,000)**	**(1,250,001)**
Revenues and Other Sources Over (Under) Expenditures and Other Uses	**2,662,745**	**–**	**–**	**(508,042)**
Fund Balance at Beginning of Year	20,565,951	23,228,696	23,228,696	23,228,696
Fund Balance at End of Year	**23,228,696**	**23,228,696**	**23,228,696**	**22,720,654**

Summary of Revenues, Expenditures and Changes In Fund Balance

Capital Improvement Funds

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Operating Revenues				
Taxes	268	–	–	–
Federal	–	–	–	–
State	–	–	2,000,000	–
Local	–	–	–	–
Charges For Services	3,624,037	650,000	650,000	1,755,500
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	147,730	878,054	–	888,574
Miscellaneous	(16,452)	507,000	587,455	130,000
Total Operating Revenues	**3,755,582**	**2,035,054**	**3,237,455**	**2,774,074**
Operating Expenses				
Capital Projects	99,472,685	95,395,000	62,108,343	58,383,000
Community Development and Cultural	–	–	–	–
Debt Service	–	–	–	–
Education	–	385,268,092	–	118,362,000
Environmental Services	1,186,458	7,701,000	(10,259,000)	800,000
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	**100,659,143**	**488,364,092**	**51,849,343**	**177,545,000**
Revenues Over (Under) Expenditures	**(96,903,561)**	**(486,329,038)**	**(48,611,888)**	**(174,770,926)**
Other Financing Sources (Uses)				
Transfers In	35,841,168	80,974,000	42,222,888	60,616,453
Transfers Out	(3,664,168)	(4,243,054)	(3,365,000)	(4,969,574)
Bond Proceeds and other financing transactions	71,526,034	399,947,092	5,920,001	119,124,047
Total Other Financing Sources (Uses)	**103,703,034**	**476,678,038**	**44,777,889**	**174,770,926**
Revenues and Other Sources Over (Under) Expenditures and Other Uses	**6,799,474**	**(9,651,000)**	**(3,833,999)**	**–**
Fund Balance at Beginning of Year	360,522,890	367,322,364	357,671,364	353,837,365
Fund Balance at End of Year	**367,322,364**	**357,671,364**	**353,837,365**	**353,837,365**

Summary of Revenues, Expenditures and Changes In Fund Balance

All Funds

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
All FundsOperating Revenues				
Taxes	979,073,049	1,046,251,587	1,046,251,587	1,110,317,129
Federal	27,849,574	25,814,668	27,167,528	25,734,427
State	95,754,254	93,934,906	96,784,790	95,427,533
Local	7,194,824	4,894,423	4,861,248	4,571,860
Charges For Services	97,925,257	100,351,112	100,920,138	100,761,478
Licenses & Permits	5,007,458	4,837,592	4,837,592	4,598,600
Fines & Forfeitures	1,852	–	–	–
Interest Income	1,889,379	3,392,194	2,514,148	4,966,170
Miscellaneous	3,936,456	4,745,548	4,973,312	3,127,427
Total Operating Revenues	**1,218,632,102**	**1,284,222,030**	**1,288,310,343**	**1,349,504,624**
Operating Expenses				
Capital Projects	99,472,685	95,395,000	62,108,343	58,383,000
Community Development and Cultural	70,852,189	74,042,484	74,761,286	82,389,256
Debt Service	243,440,298	266,220,000	266,220,000	280,790,000
Education	357,904,400	790,684,092	405,416,000	548,073,000
Environmental Services	34,871,019	45,504,981	27,802,439	40,367,836
General Government	48,098,748	56,919,615	57,464,485	65,785,098
General Services Administration	34,963,247	37,243,736	38,049,313	35,900,386
Human Services	208,529,373	217,202,753	219,704,730	219,757,961
Public Safety	138,375,602	143,289,716	144,532,467	149,661,589
Total Operating Expenses	**1,236,507,562**	**1,726,502,377**	**1,296,059,063**	**1,481,108,126**
Revenues Over (Under) Expenditures	**(17,875,459)**	**(442,280,347)**	**(7,748,720)**	**(131,603,502)**
Other Financing Sources (Uses)				
Transfers In	242,163,624	308,618,769	269,874,358	320,377,679
Transfers Out	(304,480,158)	(308,618,769)	(307,747,416)	(320,377,680)
Bond Proceeds and other financing transactions	122,536,100	416,703,826	22,676,735	119,790,554
Total Other Financing Sources (Uses)	**60,219,566**	**416,703,826**	**(15,196,323)**	**119,790,553**
Revenues and Other Sources Over (Under) Expenditures and Other Uses	**42,344,107**	**(25,576,521)**	**(22,945,043)**	**(11,812,949)**
Fund Balance at Beginning of Year	765,958,913	808,303,020	782,726,499	759,781,456
Fund Balance at End of Year	**808,303,020**	**782,726,499**	**759,781,456**	**747,968,507**

Summary of Revenues, Expenditures and Changes In Fund Balance

Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2017, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types. Typically when a fund does not use fund balance there is a contribution to fund balance and when applicable this is illustrated in the following sections.

General Fund

The County adheres to the General Fund Financial Policies for fund balance (see section on Financial Policies). The FY 2017 General Fund includes use of $1.2 million designated fund balance for the support of Register of Deeds Automation projects, Drug Treatment Court and replacement of DWI testing equipment to improve evaluations and meet caseload demands.

Debt Service Fund

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

The County's policy is to maintain a minimum fund balance of 19 percent in the debt service fund, and a fund balance of at least 30 percent of general fund and debt service fund combined revenues. The County models forecast revenues and expenditures to assure that the dedicated portion of property tax and sales tax are sufficient for funding the debt. In FY 2017, approximately $9.9 million of fund balance will be used in accordance with this practice. This amount has been factored into the County's long range financial model, and the use of fund balance in FY 2017 is part of the long range capital finance strategy.

Special Revenue Funds

The Major Facilities Special Revenue Fund is projected to contribute $764,000 to fund balance during FY 2017. This amount is associated with appropriations for higher revenues than expenditures based on Interlocal Agreement and amendments that determine appropriate revenue percent growth.

The Fire Tax District fund is projected to contribute $172,000 to fund balance in FY 2017.

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

Internal Service Fund

The Internal Service Fund will be in its seventh year of operations in FY 2017. The FY 2017 budget decreased over the FY 2016, largely because of a reduction in the fuel rate for fleet vehicles, dropping the unleaded rate from $2.27 per gallon to $1.80 per gallon and diesel to $2.05 per gallon. The projected beginning unreserved fund balance for FY 2017 is $1.7 million and Fleet services plans to use $215,000.

Enterprise Funds

The use of fund balance is designated to long-term capital needs for solid waste collection and disposal systems. The FY 2017 budget includes approximately $508,000 in Solid Waste Fund Balance. A financial model was developed during FY 2014, and this model is used to ensure there is a sustainable plan for the next seven years. Solid Waste Fund Balance is primarily reserved for capital improvements to Solid Waste facilities. FY 2017 budget includes a transfer of $800,000 to Solid Waste CIP, and without this the fund would be contributing $320,000 to fund balance.

Overview of Changes in Fund Balance

The South Wake Landfill Fund is managed by an interlocal partnership and corresponding financial model. The amount of tonnage deposited at the landfill is the primary driver of the expenditures and revenues within the fund. This fund does not use fund balance.

Revenue Highlights

Taxes

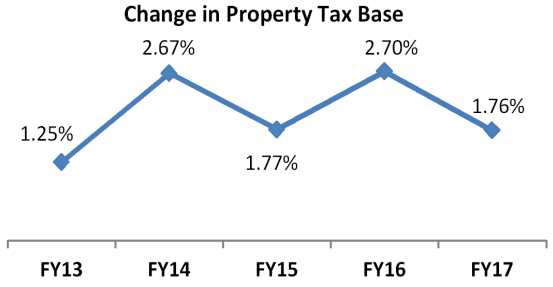
The County receives $1.11 billion in revenues from taxes - the two largest being property and sales taxes. Of the $1.11 billion, $1.03 billion is used in the General Fund; with $306.1 million transferred to other funds such as the Capital and Debt Services funds.

Property Tax

The property tax is Wake County's largest revenue source, comprising 70 percent of all General Fund revenues. Property tax is levied against real, personal, public service, and registered vehicle property not exempt from taxation.

The values of real property in Wake County were assessed this year based on the current octennial cycle. The FY 2016 budget assumed a total tax base of $112.19 billion. Following the revaluation, the new tax base estimate is $120.35 billion, an increase of 7%. A revenue-neutral tax rate under the new tax base equals $.587 per $100. The FY 2017 budget increased to $.6005 per $100, which is $.0135 above the revenue-neutral rate.

On March 7, 2016, the Board of Commissioners approved Wake County government to conduct reappraisals every four years in the future. The next property revaluation is scheduled to take effect January 1, 2020.



Tax Base FY 2016-17 Estimates (in millions)

	FY16	FY17	$ Change	% Change
Real Property	118,309	120,350	2,041	1.73%
Business Personal	6,456	6,500	44	0.69%
Public Service	3,309	3,400	91	2.74%
Motor Vehicles	9,800	10,050	250	2.55%
Total	**$137,874**	**$140,300**	**$2,426**	**1.76%**

Each component of the FY 2017 property tax base is discussed below.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Real Property is anticipated to increase by 7.3 percent from FY 2016 Adopted Budget to a total of $120.35 billion in FY 2017.

Personal property includes unlicensed vehicles and business personal property. The personal property portion of the tax base is projected to increase in FY 2017 by 2.36 percent from the FY 2016 budget. Personal property reflects the value of business equipment.

The public services tax base component includes the taxable assets of public utilities such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2017 valuation is expected to increase by 15.25 percent.

The motor vehicle portion of the tax base is projected in FY 2017 to increase by 7.77 percent from the FY 2016 budget. This is due to increased collections associated with the Tag & Tax program which requires vehicle owners to pay their vehicle tax at the time vehicle registration takes place.

The County's property tax collection rate continues to be one of the highest in the State at 99.6 percent in FY 2016.

Revenue Highlights

Sales Tax

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

The State's Department of Revenue collects all sales tax revenues and distributes proceeds to counties on either a per capita or point-of-sale basis. Revenue receipts are on a three month delay (e.g., the tax from sales that took place in January 2016 was received in April 2016).

Sales Tax Revenues By Article (in millions)

	FY13	FY14	FY15	FY16 Est.	FY17 Budget
Article 39	57.2	63.4	67.4	72.3	75.2
Article 40	28.6	30.2	33.5	35.9	37.4
Article 42	36.4	39.8	43.0	46.2	48.1
Article 44	-	-	0.1	0.0	-
Medicaid Hold Harmless	5.0	8.0	10.5	12.0	12.0
Total	**$127.2**	**$141.4**	**$154.5**	**$166.4**	**$172.6**
% Change	5.1%	11.2%	9.3%	7.7%	3.7%

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

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 increase significantly the County's revenues from this Article. By statute, 60 percent of Article 42 proceeds must be used for school construction or debt service.

This change in legislation included a hold harmless provision for Counties and Municipalities. For Counties, the State would remit to Counties the difference between the Medicaid match and the lost growth from sales tax. In FY 2017, revenues from the State under the hold harmless agreement are expected to reach $12 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.

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

Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is $2 per $1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY 2017 budget of $16 million reflects a 51 percent increase from the FY 2016 Adopted Budget based on current year revenue and historical projection trends. The increase reflects a continuation of the significantly increasing commercial and residential property gross sales seen since FY 2013.

Lease/Rental Vehicle Tax

In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately $2.6 million from this revenue source in FY 2017.

Revenue Highlights

Beer and Wine Excise Tax

The state levies an excise tax on beer and wine sales at the wholesale level and remits a portion of the net proceeds to local governments. Participating cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75 percent of the amount collected; for fortified wine, local governments receive 22 percent of the proceeds; and for wine, local governments receive 62 percent of the tax proceeds. The FY 2017 amount budgeted is $877,200, which is not changed from the FY 2016 Adopted budget.

Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2017, the County anticipates receiving $4.6 million in revenue for this category which is a decrease of 5 percent from the FY 2016 adopted level of $4.8 million. The building permit fee structure is consistent with the Board-adopted User Fee Policy as it provides full recovery of costs of the building inspection program.

Federal, State and Local Shared Revenue

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Public Safety, and Environmental Services. These revenue sources are dependent upon actions by the federal and state legislative bodies of government, as well as upon administrators of the respective programs. In FY 2017, State shared revenues in the General Fund are expected to increase from $79.5 million in the FY 2016 Adopted Budget to $81.2 million in the FY 2017 budget.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund which total $77.4 million.

Local shared revenue generally consists of revenues from the ABC Board and donations.

Fees and Charges for Services

Charges for services include user fees for EMS, Human Services, Sheriff, Register of Deeds, Recreation, Libraries, and other County services including contracts with the Wake County Public Schools System for all school building inspection and plan review functions. Typically these types of fees finance, in part, the County functions for which they are assessed. All fees are consistent with the County's User Fee Policy, found behind the Process and Policies tab of this book. Fee and Charges for Services changes in FY 2017 are in the following sections.

Register of Deeds Fees and Charges

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. The FY 2017 budget anticipates $6.24 million, and this is an increase of $1.50 million over FY 2016.

Environmental Services Fees and Charges

The Environmental Services Department provides services which protect the natural environment and public health and safety. Developers require services in meeting their regulatory obligations which help protect the environment from harmful effects of development. Service providers of food, lodging, and adult and child care facilities require County services to ensure health and safety requirements are met. The department intends to recover eligible costs for providing these services through the imposition of fees and charges. In FY 2017, the department expects to receive a total of $1.4 million.

General Services Administration

The General Services Administration Department provides facility maintenance and fleet services for County departments, as well as manages the Wake County Parking Deck. Parking fees are collected for public parking at hourly, daily and monthly rates and employee monthly parking. In FY 2017, the department expects to receive $962,000 in parking fees, a $64,000 increase.

Court facility fees are also collected by GSA, and this budget estimates $1.20 million to be collected, $284,000 less than budgeted in FY 2016. However,

this brings the revenue projection in line with actual collections.

Human Services Fees and Charges

In FY 2017, Human Services will earn $15.0 million from fees and charges for services. These fees include Medicaid payments, fees charged to clients in the County's health clinics, and vending and sales income.

Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, firing range usage fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the federal government for housing detainees awaiting trial in federal court, and jail fees from the State Department of Corrections for housing sentenced state inmates. In FY 2017, jail fees for housing state and federal inmates are anticipated to reduce by $125,000 to align with actual collections based on inmate trends. The Sheriff's Office also collects Service Fees, which have been reduced $400,000 from the FY 2016 budget based on actual collections. From these and other minor adjustments to reflect revised estimates, total Sheriff fees and charges for FY 2017 decline by 10 percent from the FY 2016 adopted level.

Community Services Fees and Charges

The Community Services Department provides services associated with planning and permitting, libraries and parks. This includes planning and inspections fees, park rentals and fees for late books. In FY 2017, the department expects to receive $1.40 million in fees and charges. This is approximately $200,000 higher than the FY 2016 adopted budget reflecting increased charges for services in the Planning Division.

Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The FY 2017 budget includes three transfers to the General Fund that total $2.73 million.

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

The Major Facilities Fund will transfer $1.4 million in FY 2017 to the General Fund to cover collection costs related to the taxes on Prepared Food and Beverages and on Hotel/Motel Occupancy revenues. The transfer has been capped at a flat amount of $1.4 million in the most recent interlocal review.

Finally, the Wake County Public School System will transfer approximately $880,000 to the General Fund for its administrative lease.

Non-General Fund Revenues

Debt Service Fund

Debt Service Fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments, and from the Major Facilities Fund to fund debt service for Five-County Stadium. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. The largest of these is transfers from the General Fund, which totals $252.63 million. This is comprised of $212.57 million from property tax revenues and $40.06 million from sales tax revenues. Smaller transfers come from the Fire Tax Fund to finance specific debt-financed projects. Interest income from the General Fund, County, WCPSS and Wake Tech Capital Projects Funds, and Debt Service Funds are additional funding sources. Qualified School Construction Bond, Build America Bond and Recovery Zone Economic Development Bond interest subsidy revenue, provided by the US Department of Treasury, and NC Lottery Funds are also revenue sources in the Debt Service Fund.

Fire Tax District

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial prop-

erty in the district to fund operating and capital needs to provide a more consistent level of service. The revenue-neutral tax rate for the district increased from 8 cents to 8.12 cents in FY 2017 as a result of the 2016 Real Property Reappraisal. The total tax rate for FY 2017 is 9.60 cents, an increase of 1.48 cents from the revenue-neutral rate. The expected revenue is $25.4 million, an increase of $3.9 million, or 18 percent from the FY 2016 budgeted tax revenue. Beginning in FY 2017, the total tax rate will be split into an operating tax rate (8.12 cents) and a capital tax rate (1.48 cents).

Housing and Community Revitalization Fund

The major revenue sources for this fund are: Community Development Block Grant, HOME, and Shelter Plus Care federal funds administered by the U.S. Department of Housing and Urban Development. These are expected to total $4.57 million in FY 2016. The County will also add an additional $830,000, to be transferred from the County Capital Projects Fund. The fund also receives program income from its various projects, which are used to fund additional housing and community efforts. Total budget for FY 2016 is $5.9 million.

Major Facilities

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

Occupancy tax revenues are projected to increase in FY 2016 by 10.0 percent compared to prior year actuals and are expected to continue to show increases into FY 2017. Occupancy revenues are budgeted with an increase by three percent in FY 2017 over the FY 2016 projections. Prepared food and beverages revenues are expected to increase 9.0 percent in FY 2016 and increase by an additional 5.0 percent in FY 2017. Revenue estimates were determined during the last interlocal review.

The Major Facilities Fund in FY 2017 is just under $51.8 million in which $24.34 million is from occupancy taxes and $27.49 million is from prepared food and beverage.

Human Services Transportation Fund

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

The major revenue sources for this fund include Medicaid Reimbursement and Charges for Services, as well as State and Local funding. These are expected to total $7.42 million in FY 2017. The decrease from FY 2016 reflects an adjustment in budget structure.

Enterprise Funds

Solid Waste Management Fund

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

For FY 2017, the operating budget totals $14.8 million. The household fee is set at $20 per household per year which represents about 60 percent of the total revenue in the Solid Waste Management Fund.

South Wake Landfill Partnership Fund

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

For FY 2017, the operating budget totals $16.2 million. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a $2 per ton solid waste tax levied by the State of North Carolina for all solid

waste disposed of at landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is $32 per ton for commercial, municipal, and other users. For the City of Raleigh, which receives a $3 per ton large volume discount through an Interlocal Agreement, the tipping fee is $38 per ton.

The FY 2017 budget increases by more than $868,000, due to increased tonnage growth. Based on current trends, the landfill could see waste disposal growth of about 2%, leading to increased costs of disposal at the landfill.

During FY 2014, Solid Waste Division and County management analyzed the impact and need of a tipping fee increase. After numerous meetings, discussions, and significant input from stakeholders it was determined to raise the tipping fee by $3 at the Transfer Station. The tipping fee increases from $6 to $9 in addition to the $32 tipping fee at the South Wake Landfill.

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 recommended for FY 2017:

User Fee Change Summary

User Fee Change Summary

Description	Current Fee	Proposed Fee
Animal Center Fees		
Adoptions - Small Birds	$20	$10
Adoptions - Military Discount	N/A	$10 off with ID
Adoptions - Adult Cats for Seniors Over Age 60	$0	$10
Adoptions - Adult Dogs (special temporary fees when running specials)	$95 or $45	$25 Temporary fee while special is in effect
Adoptions - Adult Cats "Name Your Price"	$45 or $15	"Name Your Price"
Boarding - Chickens	$0	$4 /day
Boarding - Farm Animals	$0	$10 / day
Reclaim Fees - First Reclaim fee waived if contact information in microchip is updated	N/A	N/A
Reclaim Fees - Little Critters	$0	$25
Reclaim Fees - Farm Animals (small/large)	Small $0 Large $0	Small $25 Large $50+trans
Reclaim Fees - Horse	$0	$50 + transport
Water Quality Testing Fees*	(a)	(a)
Iron/Sediment	(a)	(a)
Coliform Bacteria (Total & Fecal)	(a)	(a)
Nitrate/Nitrite	(a)	(a)
Single Inorganic Analyte	$0	$50
Gross Alpha FY17	$50	$105
Radium 226	$50	$70
Radium 228	$0	$50
Radon	(a)	(a)
Uranium		

(a) No change to fee. Action is to apply sliding scale mentioned below.

*Households with incomes below the Federal Poverty Level would pay 20% of the regular fee for a water analysis and households with incomes equal to or up to 250% of the Federal Poverty Level would pay 50% of the regular fee. Shipping fees also apply to all tests.

Description	Current Fee	Proposed Fee
Public Parking User Fee for daily, hourly and/or monthly use of the Wake County Parking Deck.	Public monthly parking rates of up to $85 per month and public hourly rate of $1 per half hour with a $10 daily maximum fee.	Public monthly parking rates of up to $95 per month (with and without space) and public hourly rate of $1 per half hour with a $12 daily maximum fee.

Expenditure Highlights

General Fund

The FY 2017 General Fund budget is $1.20 billion, $56.82 million more than the FY 2016 Adopted Budget, and includes a property tax increase of 1.35 cents, bring the recommended tax rate to 60.05 cents. Following is a summary of all of the major changes to the General Fund.

County Attorney

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

Board of Elections

The Board of Elections budget includes a net decrease of $600,000. As the budget is established annually based on the number and scale of upcoming elections, funds are included on a one-time basis and revisited each year. The FY 2017 budget reflects funding for the Presidential election, including early voting hours, as well as two additional voting precincts.

Revenue

As approved by the Board of Commissioners on March 7, 2016, Wake County will move to a 4-year reappraisal cycle. As a result of the shorter cycle, evaluation indicates that additional staff is required. A number of scenarios have been considered, including additional County staff, a combination of County staff and contracted staff, and contracted staff only. This request reflects the second year of implementation toward staffing for a 4-year cycle with additional Wake County staff. This request for two appraisers would be the first request of a total of ten appraisers through 2024 to enable the Revenue Department to implement a staffing structure which would blend a greater level of County staff, with a lower level of contracted staff. The FY 2017 Revenue Department budget includes an overall decrease of $2.12 million due to the removal of one-time appropriated reserves to fund the active reappraisal project which will not occur in FY 2017.

Information Services

Information Services has received four new FTEs to complete a reorganization to address the need to maintain existing infrastructure and develop capacity to drive and encourage innovation. Included in the recommended budget is a Business Analyst dedicated to revaluation support from to the transition to a four year cycle. There are two positions recommended for Desktop Support because of the increasing number of devices in the organization and increasing complexity. Finally, a position is recommended for an enterprise-wide Records Manager.

Funding has also been included in the CIP to migrate to a new email platform and $450,000 is included in the operating budget for the annual maintenance and licensing costs.

Environmental Services

The Environmental Services FY 2017 budget includes increased expenditures to fund increased workload demands from a rebounding economy. Included in this expansion amount is funding for three additional food and facility inspectors. Throughout the recession the number of restaurants and facilities grew, since FY 2008 this sector has seen growth of over 13%. As a result, these three positions have been recommended for funding in order to improve current inspection coverage rates.

Funding is provided in FY 2017 for two additional water quality inspectors. After the recession the number of inspections have rebounded back to pre-recession levels. These positions have been recommended to improve current inspections coverage rates.

Environmental Services will receive funding for a Water Quality Resource Manager. This position is needed to develop process and procedures within the Water Quality Division. The position will also consider policy development and the impact of new laws or rules on the Division's services.

Additionally, a Customer Service position is funded at the Animal Center in FY 2017 to facilitate quick and prompt customer service to internal and external

customers and meet increasing demand. This position will improve customer service by providing adequate coverage within the department.

Community Services

The Community Services FY 2017 budget includes an additional 8.00 FTEs for the opening of Middle Creek Library in January 2017. This library was funded through the 2007 library bond building program, but construction was postponed due to the economic recession.

Additionally, FY 2017 includes a $1.5 million increase in overall library book funding to stabilize and increase the collection size for all Wake County libraries. Funding was decreased in 2009 as the building program was halted, reinvestment into the book collection will add variety and depth to the current collection to increase circulation countywide.

General Services

The General Services Administration budget includes additional funding for security contract cost escalation and required regulatory permits, as well as reductions in fuel and utility rates.

New for FY 2017, General Service's budget includes funding for security, utilities and facility operating costs for one building opening, Middle Creek Library. GSA will charge back a portion of these costs to the Community Services department.

Human Resources

The Human Resources budget increased from FY 2016 Adopted to FY 2017 by $262,476. This includes funding for an additional 4.00 FTEs. Two Human Resource Specialists will support growing workloads in the areas of recruitment and benefits. A Training and Development Manager will provide overall leadership and guidance for the County's training program. The budget also includes an additional Administrative Assistant to support a planned expansion of the County's award winning wellness program.

Human Services

The FY 2017 Human Services budget includes an overall increase of $5.96 million to provide additional resources and expanded services across all divisions. The increase in funding will be used to expand Child Protective Services with the addition of 13.00 FTEs, provide 9.49 Full Time Equivalent of additional nurses to the school-based Public Health program, and six staff and additional contracted non-profit agency support for the Adult Guardianship program.

Additional funds and 1.00 FTE are included in the Human Services budget to develop a plan to implement and support collective impact in Southeast Raleigh, as well as support County citizens in training and job opportunities.

The County is also investing an additional $1.1 million in behavioral health through Alliance to address gaps in housing support services, case management, detention behavioral health and substance abuse treatment, open access expansion, network of care system operations, and perinatal care.

City/County Bureau of Identification

The FY 2017 City/County Bureau of Identification (CCBI) budget includes funding for two additional FTEs for fingerprint identification. These positions will provide additional capacity to clear a backlog in fingerprint identifications and meet current workloads.

CCBI also received additional funds in FY 2016 for the second year of the Governor's Highway Safety Program grant. Grant funding will help offset start-up costs over the next 4-years.

Emergency Medical Services

The budget includes additional funding for 7.00 FTEs and contract agency increases. New FTEs include 6.00 FTEs to expand the Advanced Practice Paramedic program and one Administrative Assistant to support Fire Services and EMS jointly.

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

Office of the Sheriff

The Sheriff's Office budget includes additional funding for law enforcement and detention functions. Additional law enforcement funding includes two customer service representatives to improve County responsiveness in processing concealed carry permits. The County is in its fourth year of participating in the Governor's Highway Safety DWI task force, and the County's portion of the grant match is also reflected in this budget.

Additional funding also supports detention functions, providing 22.0 FTE Detention Officers to shift to a more cost-effective and sustainable staffing strategy. The jail staffing model relies on overtime to cover vacant positions, as well as employee leave. The additional FTE will meet staffing requirements and reduce reliance on more costly over-time as a staffing strategy.

Additionally, funding is provided for 12.0 FTE Detention Officers within Medical Detention to supervise inmates going through detox and requiring medical supervision or treatment within the jail.

Non-Departmental

The Non-Departmental budget includes a funding increase to promote economic development throughout Wake County. The Non-Departmental budget also includes increases to various community non-profit agencies (United Arts Council; Pretrial Services; Free the People; East Wake Education Foundation; NC Symphony; new funding for Interfaith Food Shuttle in Schools; Universal Breakfast in Schools; and Wake County Smart Start).

The FY 2017 budget also includes additional funding of $15,000 for Cooperative Extension to support the Youth Thrive community collaborative. Youth Thrive is a community driven, collective impact initiative for youth ages 5-19 throughout Wake County. This budget was also increased by $23,000 for one-time funding to support a comprehensive food security plan to be developed by the Capital Area Food Network.

The FY 2017 budget adds one vehicle and funds an Americorp Service member with the Soil and Water Conservation District to bolster response to landowners with conservation measures and complete projects throughout the County.

Education

Wake County Public School System

The FY 2017 budget for the school system totals $409.91 million. This is comprised of the direct appropriation, as well as $888,574 which will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease. The FY 2017 appropriation represents a $23.9 million, or 6.2% increase above the FY 2016 appropriation; a 20.0% increase over the FY 2015 appropriation. This appropriation will bring WCPSS to per pupil funding of $2,574, an increase of $121 per pupil over the FY 2016 Adopted Budget.

The appropriation to the Wake County Public School System will be allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in the Operating Budget Ordinance for FY 2017. The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than fifteen percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

Wake Technical Community College

The FY 2017 Budget for Wake Technical Community College is $19.8 million. One time funding is provided for start-up costs to buildings opening at the North Campus. Additional recurring funds are included to operate and maintain those new build-

ings, and recurring funding is provided to go towards a Security Engineer for the college's ITS department which will support all campuses.

Salaries and Benefits

The budget includes funding for a 3.00 percent performance-based pay increase for employees, which is estimated to cost $5.1 million. Additionally, the Human Resources department has conducted an analysis of the county pay and performance structure, which was last adjusted in 2011. This resulted in the recommendation of adjustments to the pay range structure. The net cost to the County to implement this change is $1.1 million. Similarly, an analysis of salary compression within the adjusted pay structure resulted in an additional $2.8 million. In FY 2017 it is anticipated that health insurance costs will decrease by $84,000; the County plans to continue to evaluate these numbers through this summer and will provide the Board of Commissioners with any changes.

General Fund Transfers

The budget includes a dedication of 19.01 cents of the 60.05 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2017 the 19.01 cents represents roughly $264.628 million.

The transfer to Debt Service funded by sales tax revenues increases from $38.15 million in FY 2016 to $40.07 million in FY 2017. This increase is driven by a combination of sales tax growth in Articles 40 and 42.

Non-General Fund Expenditures

Fire Tax District

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

The FY 2017 Budget for the Fire Tax District totals $25.44 million, an increase of $3.30 million from the FY 2016 Adopted Budget. The majority of the increase is in direct appropriations to the 19 contract departments, which total $20.23 million. This includes an additional $1.66 million for the implementation of a data-driven funding formula which will be applied to the cost-share department budgets as a means of determining the County's share of funding. The formula factors in key elements driving fire protection costs and will lead to funding levels that more accurately reflect the services provided to the unincorporated areas of the County. The budget also funds salary, compression and part-time pay increases for fire personnel to bring them in line with peer fire protection agencies. Increased funding for volunteer compensation, vehicle maintenance and part-time staffing are also included.

In addition to contract fire department appropriations, approximately $3.81 million is to be transferred to capital and/or debt services. The budget also includes $1.23 million for system-wide expenses such as dispatch services, hazardous materials response services, radio maintenance, and fire service training.

Major Facilities Fund

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. In FY 2017, the fund equals $51.8 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statues. Required distributions total about $14.4 million with the following agencies receiving a significant portion: $6.1 million to the Greater Raleigh Convention and Visitors Bureau, $3 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and $1.2 million to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2017, significant amounts will be directed to the following agencies: $27 million to the Raleigh Convention Center, debt service for the PNC Arena (formerly known as the RBC Center) at $5.2

million, $1.0 million to the North Carolina Museum of Art, $1.0 million to the PNC Arena for capital maintenance, and $1.7 million to the Town of Cary for its sports facilities.

Solid Waste Enterprise Fund

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

The FY 2017 budget for the Solid Waste Fund totals $14.8 million. Of the total budget, $5.8 million is designated to Convenience Center operations; $4.2 million funds Household Hazardous Waste and Multi-material and White Goods Recycling programs; and $4.8 million funds education, closure programs, administration, transfers to the general fund for support services and a transfer to Solid Waste CIP.

South Wake Landfill Enterprise Fund

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

The FY 2017 budget for the South Wake Landfill Fund totals $16.2 million. Of the total budget, $8.6 million is designated to the operation of the South Wake Landfill, $4.4 million is for the East Wake Transfer Station in Raleigh, and $3.2 million is anticipated to be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2017 tonnage actuals. FY 2017 tonnages are projected to increase slightly based on current trends from 409,000 to 413,000 tons. The amount of tonnage has a major impact on the revenues generated within this fund.

Human Services Transportation Fund

The Human Services Transportation Fund, previously located in the Human Services General Fund, was established in FY 2016 to provides access options and support transportation for elderly, disabled or disadvantaged clients within Wake County. This program coordinates Medicaid transportation through contracted vendor agencies operationally supervised by a mobility manager. Contractual Services comprise 62.9% or approximately $5.13 million of the total FY 2017 budget of $7.42 million. The remaining $2.29 million is comprised of operating supplies, capital outlay and administration expenses including the salary and benefits of transportation staff.

New Expenditure Requests Not Funded

The Recommended Budget includes $48.1 million of departmental and external organizational requests (net of revenue). The following reflects the requests which were not recommended for inclusion in the FY 2017 Budget.

GENERAL GOVERNMENT $256,271

Board of Elections $70,950

- Software maintenance for voting equipment deferred to instead initiate with the purchase of replacement equipment in the CIP

Human Resources $103,627

- HR Specialist for Onboarding and Recruitment (1.00 FTE)
- HR Consultant for Training (1.00 FTE)

Information Services $81,694

- Overhires for Land Records Team
- Solutions Development - Open Data Program Expansion

ENVIRONMENTAL SERVICES $597,054

- Environmental Health Specialist (1.00 FTE)
- Animal Center Behavior Coordinator (1.00 FTE)
- Animal Center Social Media Manager (1.00 FTE)
- Completion of Phase II of OSWW Permit Analysis

GENERAL SERVICES $16,690

- Increase parking deck attendant by 18 hours a week, adding evening and add weekend hours

HUMAN SERVICES $661,296

- Data Support IT Analyst (1.00 FTE)
- Human Resources Technician (1.00 FTE)
- Wake Smiles Dental Contract
- Public Health - STD/AIDS Prevention Educator (1.00 FTE)
- South Wilmington Street Center - Senior Case Manager (1.00 FTE)
- Millbrook Center Program Support (1.00 FTE)
- Adult Protective Services Intake - Human Services Senior Practitioner and Supervisor (2.00 FTEs)
- Smart Start Child Care Health Consultant program - Nurses (2.00 FTE) and Nursing Supervisor (1.00 FTE)

EMERGENCY MANAGEMENT $221,097

- Equipment replacement
- Training and Exercise Specialist (1.00 FTE)
- Volunteer and Outreach Coordinator (1.00 FTE)

NON-DEPARTMENTAL $308,600

- Youth Thrive (partial) - $30,000 unfunded
- Cooperative Extension Geo-Zone Pilot Projects (partial) - $8,000 unfunded; $132,000 funded in Human Services (2.00 FTE)
- Healing Transition - $60,000 unfunded
- East Wake Education Foundation (partial) - $5,000 unfunded
- Capital Area Workforce Development - $195,600 not funded; collaborative initiatives funded in Human Services

WAKE TECHNICAL COMMUNITY COLLEGE - $424,621

- Portion of Information Technology position request unfunded

WAKE COUNTY PUBLIC SCHOOL SYSTEM - $11,838,600

TOTAL REQUESTS NOT FUNDED - $14,334,749

New Expenditure Requests Not Funded

Personnel Summary

Department	FY 2016 Adopted	FY 2016 Amended or Transferred Positions	FY 2016 Amended	FY 2017 Amended or Transferred Positions	FY 2017 Reductions	FY 2017 Recommended
General Government						
Board Of Commissioners	4.000	-	4.000			4.000
County Manager	13.000	-	13.000	1.00		14.000
County Attorney	18.000	-	18.000	1.00		19.000
Board Of Elections	24.000	-	24.000			24.000
Budget and Management Services	8.000	-	8.000			8.000
Facilities Design and Construction	12.000	-	12.000	1.00		13.000
Finance						
General Fund	28.000	-	28.000			28.000
Debt Service Fund	2.000	-	2.000			2.000
Finance Total	30.000		30.000			30.000
Human Resources	24.750	-	24.750	4.00		28.750
Information Services	91.750	-	91.750	8.00		99.750
Automation Fund	0.000	1.00	1.000			1.000
Information Services Total	91.750	1.00	92.750	8.00		100.750
Register Of Deeds	41.000	-	41.000			41.000
Revenue	67.000	-	67.000	2.00		69.000
Soil and Water Conservation District	6.000	-	6.000			6.000
Community Services						
CS Management and Budget	4.000	1.00	5.000			5.000
Parks, Recreation, and Open Space	34.000	-	34.000			34.000
Veterans Services	3.500	-	3.500			3.500
Geographic Information Services	18.000	-	18.000			18.000
Libraries	235.000	3.00	238.000	8.00		246.000
Planning and Development Services	52.000	-	52.000			52.000
Community Services Total	346.500	4.00	350.500	8.00		358.500
Environmental Services						
General Fund:						
ES Administration	9.000	-	9.000			9.000
Environmental Health & Safety	33.000	-	33.000	3.00		36.000
Water Quality Division	36.000	-	36.000	3.00		39.000
Animal Care, Control and Adoption Center	40.000	-	40.000	1.00		41.000
Total General Fund	118.000	-	118.000	7.00		125.000
Solid Waste Fund	15.000	-	15.000			15.000
South Wake Landfill Fund	5.000	-	5.000			5.000
Environmental Services Total	138.000	-	138.000	7.00		145.000
General Services Administration						
General Fund:						
Administration/Support	13.000	-	13.000			13.000
Central Services	7.000	-	7.000			7.000

Personnel Summary

Department	FY 2016 Adopted	FY 2016 Amended or Transferred Positions	FY 2016 Amended	FY 2017 Amended or Transferred Positions	FY 2017 Reductions	FY 2017 Recommended
Facility and Field Services	34.000		34.000			34.000
Physical Plant	66.000	-	66.000			66.000
Safety and Security	6.000	-	6.000			6.000
Total General Fund	126.000	-	126.000			126.000
Fleet Fund	17.000	-	17.000			17.000
General Services Total	143.000	-	143.000			143.000
Human Services						
General Fund:						
Social Services	561.000	-	561.000	6.00		567.000
Child Welfare	257.700	1.00	258.700	13.00		271.700
Children, Youth and Family	267.153	(3.00)	264.153			264.153
Public Health	64.750	1.00	65.750	10.49		76.240
Health Clinics	168.850	1.00	169.850			169.850
Behavioral Health	-	-	-			-
Administration and Operations	228.350	(1.00)	227.350	1.00		228.350
Total General Fund	1,547.803	(1.00)	1,546.803	30.49		1,577.293
Grants Fund	15.800	-	15.800			15.800
Affordable Housing Fund	8.000	-	8.000			8.000
Transportation Fund	3.000	-	3.000			3.000
Human Services Total	1,574.603	(1.00)	1,573.603	30.49		1,604.093
Emergency Medical Services	266.000	-	266.000	7.00		273.000
Fire Services	17.000	-	17.000			17.000
Emergency Management						
General Fund	5.000	-	5.000			5.000
Grants Fund	2.000	-	2.000			2.000
Emergency Management Total	7.000	-	7.000			7.000
City-County Bureau of Identification						
General Fund	73.500	-	73.500	2.00		75.500
Grants Fund	2.000	-	2.000			2.000
City-County Bureau of Identification Total	75.500		75.500	2.00		77.500
Sheriff						
General Fund:						
Law Enforcement	430.000	4.00	434.000	2.00		436.000
Detention	535.000		535.000	34.00		569.000

Personnel Summary

Department	FY 2016 Adopted	FY 2016 Amended or Transferred Positions	FY 2016 Amended	FY 2017 Amended or Transferred Positions	FY 2017 Reductions	FY 2017 Recommended
Grants Fund	5.000		5.000			5.000
Sheriff Total	970.000	4.00	974.000	36.00		1,010.000
Capital Area Workforce Development	18.000		18.000			18.000
TOTAL FTEs ALL FUNDS	**3,895.103**	8.00	**3,903.103**	107.49	0.00	**4,010.593**

Personnel Summary

Position Changes from FY 2016 Adopted to FY 2016 Amended Budget

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

General Fund: 8.00 FTEs

General Government: 5.00 FTEs

Information Services: 1.00 FTE

- 1.00 FTE - IT Technician transferred from Human Services Economic Self-Sufficiency due to the FY2015 NC Fast mid-year expansion

Community Services: 4.00 FTE s

- 4.00 FTEs - Approved for Athens Drive Library
- (1.00) FTE - Transferred to CS Management and Budget to create a new Accounting position for Community Services Administration
- 1.00 FTE - Transferred from Community Services - Libraries

General Services: 0.00 FTEs

- (3.00) FTEs - Transferred to Field Services
- 3.00 FTEs - Transferred from Central Services

Sheriff 4.00 FTEs

- 1.00 FTE - Paralegal position to provide additional support for existing Deputy Attorneys
- 3.00 FTE - Drug/Vice Investigators approved for Law Enforcement

Human Services: (1.00) FTE

Economic Self-Sufficiency: 0.00 FTE

- (1.00) FTE - HS Case Manager transfered to Child Welfare to reflect new assignment
- 1.00 FTE - Senior Health Nurse Supervisor transferred from Children, Youth, and Family for Adult Guardianship

Child Welfare: 1.00 FTE

- 1.00 FTE - HS Case Manager transfered from Economic Self-Sufficiency to reflect new assignment

Children, Youth, and Family (3.00) FTEs

- (1.00) FTE - Senior Health Nurse Supervisor transferred to Economic Self-Sufficiency for Adult Guardianship
- (1.00) FTE - Administrative Supervisor transferred to Health Clinics to reflect current job duties
- (1.00) FTE - HS Division Director transferred to Administration and Operations for department senior management reorganization

Public Health: 1.00 FTE

- 1.00 FTE - Nurse transferred from Administration and Operations to reflect current job duties

Health Clinics: 1.00 FTE

- 1.00 FTE - Administrative Supervisor transferred from Children, Youth, and Family to reflect current job duties

Administration and Operations: (1.00) FTE

- (1.00) FTE - IT Technician transferred to Information Services due to the FY2015 NC Fast mid-year expansion
- 1.00 FTE - HS Division Director transferred from Children, Youth, and Family for department senior management reorganization
- (1.00) FTE - Nurse transferred to Public Health to reflect current job duties

TOTAL POSITION CHANGE: 8.00 FTEs

Personnel Changes Summary

***Departments with no change to FTE authorization FY 2016 Adopted to FY 2016 Amended Budget:**

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

Personnel Changes Summary

Position Changes from FY 2016 Amended to FY 2017 Recommended

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

General Fund: 107.49 FTEs

General Government: 13.00 FTEs

County Manager: 1.00 FTE

- 1.00 FTE - Communications Specialist Videographer to produce, write and shoot content to enhance education and outreach

County Attorney: 1.00 FTE

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

Human Resources 4.00 FTE

- 1.00 FTE - HR Specialist for Human Services Recruitment to screen applications, on-board new employees and consult with departments on position requests
- 1.00 FTE - HR Specialist for Benefits and Retirement to administer, implement, educate and consult on benefit plans for employees and retirees
- 1.00 FTE - Training and Development Manager to advise HR leadership and facilitate enterprise initiatives. Position will plan, develop, implement and administer HR training for employees
- 1.00 FTE - Administrative Assistant for Wellness and Training to expand and administer Wake County's wellness program. Position will schedule wellness activities, set up events, assist trainers and develop training materials

Information Services: 8.00 FTE

- 2.00 FTEs - IS Administrators will work on information technology reorganization, running, transforming and innovating IT infrastructure and systems
- 1.00 FTE - Data Scientist will aid in information technology reorganization, running, transforming and innovating IT infrastructure and systems
- 1.00 FTE - IT Engineer will help computer systems administration reorganize and transform IT systems
- 1.00 FTE - Business Analyst in IS Administration
- 1.00 FTE - IT Technician in desktop support
- 1.00 FTE - IT Business Analyst in Land Records to provide support for the County property revaluation process
- 1.00 FTE - IT Engineer to serve as Enterprise Records Manager

Facilities Design and Construction: 1.00 FTE

1.00 FTE - Project Assistant for document management, website and direct support to Facilities Project Managers

Community Services 8.00 FTEs

- 2.00 FTEs - Librarian Is to staff the Middle Creek Library
- 1.00 FTEs - Librarian II to staff the Middle Creek Library
- 5.00 FTEs - Ten part-time Library Assistants to staff the Middle Creek Library

Revenue Department 2.00 FTEs

- 2.00 FTEs - Real Estate Appraisers to keep pace with growth and shorter reevaluation cycles

Environmental Services: 7.00 FTEs

- 2.00 FTEs - Two Environmental Health Specialists
- 1.00 FTE - Environmental Services Team Lead
- 2.00 FTEs - Environmental Engineer Consultants to inspect complex onsite disposal systems
- 1.00 FTE - Environmental Engineer to serve as Water Resources Manager
- 1.00 FTE - Animal Control Customer Services Representative to handle direct communications to Animal Control

Personnel Changes Summary

Sheriff: 36.00 FTEs

- 22.00 FTEs - Detention officers to provide safe and adequate monitoring of inmates within the jail
- 12.00 FTEs - Detention officers to provide coverage of the medical and detox units
- 2.00 FTEs - Customer service representatives to process an increased volume of conceal carry permit applications

City/County Bureau of Identification 2.00 FTEs

- 2.00 FTEs - Identification Technicians process an increased volume of conceal carry permit applications

Emergency Medical Services 7.00 FTEs

- 4.00 FTEs - Advance Practice Paramedics to staff two 12-hour units
- 2.00 FTE - 12-hour Advance Practice Paramedic supervisor to provide 24 hour management of units
- 1.00 FTE - Administrative Assistant to staff the Public Safety Resource Management Group, providing support for Fire Services and EMS

Human Services: 30.49 FTEs

- 10.00 FTEs - Child Welfare Social Workers, 3 Supervisors and a Program Manager to improve staff to client ratio, ensure client safety and comply with State mandates; Human Services Supervisor II (5.00 FTEs), Human Services Senior Practitioner (1.00 FTE), Human Services Program Manager (4.00 FTEs)
- 3.00 FTEs - Child Welfare Core Services Administration Staff to enhance training and quality control; Human Services Program Consultants (2.00 FTEs), Human Services Senior Practitioner (1.00 FTE)
- 5.00 FTEs - Adult Protective Services Economic Self Sufficiency Adult Guardianship Program Workers to better align caseloads; Human Services Senior Practitioner (4.00 FTEs), Human Services Supervisor II (1.00 FTE)
- 9.49 FTEs - Public Health School Nurses to accommodate increases in facilities and student population
- 1.00 FTE - Adult Protective Services Self Sufficiency Adult Guardianship Human Services Senior Practitioner to investigate facility complaints
- 1.00 FTE - Public Health Vital Records Staff to ensure all birth, death and fetal death records are registered within mandated time-frames

TOTAL POSITION CHANGE: 107.49 FTEs

Personnel Changes Summary

***Departments with no change to FTE authorization FY 2016 Amended to FY 2017 Recommended Budget:**

- Board of Commissioners
- Board of Elections
- Budget and Management Services
- Finance
- General Services Administration
- Register of Deeds
- Soil and Water Conservation
- Fire Services
- Emergency Management
- Corporate Fleet Fund
- Capital Area Workforce Development

Personnel Changes Summary

Schedule of Interfund Transfers

Revenues - Transfers In To Fund		From General Fund	From Fire Tax District	From Major Facilities	From County Capital Projects	From Fire Capital Projects
General Fund				1,400,000		
Debt Service		252,639,000	959,000			
Special Revenue Funds						
Grants and Donations Fund		542,263				
Housing and Community Revitalization					1,000,000	
Capital Project Funds						
County Capital Projects		29,939,000				777,000
Fire Tax Capital Projects			2,850,453			
Major Facilities Capital Proj.s				1,000,000		
Solid Waste Capital Projects						
WCPSS Capital Projects		22,946,000				
Wake Tech Capital Projects					1,500,000	
Enterprise Funds						
Corporate Fleet Fund						
Solid Waste Management						
Totals	**$**	**306,066,263**	**3,809,453**	**2,400,000**	**2,500,000**	**777,000**

Revenues - Transfers In (continued from above) To Fund		From Solid Waste Management	From South Wake Landfill Fund	From WCPSS Capital Projects	From Major Facs Capital Projects	Total Transfers In
General Fund		450,000		888,574		2,738,574
Debt Service						253,598,000
Special Revenue Funds						
Grants and Donations Fund						542,263
Housing and Community Revitalization						1,000,000
Capital Project Funds						
County Capital Projects					804,000	31,520,000
Fire Tax Capital Projects						2,850,453
Major Facilities Capital Proj.s						1,000,000
Solid Waste Capital Projects		800,000				800,000
WCPSS Capital Projects						22,946,000
Wake Tech Capital Projects						1,500,000
Enterprise Funds						
Corporate Fleet Fund						
Solid Waste Management			1,032,390			1,032,390
Totals	**$**	**1,250,000**	**1,032,390**	**888,574**	**804,000**	**319,527,680**

Schedule of Interfund Transfers

Expenditures - Transfers Out From Fund	To General Fund	To Debt Service	To Housing and Community Revitalization	To County Capital Projects	To WTCC Capital Projects
General Fund		252,639,000		29,939,000	
Special Revenue Funds					
Fire Tax District		959,000			
Major Facilities	1,400,000				
Capital Project Funds					
County Capital Projects			1,000,000		1,500,000
Major Facilities Capital Projects				804,000	
WCPSS Capital Projects	888,574				
Fire Capital Projects				777,000	
Enterprise Funds					
Solid Waste Management	450,000				
South Wake Landfill					
Totals	**$ 2,738,574**	**253,598,000**	**1,000,000**	**31,520,000**	**1,500,000**

Expenditures - Transfers Out (continued from above) From Fund	To Fire Tax Capital Fund	To Major Facilities Capital	To Solid Waste Capital	To Solid Waste Enterprise	To Grants and Donations Fund
General Fund					542,263
Special Revenue Funds					
Fire Tax District	2,850,453				
Major Facilities		1,000,000			
Capital Project Funds					
County Capital Projects					
Major Facilities Capital Projects					
WCPSS Capital Projects					
Fire Capital Projects					
Enterprise Funds					
Solid Waste Management			800,000		
South Wake Landfill				1,032,389	
Totals	**$ 2,850,453**	**1,000,000**	**800,000**	**1,032,389**	**542,263**

Expenditures - Transfers Out (continued from above) From Fund	To Corporate Fleet Fund	To WCPSS Capital	Total Transfers Out
General Fund		22,946,000	**306,066,453**
Special Revenue Funds			
Fire Tax District			**3,809,453**
Major Facilities			**2,400,000**
Capital Project Funds			
County Capital Projects			**2,500,000**
Major Facilities Capital Projects			**804,000**

Schedule of Interfund Transfers

Expenditures - Transfers Out (continued from above)	To	To	To	To	To
From Fund	**Fire Tax Capital Fund**	**Major Facilities Capital**	**Solid Waste Capital**	**Solid Waste Enterprise**	**Grants and Donations Fund**
General Fund					542,263
Special Revenue Funds					
Fire Tax District	2,850,453				
Major Facilities		1,000,000			
Capital Project Funds					
County Capital Projects					
Major Facilities Capital Projects					
WCPSS Capital Projects					
Fire Capital Projects					
Enterprise Funds					
Solid Waste Management			800,000		
South Wake Landfill				1,032,389	
Totals	**$ 2,850,453**	**1,000,000**	**800,000**	**1,032,389**	**542,263**

Expenditures - Transfers Out (continued from above)	To	To	
From Fund	**Corporate Fleet Fund**	**WCPSS Capital**	**Total Transfers Out**
WCPSS Capital Projects			**888,574**
Enterprise Funds			
Solid Waste Management			**1,250,000**
South Wake Landfill			**1,032,389**
Totals	**$**	**22,946,000**	**319,527,679**

Schedule of Interfund Transfers

General Fund Revenue Summary

Description	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended	Change from FY16 Adopted
TAXES					
Property Taxes	$ 742,634,232	799,893,000	799,893,000	840,531,000	5.1%
Sales Tax	154,509,781	163,631,000	163,631,000	172,620,000	5.5%
Other Taxes	–	–	–	–	–
Lease/Rental Vehicle Tax	2,927,633	2,550,000	2,550,000	2,550,000	–
Lease/Rental Heavy Equipment Tax	(113,681)	–	–	–	–
Payment in Lieu of Taxes	1,347,604	1,232,587	1,232,587	1,233,329	0.1%
Real Property Transfer Tax	10,964,063	10,640,000	10,640,000	16,117,800	51.5%
Subtotal	**912,269,633**	**977,946,587**	**977,946,587**	**1,033,052,129**	**5.6%**
FEDERAL SHARED REVENUES					
Environmental	–	–	–	–	–
Human Services	11,220,545	11,162,626	11,317,347	11,145,195	(0.2)%
Affordable Housing	–	–	–	–	–
Libraries	–	–	–	–	–
Public Safety	196,191	188,176	188,176	150,338	(20.1)%
Transportation	–	–	–	–	–
FEMA	–	–	–	–	–
Other	–	–	–	–	–
Human Services	–	–	–	–	–
Subtotal	**11,416,736**	**11,350,802**	**11,505,523**	**11,295,533**	**(0.5)%**
STATE SHARED REVENUES					
ABC 5 Cent Bottle	296,018	255,000	255,000	255,000	–
Beer & Wine	964,448	877,200	877,200	877,200	–
Environmental	102,861	121,256	121,256	121,256	–
Human Services	75,832,364	76,331,586	77,404,243	77,427,682	1.4%
Libraries	400,000	400,000	400,000	450,000	12.5%
Public Safety	–	–	–	–	–
Transportation	944,736	7,500	7,500	7,500	–
Other	1,648,485	1,525,500	1,525,500	2,100,500	37.7%
Subtotal	**80,188,913**	**79,518,042**	**80,590,699**	**81,239,138**	**2.2%**
LOCAL SHARED REVENUES					
ABC Board	6,250,000	4,000,000	4,000,000	4,000,000	–
Human Services	–	–	–	–	–
Libraries	11,383	–	–	–	–
Public Safety	3,843	–	–	–	–
Other Local	103,333	66,850	66,850	56,850	(15.0)%
Subtotal	**6,368,558**	**4,066,850**	**4,066,850**	**4,056,850**	**(0.2)%**

Description	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended	Change from FY16 Adopted
LICENSES AND PERMITS					
Licenses	242,918	243,111	243,111	295,200	21.4%
Permits	4,757,640	4,589,681	4,589,681	4,296,500	(6.4)%
Subtotal	**5,000,558**	**4,832,792**	**4,832,792**	**4,591,700**	**(5.0)%**
CHARGES FOR SERVICES					
Environmental	397,862	419,000	419,000	419,000	–
Solid Waste Fees	–	–	–	–	–
Client Fees	1,051,634	1,117,550	1,115,180	1,055,050	(5.6)%
Insurance	948,249	850,600	856,350	853,900	0.4%
Medicaid Fees	12,182,933	12,167,711	12,156,011	12,316,189	1.2%
Medicare Fees	34,320	32,900	37,900	32,900	–
Pharmacy Fees	–	–	–	–	–
HS Reimbursements	531,358	848,648	751,327	608,415	(28.3)%
Other	6,160	7,500	7,500	7,500	–
Inspection Fees	836,639	891,362	891,362	925,109	3.8%
Library Fees	411,797	466,250	466,250	466,250	–
Parks & Recreation Fees	139,745	150,374	150,374	149,494	(0.6)%
EMS Fees	24,117,439	23,518,002	23,518,002	25,307,343	7.6%
Facility Use Fees	280,672	248,300	248,300	250,300	0.8%
Fire/Rescue Fees	260,014	281,039	281,039	285,979	1.8%
Sheriff Fees	3,966,985	4,093,400	4,093,400	3,600,300	(12.0)%
Transportation Fees	1,157,773	–	–	–	–
Internal Fleet Services Fees	–	–	–	–	–
Planning Fees	726,893	452,050	452,050	663,700	46.8%
Court Facility Fees	1,413,401	1,517,500	1,517,500	1,233,287	(18.7)%
Parking Fees	860,760	898,000	898,000	924,000	2.9%
Rental/Lease Income	285,640	311,244	311,244	285,320	(8.3)%
Record Fees	4,682,806	4,496,667	4,496,667	5,945,400	32.2%
Reimbursements	2,183,361	2,740,671	2,740,671	1,887,956	(31.1)%
Tax Collection Fees	798,752	812,500	812,500	871,000	7.2%
Vending Income	773,647	449,000	449,000	449,000	–
Other	1,654,173	1,314,650	1,328,650	1,804,114	37.2%
Subtotal	**59,703,011**	**58,084,918**	**57,998,277**	**60,341,506**	**3.9%**
INVESTMENT EARNINGS	58,446	10,922	10,922	11,432	4.7%
MISCELLANEOUS					
Sale of Materials & Fixed Assets	259,906	243,483	243,483	194,358	(20.2)%
Miscellaneous Revenue	1,614,860	1,048,044	1,061,044	210,464	(79.9)%

General Fund Revenue Summary

Description	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended	Change from FY16 Adopted
Subtotal	**1,874,765**	**1,291,527**	**1,304,527**	**404,822**	**(68.7)%**
OTHER FINANCING SOURCES					
Capital Lease/ Installment Purchases	35,543	–	–	–	–
Appropriated Fund Balance	–	2,279,506	4,883,473	1,201,316	(47.3)%
Subtotal	**35,543**	**2,279,506**	**4,883,473**	**1,201,316**	**(47.3)%**
TRANSFERS	3,532,398	3,581,054	3,581,054	3,588,574	0.2%
TOTAL REVENUE	$ **1,080,448,561**	**1,142,963,000**	**1,146,720,704**	**1,199,783,000**	**5.0%**

General Fund Expenditure Summary

County Departments	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended	Change from FY16 Adopted
General Government					
Board Of Commissioners	$ 522,491	575,882	574,026	649,054	12.7%
County Manager	1,467,148	1,807,083	1,812,133	2,082,579	15.2%
County Attorney	1,797,317	2,176,618	2,181,544	2,498,240	14.8%
Board Of Elections	3,626,105	5,794,378	5,809,769	5,189,864	(10.4)%
Budget And Management Services	582,698	805,584	824,213	836,702	3.9%
Facilities Design & Construction	1,154,104	1,401,726	1,405,938	1,501,649	7.1%
Finance Department	2,247,590	2,522,295	2,555,094	2,575,099	2.1%
Human Resources	1,949,179	2,045,650	2,063,737	2,308,126	12.8%
Information Services	12,301,873	13,401,512	13,480,301	14,782,525	10.3%
Register Of Deeds	2,626,212	2,929,340	2,937,988	3,042,860	3.9%
Revenue Department	7,600,794	9,747,666	9,748,057	7,629,692	(21.7)%
Capital Lease	35,543	–	–	–	–
Subtotal	**35,911,054**	**43,207,734**	**43,392,800**	**43,096,390**	**(0.3)%**
Community Services					
Community Services Management and Budget Office	500,264	574,779	681,466	626,311	9.0%
Parks, Recreation and Open Space	2,660,053	2,728,784	2,823,983	2,746,291	0.6%
Planning, Development and Inspections	4,336,861	4,561,805	4,565,035	4,697,102	3.0%
Veterans Services	231,843	245,685	248,685	250,419	1.9%
Geographic Information Services	1,623,330	1,787,785	1,817,853	1,776,486	(0.6)%
Libraries	18,046,089	19,843,646	19,755,757	22,850,647	15.2%
Subtotal	**27,398,440**	**29,742,484**	**29,892,779**	**32,947,256**	**10.8%**
Environmental Services					
Environmental Services Administration	725,798	964,966	981,772	943,233	(2.3)%
Environmental Health & Safety	2,371,107	2,720,197	2,728,697	2,988,592	9.9%
Water Quality	3,327,644	3,230,240	3,288,810	3,731,571	15.5%
Animal Care, Control and Adoption Center	2,905,619	3,114,377	3,122,468	3,209,830	3.1%

General Fund Expenditure Summary

County Departments	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended	Change from FY16 Adopted
Subtotal	**9,330,167**	**10,029,780**	**10,121,747**	**10,873,226**	**8.4%**
General Services Administration					
Administration / Support	1,617,051	1,654,587	1,925,715	1,635,441	(1.2)%
Physical Plant	7,467,842	7,768,683	7,667,526	7,877,763	1.4%
Central Services	970,424	821,926	890,142	825,443	0.4%
Safety and Security	3,315,592	3,233,612	3,306,188	3,368,182	4.2%
Criminal Justice/ General Government	874,047	1,052,258	1,061,648	1,052,258	–
Facility and Field Services	6,074,108	7,060,143	7,024,659	7,137,562	1.1%
Utilities	5,888,965	5,726,527	5,733,944	5,503,970	(3.9)%
County Building Agreements	–	–	–	60,768	–
Subtotal	**26,208,028**	**27,317,736**	**27,609,822**	**27,461,386**	**0.5%**
Human Services					
Social Services Economic Self Sufficiency	77,858,972	77,819,492	78,378,724	80,078,788	2.9%
Child Welfare	25,037,354	24,616,527	25,679,569	27,127,314	10.2%
Children Youth and Family	17,122,261	18,774,047	18,611,480	18,032,268	(4.0)%
Public Health	6,175,329	6,150,967	6,330,745	6,437,680	4.7%
Health Clinics	17,218,444	17,798,557	17,969,124	18,029,704	1.3%
Behavioral Health	5,367	–	–	–	–
Administration and Operations	26,126,264	21,937,920	21,801,950	22,251,099	1.4%
Transportation	–	–	–	48	–
Behavioral Health - MCO	25,057,463	25,206,868	25,213,811	26,306,868	4.4%
Local Management Entity	5,110	–	–	–	–
Human Services Reserves	–	–	664,540	–	–
Subtotal	**194,606,564**	**192,304,378**	**194,649,943**	**198,263,769**	**3.1%**
Medical Examiner					
Medical Examiner	224,900	379,200	379,200	563,200	48.5%
Subtotal	**224,900**	**379,200**	**379,200**	**563,200**	**48.5%**
Emergency Medical Services					

General Fund Expenditure Summary

County Departments	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended	Change from FY16 Adopted
Emergency Medical Services	34,127,843	37,142,495	37,428,196	38,107,998	2.6%
Subtotal	**34,127,843**	**37,142,495**	**37,428,196**	**38,107,998**	**2.6%**
Fire Services					
Fire Services	1,475,961	1,695,595	1,697,530	1,773,269	4.6%
Emergency Management	–	3,234	–	–	(100.0)%
Subtotal	**1,475,961**	**1,698,829**	**1,697,530**	**1,773,269**	**4.4%**
Emergency Management					
Emergency Management	681,496	732,356	730,828	833,002	13.7%
Subtotal	**681,496**	**732,356**	**730,828**	**833,002**	**13.7%**
Emergency Communications					
PS Communications	1,081,137	1,196,076	1,196,076	1,122,783	(6.1)%
Subtotal	**1,081,137**	**1,196,076**	**1,196,076**	**1,122,783**	**(6.1)%**
Raleigh/Wake City-County Bureau of Identification					
Support Services	1,472,658	1,575,007	1,569,186	1,750,387	11.1%
Investigations	1,569,569	1,572,599	1,522,599	1,598,319	1.6%
Crime Lab	1,137,233	1,473,349	1,384,980	1,494,536	1.4%
Administration	1,097,908	811,026	1,002,076	795,673	(1.9)%
Forfeitures	–	–	–	–	–
Subtotal	**5,277,368**	**5,431,981**	**5,478,841**	**5,638,915**	**3.8%**
Sheriff					
Law Enforcement	36,998,693	38,772,587	38,775,776	39,471,264	1.8%
Detention	38,448,069	38,599,483	38,599,483	40,552,834	5.1%
Subtotal	**75,446,762**	**77,372,070**	**77,375,259**	**80,024,099**	**3.4%**
Non-Departmental					
Public Agencies	1,491,053	2,200,728	2,200,728	2,514,956	14.3%
Memberships	444,391	521,274	521,274	520,997	(0.1)%
Non-departmental	2,410,656	3,638,663	3,656,849	13,262,552	264.5%
Health Benefits	7,186,872	5,977,013	6,007,013	6,150,000	2.9%
Risk Management - Cost of Claims	562,484	1,374,203	1,685,821	1,374,203	–
Subtotal	**12,095,457**	**13,711,881**	**14,071,685**	**23,822,708**	**73.7%**
Transfers to Other Funds					
Transfers	286,531,000	297,280,000	297,280,000	305,544,000	2.8%

General Fund Expenditure Summary

County Departments	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended	Change from FY16 Adopted
Subtotal	**286,531,000**	**297,280,000**	**297,280,000**	**305,544,000**	**2.8%**
Education					
Wake County Public School System	341,426,400	386,000,000	386,000,000	409,911,000	6.2%
Wake Technical Community College	16,478,000	19,416,000	19,416,000	19,800,000	2.0%
Subtotal	**357,904,400**	**405,416,000**	**405,416,000**	**429,711,000**	**6.0%**
Expenditure Totals $	**1,068,300,575**	**1,142,963,000**	**1,146,720,706**	**1,199,783,000**	**5.0%**

General Fund Expenditure Summary

General Government Budget Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Board Of Commissioners		522,491	575,882	574,026	649,054
County Manager		1,467,148	1,807,083	1,812,133	2,082,579
County Attorney		1,797,317	2,176,618	2,181,544	2,498,240
Board Of Elections		3,626,105	5,794,378	5,809,769	5,189,864
Budget And Management Services		582,698	805,584	824,213	836,702
Facilities Design & Construction		1,154,104	1,401,726	1,405,938	1,501,649
Finance Department		2,247,590	2,522,295	2,555,094	2,575,099
Human Resources		1,949,179	2,045,650	2,063,737	2,308,126
Information Services		12,301,873	13,401,512	13,480,301	14,782,525
Register Of Deeds		2,626,212	2,929,340	2,937,988	3,042,860
Revenue Department		7,600,794	9,747,666	9,748,057	7,629,692
Capital Lease		35,543	–	–	–
Expenditure Totals	$	**35,911,054**	**43,207,734**	**43,392,800**	**43,096,390**

Board Of Commissioners

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	433,869	509,271	499,415	538,260
Contractual Services		24,405	4,888	12,500	27,488
Supplies, Materials and Other Charges		64,217	61,723	62,111	83,306
Expenditure Totals	$	**522,491**	**575,882**	**574,026**	**649,054**
Revenues:					
Miscellaneous	$	325	–	–	–
Revenue Totals	$	**325**	**–**	**–**	**–**
Number of FTE's		**3.00**	**4.00**	**4.00**	**4.00**

DEPARTMENT PURPOSE AND GOALS

The Board of Commissioners, a seven-member elected group, is the governing and policy-making body of Wake County. The registered voters of Wake County elect the County Commissioners in partisan elections held in November of even-numbered years. Commissioners hold office for four years and maintain staggered terms, with four commissioners races held in one general election and the other three commissioners' elections held two years later.

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

MAJOR ACCOMPLISHMENTS

The Board adopted a balanced budget of $1,142,963,000 for FY 2016. The approved budget included a 3.65 cent tax increase, raising the property tax rate to 61.45 cents per $100 of assessed property value.

The approved budget reflected the board's priorities on education, community health and public safety. A seven-year Capital Improvements Plan included in the FY 2016 budget earmarks $911.7 million in investments to the Wake County Public School System's CIP; Wake Technical Community College's CIP and county long-range capital plans.

Education

In 2016, the Wake County Public School System received $368 million in funding from the county, representing the largest portion of spending in the budget.

As part of its larger CIP, the Board of Commissioners and the Wake County Board of Education approved a capital program for schools that was supported by voters in 2013 to meet the projected growth of 8,158 elementary students by 2017 and 11,740 middle and high school students by 2018. The bond referendum approved $810 million in general obligation school bonds for the construction of 16 new schools by 2018

and adds an additional 1,343 seats in the form of six major school renovations.

Wake Technical Community College has continued to grow and expand its campuses across the county in order to meet the growing demand for continuing education and to meet workforce needs in Wake County's increasingly competitive job market. At the end of the 2014-2015 Wake Tech served 29,000 curriculum students, plus 41,000 work force continuing education students. As the state's largest community college system, Wake Tech continues to grow. Responding to that growth, Wake Tech has projects underway as part of its CIP to expand the Northern Wake Campus and to construct the first building on the new RTP campus.

Both county and education leaders have identified the need for early investment in student success. As a joint investment in the future, Wake County collaborated with the Wake County Public School System and Wake Tech to establish the Vernon Malone College and Career Academy. The campus offers a comprehensive educational setting for students to hone technical career skills while earning a high school diploma. The campus, set in the renovated Coca-Cola bottling plant in downtown Raleigh, also serves as a secondary campus for Wake Tech night classes.

Economic Growth

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

Community Health

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

Public Safety

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

FY17 DISCUSSION

The Board of Commissioners' budget increased from the FY 2016 Adopted Budget by $73,172, primarily for the addition of two Commissioners, per state legislation.

HORIZON ISSUES

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

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

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

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

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

County Manager

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	1,289,911	1,630,388	1,597,438	1,981,129
Contractual Services		111,566	121,456	149,456	32,320
Supplies, Materials and Other Charges		63,026	52,070	62,070	67,828
Capital Outlay		1,215	–	–	–
Debt		1,430	3,169	3,169	1,302
Expenditure Totals	$	**1,467,148**	**1,807,083**	**1,812,133**	**2,082,579**
Revenues:					
Charges For Services	$	40	–	–	–
Transfers		12,000	12,000	12,000	12,000
Revenue Totals	$	**12,040**	**12,000**	**12,000**	**12,000**
Number of FTE's		**11.00**	**13.00**	**13.00**	**14.00**

DEPARTMENT PURPOSE AND GOALS

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

Communications Office

The Wake County Communications Office is a key part of the County Manager's Office. It is responsible for informing Wake's nearly 4,000 employees, as well as the more than one-million people who call our community home, about the issues, policies and programs that affect them. Based on that charge, the Communications Office carries out four important goals:

Provide accurate and accessible information in a timely manner;

Design and implement effective communication plans and strategies;

Identify, track and respond to communications and public relations issues; and

Manage and enhance the County's brand and reputation.

The office works to achieve these goals, using a number of diverse tools. They include news releases, speeches, media interviews, social media, the web, video, photography, design graphic and marketing.

On a daily basis, the Communications Office works with departments throughout the County to promote the projects, programs and initiatives they have under way. The office looks for opportunities to show milestones on the path to success, demonstrate how efficiencies save time and money, and highlight the

good work our employees are doing. In essence, we tell the Wake County story.

During emergencies, the Communications Office plays an integral role in sharing critical safety information before, during and after disaster strikes. The office collects updates from County staff and pushes those details to the media and the public in a timely manner on multiple platforms. Through this coordinated process, we help educate citizens, so they can make well-informed decisions about how to keep themselves and their loved ones safe.

MAJOR ACCOMPLISHMENTS

The County's AAA credit rating was reaffirmed by all three rating agencies for bond sales during FY 2014.

Partnered with the Wake County Public School System to move forward on a voter- approved capital program and implemented an Inter-local Agreement to ensure public funds are utilized optimally for the school building program site acquisition and construction services.

Conducted a competitive community-wide process to allocate Community Capital one-time funds to assist non-profits addressing community issues.

FY17 DISCUSSION

The County Manager's Office budget increased from the FY 2016 Adopted Budget for the transfer of the Digital Media group from Information Services to the Communications Office ($282,700).

Included in the FY 2017 budget is the addition of a Communications Specialist Videographer, offset by the elimination of contracted services previously used to edit and produce WakeGov TV. This conversion results in a net cost savings of $7,220. (1.00 FTE)

In FY 2017, the County Manager's Office will continue to develop and implement strategies to align County priorities and spending with expected revenue growth. The office will continue to improve and refine the County's financial planning practices through emphasis on long-range financial planning, priority setting for services and internal control policies. A budget was developed for FY 2017 that provides for the needs of a growing community with many service expectations.

A significant focus of the County Manager's office is to provide leadership in pursuing and recommending multi-jurisdictional, regional and/or public-private solutions to community issues. Continued focus will be on the 800 MhZ Radio System, Wake County Transit Plan, managed care operations, animal shelter services, mental health service delivery, and community partnerships.

Discussions will continue with contracted service providers to identify consolidation opportunities in fire/rescue services and EMS delivery that identify other strategies that will yield more effective and efficient fire/rescue and emergency medical services.

The County Manager's Office also provides leadership in evaluating the effectiveness of our economic development policies and strategies. Continued work will be needed in the implementation of the County's economic development policies, the recruitment and retention of business and job training and job placement programs.

Additional effort will be made to improve human services to enable citizens to improve their economic status and live healthy lifestyles.

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

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

HORIZON ISSUES

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

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

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

County Attorney

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	1,723,927	1,986,335	1,982,276	2,310,835
Contractual Services		1,771	60,208	60,208	60,208
Supplies, Materials and Other Charges		71,619	130,075	130,075	127,197
Capital Outlay		–	–	8,985	–
Expenditure Totals	$	**1,797,317**	**2,176,618**	**2,181,544**	**2,498,240**
Revenues:					
Revenue Totals	$	**–**	**–**	**–**	**–**
Number of FTE's		**14.00**	**18.00**	**18.00**	**19.00**

DEPARTMENT PURPOSE AND GOALS

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

The County Attorney's highest priority is to avoid legal liability issues by providing timely advice to the Board of Commissioners and County departments, providing department legal services in the conduct of County business, and the provision of mandated services such as Child Protective Services and Adult Protective Services.

To accomplish these objectives, the County Attorney's office performs the following functions: 1) defends the County in lawsuits; 2) advises the Board of Commissioners on legal matters; 3) assists the County Revenue Department in assessing, collecting, and processing appeals of property taxes; 4) advises County departments on legal matters; 5) negotiates and reviews contracts; 6) files petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults; 7) represents County in abuse and neglect cases of juveniles and dependent adults; 8) files and tries cases involving termination of parental rights; 9) handles all workers' compensation cases for the County and locally funded workers' compensation cases for the Wake County Public School System; 10) assists in enforcement of County ordinances; 11) provides risk management services for the County; and 12) secures and supervises outside counsel when necessary.

MAJOR ACCOMPLISHMENTS

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

FY17 DISCUSSION

The Attorney's budget includes adjustments from the FY 2016 Adopted Budget of $169,236 for ongoing operating and personnel cost escalation, as well as $152,386 for the addition of an attorney. The total increase between FY 2016 and FY 2017 is $321,622.

One Senior Assistant Attorney is included in the budget. Child Protective Services has an increased need for legal consultation and representation for open cases. The current four Child Protective Services Attorneys do not have the capacity for the increasing volume of work, as their primary focus is representing the agency as custodian of children in foster care and handling the numerous court filings, the rigid statutory review process and numerous court appearances associated with pending abuse, neglect and dependency proceedings. This attorney

will primarily represent the County in private domestic actions and act as in house legal counsel for child welfare. It will also provide some representation in complex Adult Protective Services cases. (1.00 FTE, $152,386)

Board Of Elections

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	1,468,553	1,658,224	1,583,761	1,576,364
Contractual Services		1,240,735	2,713,356	1,732,588	2,644,579
Supplies, Materials and Other Charges		865,157	1,299,298	1,072,182	968,921
Capital Outlay		51,660	123,500	123,500	–
Budget Reserves		–	–	1,297,738	–
Expenditure Totals	$	**3,626,105**	**5,794,378**	**5,809,769**	**5,189,864**
Revenues:					
Charges For Services	$	79,412	801,415	801,415	–
Miscellaneous		36,617	200	200	200
Revenue Totals	$	**116,029**	**801,615**	**801,615**	**200**
Number of FTE's		**24.00**	**24.00**	**24.00**	**24.00**

DEPARTMENT PURPOSE AND GOALS

The Wake County Board of Elections conducts all federal, state, county, municipal, and special elections in accordance with the mandates set by federal and state law and State Board of Elections policy. Its mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters. The major functions of the Wake County Board of Elections are to register eligible voters, maintain accurate voter registration lists, conduct elections and report election results, process provisional ballots, recruit and train precinct officials, secure polling places, insure polling place ADA-compliant accessibility, file candidates for elective office, manage voting precincts, manage by-mail voting and early voting, and administer State Board of Elections policies that interpret federal and state statutes.

MAJOR ACCOMPLISHMENTS

Conducted precinct official appointments for the 2015-2017 period in August of 2015.

Relocated 3 Wake County polling places due to renovations and accessibility issues.

Completed mandatory election training, including online modules, for appointed and substitute precinct officials serving in the 2015 Municipal Elections with a total of 47 classes and 150 instructional hours. Training for the 2016 March Primary Election consisted of a total of 68 classes and 180 instructional hours. Training for the 2016 June Primary Election consisted of a total of 22 classes and 60 instructional hours.

Successfully implemented new procedures pursuant to legislation regarding voter ID requirements in the 2016 March Primary Election with few ID-related voter concerns.

Successfully conducted the 2015 Municipal Elections. In the Raleigh and Cary Municipal Election, 142 precincts were open. In the November Municipal Elections, 92 precincts were open.

Successfully conducted the 2016 March and June Primary Elections in which all 202 precincts were open. This is the first time Wake County has conducted a Presidential Preference Primary in March instead of May as a result of NC Session Law 2015-258. As a result of NC Session Law 2016-02, second primaries were eliminated in 2016 and the election for US House of Representatives was moved to June 7, creating a brand new election in which US House of Representatives and certain judicial contests were on the ballot.

Successfully planned and executed early voting for 2015 Municipal Election. Two early voting sites were open for October 2015 Election and three were open for the November 2015 Municipal Elections.

In the March 2016 Primary Election, 9 Early Voting sites were open for a total of 603 voting hours.

Split precinct 20-13 into three precincts, creating two additional precincts. Precinct 20-13 was previously Wake County's largest precinct with 8,537 registered voters and was split to reduce voter wait times for future elections.

Filed candidates for the 2015 Municipal Contests in July of 2015. Filed candidates for the 2016 Primary and General Election in December of 2015. Filed candidates for Board of Education and Soil and Water Contests in June of 2016.

Successful redistricting of Board of Education and County Commissioner Districts (SL 2015-4; SL 2013-110). Redistricting of the US House of Representatives Districts occurred in March of 2016 pursuant to NC Session Law 2016-02.

Analyzed voter and district data in preparation for Wake County Board of Education redistricting pursuant to NC Session Law 2013-110.

Organized and conducted 11 recruitment, voter registration, and voter outreach events around Wake County, including the Wake County Libraries Annual Book Sale and Wake County Public Schools voter registration drives.

Conducted 25 Multipartisan Assistance Team (MAT) visits to facilities including rest homes, hospitals, clinics, and nursing homes around Wake County to provide assistance with voter registration and absentee ballot requests.

FY17 DISCUSSION

The FY 2017 budget decreases the Board of Election funding by approximately $605,000. Each year's budget assumes one election; as such all additional elections and early voting are budgeted on a one-time basis and revisited annually. While the net funding level decreased, the FY 2017 budget includes the Presidential election, including early voting hours, as well as two additional voting precincts.

Adjust staff resources and responsibilities in response to high voter turnout in the March Primary Election as well as preparation and supply management for the 2016 Presidential Election. All 202 precincts will be open for the 2016 Presidential Election.

Conduct Board of Education elections in even-numbered years as a result of NC Session Law 2013-110.

Adjust budget considerations for employee overtime due to the projected high-turnout Presidential Election and additional staff needed to manage voter registration drives, increase in supplies, early voting and polling places, and precinct and early voting officials.

Continue to provide voter outreach campaigns to inform voters of voting laws that took effect in 2016, increase voter registration, and recruit precinct officials.

Conduct in-person and online training for precinct officials assigned for the 2016 Presidential Election.

Conduct early voting for the 2016 Presidential Election with enough sites to comply with the 1658 minimum hour requirement pursuant to Session Law 2013-381. The minimum requirement correlates to the number of hours provided in the 2012 Presidential Election. The same session law reduced the number of early voting days from 17 to 10, therefore we are preparing for an unprecedented amount of early voting sites to comply with the minimum hours requirement. Perform maintenance of laptops used at the 202 polling places, including software updates, testing, and the evaluation of needs for new equipment and software.

Continue to monitor several pending lawsuits that could affect Election Day and Early Voting procedures and processes.

HORIZON ISSUES

Prepare for impending need to replace voting equipment as directed by the North Carolina State Board of Elections. Wake County's voting equipment is currently 11 years old and maintained by 2.00 FTEs

who are certified technicians of the M100 Tabulators. The FY 2017-23 CIP includes funding in FY 2018 and FY 2019 for the acquisition of new voting equipment.

Prepare for impending directive from the North Carolina State Board of Elections that all counties enact the use of electronic pollbooks. The implementation of electronic pollbooks would result in the immediate purchase of a sufficient quantity of laptops to equip each of Wake County's 202 precincts and required software. The purchase would be a multi-million dollar expansion or CIP request. Precinct officials would also need to be sufficiently trained on the use of the laptops and software in addition to other Election Day and Early Voting processes.

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

Implement new method of successfully modeming election night results due to the expiration of Wake County's AT&T contract that provides the Centrex service in September 2017.

Evaluate legislation impacting operations and need for additional permanent staff to adhere to the new legislation, including federal limits on voter wait times, early voting time periods, absentee-by-mail procedures, new processes for recruiting precinct and early voting officials, list maintenance, and consistent increase in voter registration.

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

Board Of Elections

Summary of Services and Performance Measures

Service Area: Voter Registration

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Voter Registration	674,641	646,432	675,000	650,000

Service Area: Election Equipment Maintenance

Description: State law requires that each piece of voting equipment be tested and certified prior to each election, in addition to annual maintenance. BOE staff became certified technicians in 2013, cutting voting equipment incidents from 20 per election to 7.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Efficiency				
Failure rate of election equipment on election day and early voting	2	2	N/A	5

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of precinct judges that reported they were either satisfied or extremely satisfied with the training provided	96	99	98	195

Service Area: Precinct Management

Description: State law requires that all precincts containing eligible voters be open for each election. Wake County currently has 200 precincts and, therefore, 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 the 200 polling places.

Board Of Elections

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Efficiency				
Percentage of polling places with accurate supplies for election day and/or early voting	98	98	100	199

Budget And Management Services

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	557,569	775,182	772,369	805,917
Contractual Services		6,448	2,800	27,101	2,800
Supplies, Materials and Other Charges		18,369	27,602	24,743	27,985
Capital Outlay		313	–	–	–
Expenditure Totals	$	**582,698**	**805,584**	**824,213**	**836,702**
Number of FTE's		**8.00**	**8.00**	**8.00**	**8.00**

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

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

BMS worked with Fire Services staff to develop a data-driven funding formula. This work included gathering data needed to implement a more equitable, reasonable and defensible funding methodology to fund the municipal cost-share departments which more accurately reflects the County's share of costs.

Budget and Management Services staff led the development of the Community Improvement Plan through coordination and collaboration with team members and submitting departments resulting in the FY2017-23 CIP.

FY17 DISCUSSION

The Budget and Management Services budget increased by approximately $32,000 from the FY 2016 Adopted Budget as a result of annualization of merit approved in the FY 2016 budget.

Facilities Design & Construction

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	1,094,037	1,335,962	1,333,174	1,435,095
Contractual Services		670	–	7,000	–
Supplies, Materials and Other Charges		50,766	65,686	65,686	66,476
Capital Outlay		8,632	78	78	78
Expenditure Totals	$	**1,154,104**	**1,401,726**	**1,405,938**	**1,501,649**
Revenues:					
Miscellaneous	$	–	–	7,000	–
Transfers		100,000	100,000	100,000	100,000
Revenue Totals	$	**100,000**	**100,000**	**107,000**	**100,000**
Number of FTE's		**11.00**	**12.00**	**12.00**	**13.00**

DEPARTMENT PURPOSE AND GOALS

The Facilities Design and Construction Office plans and implements the capital improvement program for County departments and the Board of Commissioners. Projects generally range in value from $100,000 to as much as $200 million each. The duration of individual projects varies from several months to 4-5 years, depending on size, complexity, and logistical requirements. Periodically, the County may partner with other local governments on a large capital project, such as the Raleigh Convention Center or the Western Wake Regional Wastewater Facility. Generally, the types of capital projects include human services buildings, public safety and criminal justice facilities, libraries, parks, office buildings, historic building restorations, water and sewer projects, solid waste facilities, general building renovations, and major preventive maintenance projects.

All design services, construction work, materials testing, and various other services are outsourced to private firms through competitive procurement methods as allowed by North Carolina General Statutes.

The Department also provides real estate services to meet the land acquisition, surplus property disposition, landrights, and real property management needs of all County agencies and to support capital projects. Real property issues encompass simple cross-country utility easements, complicated multi-party shared easements, and property acquisitions for buildings, parks, and open space preservation. Real estate specialists negotiate long term facility leases, interlocal agreements with other governmental units for jointly developed projects, and various other partnership initiatives. Real estate specialists also work closely with Wake County Public School System to assist and advise them in their efforts to acquire land for future school sites.

To successfully achieve its mission, the department focuses on the following long-term goals through each of its program and service efforts: (1) Build partnerships to collaboratively plan, share costs, and jointly develop public facilities throughout the County. (2) Protect the integrity of existing capital facilities and assets through targeted investments in preventative maintenance, repair, and energy conservation measures. (3) Renovate and construct facilities to allow service providers and customers to enjoy efficient and effective service environments and to provide new facilities within budget and in a timely manner. (4) Complete projects within appropriately established budgets (consistent with benchmark costs of comparable projects with similar standards). (5) Complete projects consistent with Capital Program implementation schedules. (6) Ensure new facilities meet high standards of quality to realize long term cost savings by avoiding premature repairs and renovations. (7) Issue recommendations and decisions regarding funding and development of capital projects based on life-cycle costs.

Facilities Design & Construction

MAJOR ACCOMPLISHMENTS

The Department managed a variety of projects in FY 2016. Accomplishments include:

Criminal Justice Master Plan Implementation: Renovation of the Salisbury Street Lobby of the existing Wake County Courthouse was completed this past year. This is the final floor renovation project in the multi-year comprehensive life safety/ building systems renovation plan for the existing Courthouse. A related project, renovation and modernization of the full height public elevator cabs 1 - 4 also continued. This project will be completed later in 2016.

Fire and EMS: (1) Completed construction of the new RDU (Brier Creek) EMS Station at an existing site on Raleigh Durham Airport property to replace an existing metal building structure with a County prototype EMS station. (2) Completed acquisition of property and began design of a new EMS station to better serve the Town of Wendell. (3) Completed negotiations for acquisition of property for a combination Fire/EMS station in the new Wendell Falls development and began preliminary design. This location will also be evaluated for possible incorporation and co-location of a police substation for the Town of Wendell. (4) Continued site search for property for a new EMS station in the I-540/US 401 area of northeast Raleigh. (5) Finalized design and successfully negotiated a lease for an upfit for a public safety warehouse and training space in a building under construction by a private property developer.

County Building Improvements include: (1) Completed first phase of renovations to the Community Services Center, one of the oldest buildings owned by the Wake County. (2) Completed first phase of multi-floor renovation and improvement plan for the Wake County Office Building, to include building systems replacements, and new interior upfits for several previously unrenovated floors. Completed 11th and 13th floor renovations and completed design of the next renovation phase (9th floor).(3) Completed construction, in partnership with UNC Hospital System, for a 12-bed expansion to the 111 Sunnybrook Building at WakeBrook Mental Health Campus.(4) Completed Phase 2 asphalt replacement project at Blue Jay Point County Park. (5) Completed recoating of parking deck surface at General Services Center. (6) Completed Phase 1 of asphalt replacement for Sunnybrook Parking Area - North Side (7) Began Master Planning process for Human Services Department services and facilities. (8) Began installation of a water line for Willow Springs Fire Station due to a failed water supply well.

Completed the following repairs for Crabtree Creek Watershed Protection System: (1) Completed construction of a new slide gate system at site 3 (Bond Lake). (2) Completed design and permitting for new slide gate systems at sites 18 and 5A.

Library Projects include: (1) Completed construction of Northeast Regional Library. (2) Completed renovations to Southeast Regional Library. (3) Began construction of the new Middle Creek Library. (4) Began design work for a new Regional Library in downtown Cary. (5) Acquired property and began design for new community branch library in Fuquay-Varina.

Major Facilities Trust Fund Projects include: (1) Began construction of third and final phase of lighting replacements for Marbles Museum and IMAX Theatre Building. (2) Completed working with Marbles to develop a new 20 year Master Plan for their campus. (3) Completed cabana equipment and exterior site furniture upgrades at Five County Stadium.

Community Development Block Grant (CDBG): (1) Completed design and permitting for sidewalk, storm drainage, water connections, and road improvements on Caddell Street in Wake Forest. (2) Continued design and permitting for sidewalk and storm drainage improvements on Young Street in Rolesville. (3) Completed design and permitting for sidewalk and storm drainage improvements on Church Street in Morrisville. (4) Continued design and permitting for Wake Forest Sprayground. (5) Completed design and permitting for Lakewood Drive Paving Improvements in Wendell.

Facilities Design & Construction

Parks and Recreation and Open Space: (1) Completed new round of detailed facility condition assessments for all county and school park facilities. (2) Construction is expected to be completed by summer 2016 on various capital improvements projects at six (6) county park facilities and one school park based on priorities identified in the annual Parks Facility Condition Assessment. Park facilities included: American Tobacco Trail, Crowder District Park, Lake Crabtree, North Wake Landfill, Oak View, and Vance Elementary School Park. These projects included: gate replacements, construction of new asphalt entries on gravel trails, asphalt trail replacement, new playground installation and site improvements, historic building siding replacement, repairs and painting, shelter structural improvements, and installation of new playground surfacing. (3) Monitored construction of a new Kiosk Check-In facility for the "Go Ape" High Adventure Ropes course at Blue Jay Point County Park, completed in March 2016 by a private partner. (4) Bid and started construction of new Mountain Bike Trails at Harris Lake County Park. (5) Bid and started construction of a new accessible kayak/canoe launch area and associated access paths at Lake Crabtree County Park. (6) Completed the Existing Parks Master Plan design for the development of updated Master Plans for all eight existing Wake County parks facilities. (7) Completed the Wake County Greenway System Master Plan. (8) Completed construction of phase II of the Tenant House at Oak View County Park. (9) Completed conceptual design and prepared opinions of cost for the Mussel Propagation project at Yates Mill County Park research wing. (10) Completed the updating of the Lake Myra County Park Master Plan. (11) Completed the updating of the Swift Creek Greenway Master Plan.

Open Space Nature Preserves: (1) Construction of Robertson's Millpond Nature Preserve access was completed in fall of 2016. The preserve provides canoe and kayak opportunities on a unique cypress mill pond in the eastern part of Wake County. (2) Design and permitting of the Turnipseed Nature Preserve was completed in spring of 2016. The preserve provides access and hiking opportunities through unique wetland and various natural communities in the eastern part of Wake County. (3) Preliminary conceptual design and opinions of cost for five new nature preserves is expected to be completed in summer of 2016.

Solid Waste Projects: Important solid waste capital improvement projects which are underway:

North Wake Landfill: (1) Construction of renovations to the multi-material, tire operations, and household hazardous waste areas are nearing completion in summer of 2016.

South Wake Landfill: (1) Completed design development for major improvements to the Northeast District of the South Wake Landfill (SWLF). This includes expansion and improvements to the convenience center, household hazardous waste, multi-material facility, access roads, office areas, and tire operations transfer station. Final design and permitting is expected to be completed in summer of 2016, with an anticipated construction start in fall of 2016. (2) Design and permitting for waste removal around the area of the Northeast District portion of the SWLF was completed with an anticipated construction start in spring of 2016. (3) Completed design and permitting of a new phase of gas extraction lines. Construction is expected to be completed in winter of 2017. (4) Began design and permitting for the SWLF Phase 1 Closure, with an anticipated construction start in winter of 2017.

Convenience Centers: (1) Completed construction of road widening and improved site access for Convenience Center 8 on Highway 98 near Wake Forest. (2) Began design and permitting for the redesign of Convenience Center 11 in Wendell. (3) Completed construction of concrete pad and drainage improvements at six convenience center sites and one sound wall at Convenience Center 4. (4) Completed design and permitting of Site 10 improvements in Knightdale.

East Wake Transfer Station: (1) Completed new Generator system design and permitting. (2) Began design and permitting of Roadway Improvements to be constructed in summer of 2016.

Partnerships: Negotiated Partnership/Interlocal Agreements with various partners including Wake County Public School System, State of NC, Durham County, Raleigh-Durham Airport Authority, Research Triangle Foundation, City of Raleigh, Towns of Cary, Garner, Morrisville, Knightdale, Wendell, and Zebulon, NC Clean Water Management Trust Fund, Duke Energy Progress, UNC HealthCare, and North Carolina State University.

Real Estate/Landrights Management: (1) Completed acquisition of the 112 acre Shugart Farm as another expansion of Robertson's Millpond Nature Preserve in eastern Wake County. The total assemblage of that nature preserve is now 712 acres. (2) Acquired two strategic parcels that "filled in" and connected several large tracts of open space and parkland in the Turnipseed Nature Preserve area. (3) Secured utility easements to Duke Energy Progress and municipal sewer extensions in the Town of Cary. (4) Assisted Housing & Community Revitalization and worked with municipal and institutional partners to dispose of various County surplus properties. (5) Assisted Wake County Public School System in the land acquisition of two new school sites, one existing building, and one leased site. (6) Acquired property and negotiated easements and other landrights for future EMS stations and one library. (7) Managed the acquisition of suitable office/warehouse spaces and negotiated lease agreements and amendments as needed for various County agencies and programs. The above activities involved negotiations of interlocal agreements, Fee-Simple acquisitions, leases, easements, right-of-ways, and encroachment agreements as required to implement capital projects included in the Capital Improvement Program and numerous other County initiatives.

Continued to make significant progress on implementing key recommendations of the Wake County Water and Sewer Policy, which was recently updated to add repair of "orphan roads"Â″ or those roads built in subdivisions in unincorporated areas of the county which were abandoned by their builder before being accepted by NCDOT. These projects are reimbursed via assessments to subdivision land owners. The following projects were initiated through this process: (1) Began design and permitting for the Banks Pointe Subdivision Paving Improvements project, per assessment petition approved by the Board. (2) Began preliminary study for the Forest Ridge Subdivision Paving Project, in anticipation of possible petition to the Board. In addition, (3) Completed a preliminary waterline study for Colewood Acres Development to study feasibility of extending water service to this subdivision to address well water issues, per Board direction and resident request. Finally, (4) Continued to serve on the Jordan Lake Partnership to address the various issues associated with the Jordan Lake water allocation application to NCDENR. The County assists the Town of Cary in the specifics of allocation requests as they relate to RTP South, located in Wake County.

FY17 DISCUSSION

The Facilities Design and Construction Department budget increased by $99,923 from the FY 2016 Adopted Budget to $1,501,649 in the FY 2017 Recommended Budget. The budget includes an expansion to add a Project Assistant (1.00 FTE, $42,900) and a minor increase for additional software licenses ($3,000) that have become necessary to efficiently and effectively produce the department's work.

The Project Assistant will provide document and database management, project coordination, department website management, and internal and external customer service. This position will fill a gap that exists in the department's workflow and will bolster efficiencies in the operation which will ultimately improve the department's overall level of services.

Other Issues for FY 2017: The Facilities Design and Construction department will continue to play a lead role in the development and execution of the County's Capital Improvement Program and in the handling of real estate assignments. The department workload will be driven by implementation of the following master plans: (1) Libraries Master Plan, (2) EMS Station Master Plan, (3) Wake County Office Building Master Improvements Plan, and (4) Pending Board direction, implementation of Parks and

Greenway Development in accordance with completed master plans.

Projects will be implemented by Facilities Design & Construction in the upcoming fiscal year are as follows: (1) Complete design and construction of the Wendell Main EMS Station, acquire land and begin design on Wendell Falls Fire/EMS Station, acquire land for New Hope and Knightdale EMS stations, complete upfit construction of Public Safety Warehouse and Training Center in leased facility. (2) Continue planning for space that has been vacated at the Wake County Office Building and the Courthouse upon occupancy of the new Justice Center. (3) Complete construction of the Middle Creek Library and complete design of Cary Regional Library, Fuquay-Varina Community Library, and expansion to Wake Forest Library, and begin planning for Morrisville Community Library. (4) Pending Board approval, proceed with design of a new Multi-Services Center for the homeless. (5) Continue next cycle of comprehensive, multi-year Facility Condition Assessment process for a majority of County buildings to be completed in phases over the next seven years. (6) Continue building envelope and building systems upgrade projects and roof replacements to various County owned buildings as defined in Facility Condition Assessment database. (7) Complete Parks Master Plan and begin implementation plans based on Board direction. (8) Complete and begin implementation of the Wake County Greenway System Plan pending Board direction. (9) Complete upgrades to the South Wake Landfill Multi-Purpose Center. (10) Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park.

Real Estate/Landrights Management: (1) Support Capital Program with property acquisitions for libraries, EMS stations, and other County initiatives. (2) Continue to support Open Space Acquisitions and agricultural lease management. (3) Assist school system in evaluations and acquisitions for up to 11 new school sites. (4) Manage surplus property disposition. (5) Negotiate new leases for Human Services expansions and other County departments. (6) Assist Housing and Community Revitalization on foreclosures and evaluations of housing project proposals. (7) Assist with ongoing real estate/landrights issues including negotiations related to Solid Waste sites and other miscellaneous landrights, including easements and encroachment agreements. (8) Manage regulatory coordination with new industries in RTP.

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

HORIZON ISSUES

Continue to implement the capital plan to address high priority items identified in Facility Condition Assessments.

Continue implementation of Libraries Master Facility Plan through planning, design, and construction of major projects approved in the 2007 Bond Issue.

Continue implementation of the EMS Master Plan to include co-locations with Fire Stations where possible.

Continue to develop, plan, and implement a multi-year Master Plan for space utilization, restack, renovation, and life cycle upgrades for the Wake County Office Building as well as upgrades to other County facilities.

Continue to monitor detention population growth in advance of preliminary planning for the next phase of Hammond Road Detention Center expansion.

Continue to evaluate potential sites for future Emergency Operations Center, either with potential partners or at a freestanding location.

Continue open space preservation consistent with County priorities and partnerships developed, once bond sale is completed.

Resume implementation of Wake County Parks Master Plan and Wake County Greenway System

Facilities Design & Construction

Master Plan and update master plans for all county park facilities, pending future Board direction.

Continue to professionally manage all County real property assignments to support Capital Improvement Programs, Open Space Preservation Program, surplus property, and assist WCPSS land acquisitions.

Facilities Design & Construction

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

Description: Capital Program Planning and Implementation.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of projects completed in accordance with County's CIP schedule	77	84	90	190
Percentage of projects within Budget	82	84	95	200
Percentage of projects meeting or exceeding County energy efficiency standards	N/A	N/A	N/A	100
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100	98	98	200

Service Area: Real Estate and Landrights Management

Description: Real Estate and Landrights Management.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of real estate/landrights issues resolved within planned time	60	79	20	180

Finance Department

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	1,996,690	2,292,123	2,289,168	2,347,547
Contractual Services		165,403	164,341	192,200	157,283
Supplies, Materials and Other Charges		85,496	65,831	73,726	70,269
Expenditure Totals	$	**2,247,590**	**2,522,295**	**2,555,094**	**2,575,099**
Revenues:					
Charges For Services	$	4,540	6,650	6,650	6,650
Miscellaneous		228,065	176,095	176,095	176,095
Revenue Totals	$	**232,605**	**182,745**	**182,745**	**182,745**
Number of FTE's		**26.00**	**28.00**	**28.00**	**28.00**

DEPARTMENT PURPOSE AND GOALS

The Finance Department's mission is to maintain our outstanding financial position, as demonstrated by the highest credit ratings on our debt, and provide customer service and financial tools to County departments and Management that enable them to perform their responsibilities in an efficient, effective manner. Goals include: 1) Maintaining the County's Triple-A bond ratings, a key factor in receiving lower interest rates on debt issued for capital expenditures ultimately providing the lowest cost of debt to the taxpayer; 2) Obtaining an unmodified opinion on the annual independent audit; 3) Earning the Governmental Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting and the Sustained Professional Purchasing Award every year; 4) Overseeing the County's contractual risk and insurance programs that mitigate risk associated with County activities and provide critical financial stewardship to management and taxpayers; and 5) Providing accurate, timely financial information for decision-making purposes to County management and staff.

The Internal Audit Division is budgeted within Finance, but reports directly to the County Manager's Office. Internal Audit's mission is to provide independent, objective assurance and consulting services designed to add value and improve Wake County's operations. The major goals of Internal Audit are to: 1) Help the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve business processes; 2) Review the effectiveness of internal controls over program performance and efficiency, reporting, regulatory compliance and asset management; and 3) Promote stewardship of public resources by investigating allegations or suspicions of improper activity.

MAJOR ACCOMPLISHMENTS

The County has maintained an "Aaa" bond rating from Moody's Investors Service since 1973, an "AAA" rating from Standard & Poor's Corporation since 1983, and an "AAA" rating from Fitch since 2000. These consistently strong bond ratings are a clear indication of the sound financial condition of the County. The County is one of the few counties in the nation that maintains the highest financial rating from all three major rating agencies. This achievement is a key factor in receiving lower interest rates on debt issued for capital expenditures, ultimately resulting in lowest cost of debt to the taxpayer. The County's bond ratings were last affirmed in May 2016.

Since 2012, Wake County voters have authorized $1.010 billion in new general obligation bonds; $810 million for the WCPSS CIP 2013 building program and $200 million for the Wake Tech 2012 building

program. These bonds, plus library bonds authorized in 2007 but unissued, are planned to be issued through 2019 to meet the capital needs of Wake County. As of the beginning of FY 2016, the County issued debt prior to appropriation of funds and entering into contractual commitments. While ensuring contractual commitments were met, the long-term debt service (principal and interest) was incurred before construction projects were complete. During Fall 2015, the County reviewed its capital model and its approach to financing and issuing debt. As an alternative, the County began the issuance of bond anticipation notes and a bank draw program as a way to cover contractual commitments and provide short-term financing during the construction period for projects to be funded with general obligation bonds approved by voters in prior bond referenda. The County entered into two bond anticipation notes totaling $400 million for the initial design and construction payments for $344.44 million of WCPSS, $37.75 million of Wake Tech, and $17.9 million of library projects. The County will draw on the notes bi-monthly, and then will repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt. The amount of the bond anticipation notes equals the amount of contractual commitments of the projects, and the amount drawn is for the actual project expenditures. This allows the County to limit debt issuance to actual expenditures while ensuring contractual commitments are covered, eliminating project financing risk and reducing debt service costs during the construction period. The program adheres to the County's debt and capital financial policies and ensures the County meets its fund balance policies.

Finance has also been instrumental in the County's and its partners work to develop a transit investment strategy that addresses the three areas of feasibility, finance, and governance, given that any debt that would be issued for transit would not be direct County debt. Finance worked to define a legal structure for financings for transit, conduct peer reviews of similar size and structure for financings, and conduct research for relevant rating agency criteria for transit financings. Finance staff, working with its advisors, also developed multiple financial scenarios to frame choices and tradeoffs for high-level network conversations for the County's transit partners.

The Government Finance Officers Association (GFOA) awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year ended June 30, 2015. The County has received this recognition for 32 consecutive years. A formal presentation of the award was made in April 2016 at the Wake County Board of Commissioners meeting.

The Carolina Association of Governmental Purchasing (CAPG) presents an annual award to units of government that have demonstrated high standards in the purchasing profession. For the 12th year in a row, Wake County Procurement Services was one of a small number of governmental units throughout the Carolinas to receive this award. A formal presentation of the award was made in February 2016 at the CAPG Spring Conference.

In 2016, Finance staff continued working with Information Services staff to develop and implement an electronic content management system (ECM) that will streamline the travel approval and reimbursement processes for County staff. The staff understanding gained during the business process development of this initial ECM project will be valuable as we move into a second, broader phase of ECM that encompasses additional processes, such as: contracts development, approval and monitoring, invoicing and payments, procurement cards, and vendor management. Finance staff also began working to develop the ECM contracts routing and electronic signatures this spring, which is the first portion of the broader projects planned for fiscal years 2017 through 2018.

Finance staff implemented a Web-based vendor self-service (VSS) system that allows vendors to activate and access their vendor information on-line. This system will help streamline the vendor registration and management (facilitating a vendor's ability to do business with the County), and begin to move the County towards a Web-based solicitation process. As of late Spring 2016, Finance is continuing to develop the business processes and test these systems.

Finance staff, as part of the Risk Management Team, continues to enhance claims reporting to departments by improving the timeliness of reports and data, as well as providing additional metrics to departments to help them better understand the nature of the claims initiated and seek ways to mitigate future claims.

Internal Audit staff created computer assisted audit techniques to identify vacant positions by department and the amount of time each position was vacant. Other payroll and position analyses were also developed. These reports are being used by the County Manager's Office and Budget and Management Services as a management tool. In addition, payment card transactions and duplicate check disbursements are other analyses created during the fiscal year to assist the Finance Department with monitoring of transactions County-wide.

Internal Audit staff worked extensively to review subsidiary accounts receivable ledgers to gain a better understanding of the billing and receivable process. The purpose of the review was to establish consistent billing and collection policy and practices throughout the County including when to cease active collection efforts. Internal Audit drafted the Accounts Receivable and Collection policy for the County and provided it to the Finance Director. Wake County is a forerunner in North Carolina as many local governments' collection policies do not define when collection efforts will be curtailed or active collection ceased due to lack of the cost benefit. These efforts were presented by the Finance Director and approved by the Board of Commissioners in August 2016.

The division completed numerous other projects, such as reviewing an Adult Guardianship case; reviewing not-for-profit fire department capital asset records; cash receipts reviews at several locations, including the Southern Regional Center, Animal Center, Board of Elections, and Libraries; the annual review of fire department audits; reviewing affordable housing audit reports, computing an overall rate of return for the housing loan portfolio, and updating language for several contracts. Internal Audit participated with other county staff to strengthen monitoring Alliance Behavioral Healthcare and behavioral healthcare outputs and outcomes, including updating contract language, developing key performance indicators and a reporting template, developing compliance supplements to be used for onsite monitoring visits, and reviewing Alliance's audit report. Finally, the division regularly responds to requests for assistance from various departments adding value throughout the County.

FY17 DISCUSSION

The Finance Department budget increased from FY 2016 Adopted to FY 2017 by $53,000, due to annualization of merit and current staffing levels. There were no other expansions requested.

Internal Audit will continue its series of reviews of internal control over cash receipts functions in the County. These reviews are designed to identify improvements needed in accounting processes, cash safeguarding, and customer service. The division has ongoing projects to assist in implementation of new information systems solutions, such as the interface of risk management system with the accounting system and implementation of the new land development planning and permitting system. An audit of the transportation services section is underway, assistance is being provided to update the fire services billing plan, and final procedures to adjust public health accounts receivable will be completed.

The County plans on entering into an additional bond anticipation note to support the remainder of the contractual commitments for the WCPSS CIP 2013 building program, issue bonds to take-out the first year of short term debt drawn from the 2016 bond anticipation note, and issue the remainder of general obligation bonds authorized and not issued for libraries as voter authorization for those bonds expires in October 2017. There exists some debt and cash funding capacity for future capital projects without a tax increase. During FY 2017, Finance will work to model and allocate the capacity available without a tax increase amongst Wake Tech and WCPSS to support additional projects beyond those in their current building programs.

Finance will also continue to work with the County's transit partners to move forward with the planning process for the Wake County Transit Investment Strategy in preparation for a half-cent sales tax referendum for transit. Finance staff will continue its role in developing and modeling scenarios for transit and assist in developing interlocal agreements that further define finance and governance.

HORIZON ISSUES

The Finance Department has several projects that are ongoing or that are planned over the next several years including: 1) developing and implementing an enhanced training function for County managers and supervisors on newly updated policies and procedures; 2) working with the financial software provider and other departments to implement electronic content management within financial processes; 3) implementing and deploying continuous audit processes which will assist with business process improvements; and 4) continuing to develop the web-based vendor self-service system to include additional procurement functionality.

The Finance Leadership Team is gathering customer service feedback from various departments through Listening Sessions that have been completed for Human Services, Community Services, Human Resources, CCBI, Environmental Services and the Wake County Sheriff's Department. This will assist with the development of new processes to meet the gaps that have been identified in these sessions.

Finance staff is in the process of evaluating, and plans to procure a CAFR preparation and complex grant reporting system that will make key staff more efficient, ensure accuracy and improve the timeliness of our annual financial statements.

Additionally, Finance and Internal Audit staff are developing an anti-fraud risk awareness policy, with required departmental training is being developed. The success of implementation and roll out of the policy is dependent upon Finance utilizing HR training expansions, Internal Communication staff, and the new LMS system, Cornerstone, to succeed.

Finance is working collaboratively with Information Services, Planning, and Permitting to implement online credit card functionality for a land development system that will go into production in 2018. This new system will significantly benefit the development community.

Finance staff is in the process of recruiting for a PCI (Payment Card Industry) Compliance Officer. This position will facilitate additional departments' abilities to begin accepting credit cards and monitor existing programs that already accept credit cards in order stay compliant with these complex and technical contractual arrangements. Our ability to accept credit cards County-wide will enable our citizens to more efficiently register or pay for services.

Finally, an upgrade of the Advantage Product Suite, including Budget, Finance, and Human Resources Management is tentatively planned for April 2018.

Electronic content management is a significant culture change in the way Wake County conducts business. Internal Audit will assist the Finance Department with the implementation of financial functions encompassed by the new electronic content management system. Through the review of business processes, Internal Audit continues to assist departments as requested and modernize transaction processing using current electronic solutions.

Finance Department

Summary of Services and Performance Measures

Service Area: Debt Management, Financial Planning and Investment Services

Description: Support the Board of Commissioner's key strategic focus area of "Fiscal Strength and Stewardship". Support Board's goal of continuing to exercise sound financial management and ensure Wake County's long-term fiscal strength by (1) issuing and managing debt, (2) perform long-term capital planning, (3) modeling debt affordability and property tax increases (if required) to finance the County's capital needs while continuing Wake County's success as a AAA/AAA/Aaa rated credit, and (4) investing the County's dollars for safety, liqudity, then yield adhering to NC Investment Statutes and the County's own internal policies.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
The County's operating portfolio investment priorities are (1) safety of principal, (2) liquidity, (3) yield. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the NCCMT and 6 month US Treasuries.	100	100	100	200
The County's bond rating is reaffirmed with each bond issuance. The County's goal is to receive a AAA/AAA/Aaa rating with each new issuance.	100	100	100	200
The County's is required to make all debt service payments on time 100% of the time.	N/A	N/A	N/A	100
The County's is required to report annually to the SEC. The goal is to not have to report any material events.	N/A	N/A	N/A	100

Service Area: Accounting

Description: 1) Maintain a sound accounting system that provides management with timely, accurate information. 2) Improve system efficiencies and internal controls through the use of automation, providing assistance as available to review business processes associated with existing and proposed technology. 3) Process all transactions in a timely, efficient manner in accordance with generally accepted accounting principles and with County policies.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Child daycare payments are processed w/in 2 business days of State file availability	12	12	12	24
Percent of time that deposits are made daily in the Finance department	100	100	100	200
Percent of vendor payments that are made electronically from Operating account.	55	60	63	140

Finance Department

Service Area: Reporting

Description: 1) Timely completion of comprehensive annual financial report required using GAAP reporting and receiving unmodified opinion from external auditors. 2)Timely, accurate completion of Single Audit report for grant compliance reporting. 3) Timely, accurate completion of monthly interim statements provided to key management.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
% that an Unmodified Audit Opinion is received for annual audit.	100	100	100	200
An annual certificate is issued each year from the GFOA to those units of government that have issued a Comprehensive Annual Financial Report that meets the requirements of the program.	100	100	100	200
The BOC has adopted a fund balance policy to ensure that the County continues to meet its AAA Bond Rating requirements	100	100	100	200

Service Area: Risk management

Description: Procure insurance and manage self-insurance component. Work with departments to minimize the cost of risk. Administer driving policy process.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percent of experience modifier annually determined by independent actuary for similar position classifications. The modifier should be less than 75%.	80	80	80	160
Percent of time that annual insurance renewal information is completed timely so that insurance broker can provide new insurance contracts by June 1.	100	100	100	200

Human Resources

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	1,831,693	1,934,104	1,916,154	2,158,972
Contractual Services		19,187	–	34,547	15,000
Supplies, Materials and Other Charges		86,363	111,546	113,036	134,154
Capital Outlay		11,936	–	–	–
Expenditure Totals	$	**1,949,179**	**2,045,650**	**2,063,737**	**2,308,126**
Revenues:					
Charges For Services	$	107	–	–	–
Revenue Totals	$	**107**	**–**	**–**	**–**
Number of FTE's		**24.75**	**24.75**	**24.75**	**28.75**

DEPARTMENT PURPOSE AND GOALS

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 Human Resources Department plans, organizes and directs the County's comprehensive human resources program by partnering with leadership to recruit and retain a highly qualified and diverse workforce; facilitate positive employee relations; train to enhance employee skills, performance and job satisfaction; maintain all HR systems; create and implement programs to increase organizational effectiveness; design and deliver competitive benefit, wellness and compensation programs and administer payroll services for approximately 3,800 employees.

The Department has six central goals that guide our work objectives:

1 - Deliver services and programs which are highly valued by our customers and viewed by other organizations as a model

2 - Aggressively manage benefit plans so that they are competitive and affordable

3 - Recruit, reward and retain top talent as evidenced by being an employer of choice

4 - Champion the career and professional growth of employees to enhance the performance of the organization

5 - Promote a culture of diversity, health and well being

6 - Maintain the integrity and compliance of our Human Resources' policies, procedures and programs

MAJOR ACCOMPLISHMENTS

One of the Human Resources Department goals is to "Deliver services and programs which are highly valued by our customers and viewed by other organizations as a model." The Department is well on its way to achieving that goal in FY 2017.

All department projects and initiatives are aligned under at least one of six central departmental goals: 1) Deliver services and programs which are highly valued by our customers and viewed by other organizations as a model; 2) Aggressively manage benefit plans so that they are competitive and affordable; 3) Recruit, reward and retain top talent as evidenced by being an employer of choice; 4) Champion the career and professional growth of employees to enhance the performance of the organization; 5) Promote a culture of diversity, health and well- being; and 6) Maintain the integrity and

compliance of our Human Resources' policies, procedures and programs. In addition to the goals, the Department's core values; Proactive, Results-Oriented, Transparent, Accountable, Collaborative and Customer-focused; guide the Department's actions and accomplishments.

Proactive:

The Department developed a minority recruitment guide for hiring managers, which provides a broad list of minority recruitment resources. In addition, the Department implemented a new classification and pay series for medical and legal positions to help recruiting and retention efforts in those classifications.

Human Resources also implemented a database for all position classifications to help organize, analyze, maintain and edit the County's position classification system. In doing so, the Department found numerous class descriptions that were outdated or missing. The Department is working to correct these issues.

Results-Oriented:

The Department was recognized by Triangle Business Journal Top 25 Healthiest Employer based on the County's continued commitment to employee health and wellness. The County's ranking went from 20 to 5 due to the expansion of the wellness program to a more holistic approach; adding financial, emotional and social health to the established physical health. The County was also awarded a Gold Star Award by Prevention Partners for the County's Tobacco Cessation Program.

Human Resources implemented its first performance scorecard in FY 2015 and continues to monitor the performance today. The scorecard is a report that displays a collection of key performance indicators (KPIs) together with performance targets (benchmarks) for each KPI. It measures performance against goals. The scorecard is based on a collection of key performance indicators, each of which represents an aspect of organizational performance. Taken together, these KPIs provide a snapshot of organizational performance at a particular point in time. The Human Resources Department is measured in nine key performance categories ranging from internal workload and cost to external retention and workforce planning. For most measures, a baseline value is reported, indicating the actual results for those measures in the prior years. Targets, or benchmarks as the Department likes to call them, have been set for each measure. Targets are set to either maintain high levels of performance or to drive improvement, such as decreasing the number of days to fill a vacancy. Of all key performance indicators, twenty-eight were given a performance rating. The Department currently meets or exceeds targets in more than twenty percent of the measures and is on target for more than fourteen percent.

Accountable:

The Department discovered 10 positions that were overlooked in the previous year's annual labor market. Those 10 positions were added to the 2015 labor market changes and impacted over 700 employees.

The Department discovered and corrected a vendor billing error resulting in $16,700 in savings and a vendor credit error resulting in $25,000 in savings.

The Department met the deadline for ACA 1095 reporting to employees. HR System issues of missing employee telephone numbers was also discovered and corrected.

Collaborative:

The Department partnered with Capital Area Workforce Development to create a Career Readiness program "Steps 2 Success". The program helps Human Services clients find and obtain employment. The Department also collaborated with Human Services and General Services Administration to change the County's Tobacco Program to smoke and electronic cigarette free.

Customer-focused:

Human Resources developed a centralized electronic location for HR Forms. The new "Forms Finder"

button on the main WE HR page will take an employee directly to the links for forms relating to Benefits, Payroll, Employee Relations, and Employment, Classification, and Compensation. These forms can be sorted alphabetically by name or sorted by division and type. Previously, HR forms were difficult to find as they were de-centralized and embedded within the different division pages. The new centralized system is easy to navigate and is a "one stop shop" for frequently used forms. This tool provides an employee the autonomy to locate the desired form at his or her convenience, as well as decrease the amount of calls to HR looking for the forms, allowing HR employees more time to provide other beneficial services.

The Department created a Manager's Toolbox on WE HR and has started placing useful information in the box such as an "Internship Guide" tool for Managers to assist in the recruitment, hiring and engagement of interns.

The Department implemented Toobeez as a way to teach teambuilding, collaboration and problem solving in the County. This team also implemented a new supervisor training program named Star3 (Supervisory Training Achieves Rewarding Results and Relationships). In today's dynamic organizational environment, supervisors are required to effectively manage people, performance and results. The new program has been revised to address the knowledge, competencies and abilities that supervisors in Wake County need daily. The foundation of the program, results and relationships, is intended to develop and refine management skills for the new and experienced supervisors. The program offers six new courses relating to employee engagement, change, stress management, problem solving, and decision making. In addition, Human Resources training has changed from transactional to a discussion of significant policy and procedure considerations.

This year's annual labor market included 40% of the total number of classifications. The study encompassed data on salaries and economic conditions, which resulted in adjustments to several positions and the bands overall. The Department also conducted a comprehensive classification, salary and benefit study for Fire Services. The Fire Commission adopted the recommendations from the study, which is the first implementation since 2008.

In an effort to continuously improve benefit offerings and services for our employees, a new vendor for cobra and pharmacy was selected and health coaching with the Employee Health Center was expanded. In addition, the team implemented an e-brochure for open enrollment and an electronic process for registering new employees for new employee orientation.

The HRSM, Payroll and Benefits teams successfully processed 4,655 W2s for employees and the County had an active open enrollment for 4,000 employees and retirees.

The Department conducted extensive research for the Board of Commissioners on several major human resources items. As a result of the Board's initiative, the Department implemented a new EEO, Living Wage and Criminal Histories and Background Check policy. As part of the background check policy, the Department also established a mechanism for tracking employee education, license and certification credentials.

Human Resources currently has more than thirty projects in progress, which will continue over the next several years.

FY17 DISCUSSION

The Human Resources Budget increased by $262,476 from the FY 2016 Adopted Budget to $2.31 million which resulted from five expansions highlighted below.

An additional Human Resource Specialist is included to meet a growing employee recruitment workload, primarily in the Human Services Department (1.00 FTE; $57,000). The position will focus on screening applications, on-boarding new employees, and consulting with departments on position requests.

The budget includes funds for an additional Benefits Specialist to assist with, implementing, educating and

consulting on benefit plans for employees and retirees (1.00 FTE; $57,000).

A Training and Development Manager is included to provide overall leadership and guidance for the County's employee and supervisory training program (1.00 FTE; $80,000).

An additional Administrative Assistant is funded to support a planned expansion in the County's Wellness program. (1.00 FTE; $35,000) Additional support is needed to schedule, coordinate and set up wellness activities and events. The position will also provide administrative support for the County's training program.

The budget also includes funds for the department to attend career fairs to recruit prospective employees and promote the County as an employer of choice ($10,000).

HORIZON ISSUES

Leveraging technology to enhance services and streamline processes will continue as the Department's focus.

The Benefits team will implement a new, online employee orientation to improve the employee's first interaction with Wake County Government.

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

Position descriptions and other HR forms will continue to transition to a more user friendly and interactive electronic forms.

Another focus will involve the design and implementation of E-learning. E-learning saves cost in personnel, time, printing and travel. It also provides the learner with opportunities they may not have due to time constraints and workload.

Lastly, the Department is in the process of implementing a new Learning Management System (LMS) to deliver and manage learning programs. Learning Management Systems track, coordinate, quantify and otherwise manage all training, education and certification for a diverse array of learning and e-learning requirements. The benefits of a LMS include better compliance, more efficient reporting, and lower cost.

Human Resources

Summary of Services and Performance Measures

Service Area: Benefits and Wellness

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percent of employee participation in wellness	30	40	40	80
Percent of Employee Health Center Capacity Used	38	40	40	80
Percent of participation in voluntary health screening	95	95	95	90

Service Area: Employee Relations

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of grievances resolved internally	73	75	80	160
Percent exit interview participation	36	40	45	100
Percent of Unemployment Insurance Liability Reduced	82	80	80	160

Service Area: Recruitment, Compensation, and Classification

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

Human Resources

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Average days to fill a position from posting	82	70	60	90
Efficiency				
Percent of voluntary turnover	10	9	8	14
Percent of employees at midpoint	45	49	50	80
Effectiveness				
Percent of new hires retained after one year	95	95	95	190
Percentage of positions filled the first time posted	62	70	75	170

Service Area: Payroll

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Payroll accuracy rate	99	99	99	297
Percent of electronic W2 participation	39	40	40	80
Efficiency				
Percent reduction in paper checks	26	20	20	60

Service Area: Training and Organizational Development

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of facilitation hours	1,800	1,800	2,000	3,000
Output				
Number of employees trained	3,601	3,600	3,600	5,700
Effectiveness				
The average training evaluation score	4	4	4	8

Information Services

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	8,545,708	9,501,573	9,498,044	10,364,026
Contractual Services		3,125,365	3,143,294	3,225,612	3,634,011
Supplies, Materials and Other Charges		630,800	756,645	756,645	784,488
Expenditure Totals	$	**12,301,873**	**13,401,512**	**13,480,301**	**14,782,525**
Revenues:					
Charges For Services	$	7,643	7,500	7,500	7,500
Miscellaneous		10,238	–	–	–
Revenue Totals	$	**17,881**	**7,500**	**7,500**	**7,500**
Number of FTE's		**85.75**	**91.75**	**92.75**	**100.75**

DEPARTMENT PURPOSE AND GOALS

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

Information Services has four primary goals. These are:

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

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

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

4) Service - Improve access to County information and services.

Each of these goals is crucial and interconnected. All four must remain a constant guide for the organization to ensure that the department is delivering the best services and products available to all customers. As a result, all Information Services initiatives are connected to one or more of these goals. Services focus on increasing innovation and stretching resources.

IS has established a strong technology foundation from which to build new services, roles and partnerships. In FY 2017, the department will continue to transform services and delivery in pursuit of its organizational vision: to be recognized and valued for collaboration and leadership in the delivery of citizen-centric solutions.

MAJOR ACCOMPLISHMENTS

During the fiscal year Wake County was recognized by the Center for Digital Government as a 2015 Digital Counties Survey winner, placing 4th among large counties in the United States for the use of technology. As a Digital Counties Survey winner, Information Services is recognized for using

technology to improve services and boost efficiencies.

Information Services is committed to continuously aligning its work with the needs of the organization. All projects are aligned under at least one of four business goals: 1) Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations; 2) Collaborate with customers to design and implement effective and sustainable solutions in support of business needs; 3) Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by customers; and 4) Improve access to County information and services.

FY 2016 proved to be a very productive year, with 77 projects completed by IS staff. IS teams currently have more than 25 additional initiatives underway, which will continue into FY 2017. Examples of projects completed during FY 2016, aligned by the department's four goals, follow:

Goal 1 - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations:

By using a 7-year technical infrastructure Capital Improvement Planning model maintained by the IS Department, significant core infrastructure updates were accomplished in FY 2016. Examples include:

Network: In FY 2016 Network Services upgraded the County's network infrastructure with over 300 Power over Ethernet switches in preparation for the implementation of a Voice over IP system slated for next year. In addition, Network: In FY 2016 Network Services upgraded the County's network infrastructure with over 300 Power over Ethernet switches in preparation for the implementation of a Voice over IP system slated for next year. In addition, Network Services implemented a direct fiber connection to the County's internet service provider, eliminating a carrier-provided circuit. This upgrade will save the County circuit costs in the future and position the County for future fiber initiatives. Lastly, Network Services began implementing network configuration updates to utilize the 10Gb connectivity implemented between data centers last year. The new configurations will allow seamless network connectivity between data centers, which will enhance Information Services' backup and recovery efforts.

Data Center: In the County's data center environment, Server Services completed an upgrade to the County's backup platform in order to improve data backups, email archiving, and to implement a comprehensive email capturing and content indexing capability. In addition, the computer and disk storage hardware supporting over 380 Oracle and MSSQL databases was upgraded in FY 2016. This included the acquisition of over 90 terabytes of high speed storage to support production database operations within the primary data center. Lastly, single sign-on capability was implemented for several applications, eliminating the need for separate user accounts and passwords.

Security: In FY 2016, Information Services successfully hired a Chief Information Security Officer to manage the County-wide information security program. In addition, Security Services successfully filled the security engineer expansion position requested for FY 2016. The additional staff allows for faster resolution of detected security incidents as well as proactive monitoring and mitigation efforts. In addition, multiple security appliance upgrades were performed by Security Services that provide performance improvements, enhanced reporting, and improved spam and virus filtering on inbound and outbound emails. Lastly, Security Services upgraded all SSL certificates that are used for public-facing web services to 256-bit encryption. This technology uses a larger key that is inherently more difficult to compromise.

Database: During FY 2016, Database Services upgraded County databases utilizing Oracle to version 12C. In addition, all applications that are certified as SQL Server 2014 compatible had the corresponding SQL database migrated to SQL Server 2014. This is part of the ongoing database platform support provided by the Database Services team to

help ensure that database software at Wake County remains up to date and supportable by the vendor.

Telecom Services: In FY 2016, Telecom Services completed the migration of over 3,000 vendor-provided legacy voicemail boxes from a hardware-based platform to a hosted software-based platform. This required working with the vendor to ensure that all mailboxes were rebuilt on the new platform, training staff on the setup and use of the new mailboxes, and testing and troubleshooting post cut-over.

Goal 2 - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs:

Open Data Program: In FY 2016 Information Services, in conjunction with the GIS department, launched an ESRI-based open data portal. The portal makes high-quality information and source data accessible to stakeholders to facilitate informed decision-making. The site offers the ability to search, filter and download high quality datasets and provides basic mapping and charting tools, as well. It also allows developers and analysts access to stream the data to tools they build. Over 50 data sets were deployed to the portal, including permits, parks and open space, and a variety of GIS data. In addition, County staff sponsored and participated in several community open data events and collaborated with Triangle jurisdictions to support civic engagement.

Information Services staff also implemented an enterprise Project Portfolio and Application Portfolio management tool. Implementation of the Innotas Project Portfolio tool provides staff strategic insight and visibility into projects, including real-time analytics, dashboards and reports. Implementation of the Innotas Application Portfolio tool allows staff to monitor the ownership, life cycle and specifications of all enterprise applications. The Innotas tool provides the County a comprehensive inventory and status of applications and projects in a single, complete solution.

Revenue Systems: The IS division dedicated to the support of the Revenue department completed the following technical and business improvements in FY 2016.

- Real Estate Reappraisal Process: IS staff, in conjunction with the Wake County Revenue Department, successfully completed the 2016 Real Estate Reappraisal process, and new appraised values were mailed to all Wake County real property owners on December 7, 2015. This is the first Reappraisal managed by the Land Records IT team without vendor support. New application functionality and numerous updates were added to the reappraisal software, including Batch PRC Printing, rMAPS, Income Model updates and Sample Set Analysis Tools updates.

- Online Appeals/Tax Portal: The Wake County Revenue tax portal was launched this year, which allows taxpayers to research property records and appraised values as well as current sales data. Information is provided to help customers understand how values are determined, including the complete schedule of values. Taxpayers can use this information to form their own opinion of their property's value. The Portal can also be used to appeal property values at appropriate times during the year. Research done using the portal can be saved and uploaded to an appeal, along with information the taxpayer has from other sources.

Human Services: The IS division dedicated to the support of Human Services initiatives continued to work to implement technical and business improvements during FY 2016.

- Human Services Public Health System: In FY 2016, IS staff completed the electronic medical record implementation for Human Services clinics and auxiliary services. Staff also completed the ICD9 to ICD10 conversion mandated by the U.S. Department of Health and Human Services and required for Medicare and Medicaid services to meet Federal Meaningful Use requirements. This was accomplished by an upgrade of the County's public healthcare IT software (GE Centricity) to version 12.

- Human Services IS staff also implemented a Public Health System patient portal for the patients of the

Wake County Public Health System. This portal provides patients their lab results and clinic visit summaries. In the near future, staff will expand the portal to allow appointment scheduling for the Wake County Clinics.

Goal 3 - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers:

Wake County Document Management Initiatives:

- In FY 2016, the Human Services IS team successfully filled the document management engineer expansion position requested for FY 2016. This position will coordinate use of the enterprise document management platform, including consolidation of all document management projects into an enterprise process and formalizing the technical environment to support the enterprise platform.

- Also, the Human Services IS team completed an upgrade of the enterprise document management platform (Hyland OnBase) used by the County. The platform manages in excess of 5 million documents across the majority of the Human Services divisions, including Child Welfare; Adult, Family and Child Medicaid; Senior and Adult Services; and Program Integrity. The platform is a critical component of the day-to-day operations of the County, and keeping it current is essential to ensuring access to client records.

IT Asset Management: The Customer Services division of Information Services implemented a new IT Asset Management tool that provides greater insight into the lifecycle of the County's desktop computers. The tool helps with budget planning for replacements, providing quick insight to warranty status and age of computers. The tool also provides reporting on the status of equipment from receipt to deployment, and through the surplus process. The tool also maintains a historical record of all assets for future reporting needs.

Wake County Directory: In FY 2016, Information Services replaced the aging Wake County Directory with an Active Directory-based tool. The new directory is the central resource for information for both County employees and non-employees and is a linchpin for several key processes in the County. Multiple business and technical interfaces used by the existing directory were updated in the process. This effort lays the foundation for a longer-term effort to introduce more advanced identity and access management processes and technologies into the County.

Information Services staff also replaced the tool used for Board agenda management with a Granicus agenda management solution. The project included data migration of old county Board meeting minutes and agendas dating back to 1868, both handwritten and typed. This allows for enhanced search capabilities for the Board of Commissioners, the County Manager's office and citizens. The project also included the implementation of a new online tool to manage Boards and Commissions for the County clerk and staff to easily manage Board appointments, vacancies and applications.

Goal 4 - Improve access to County information and services:

Websites: The County's website, WakeGOV.com, continues to be a central communication channel for access to information and services. The site receives more than 8.6 million visits and 115 million page views a year. It connects citizens to important program information and is the launching point for the County's many online services. From the WakeGOV.com home page, citizens can easily access online services from the "I want to" menu to do a variety of common tasks, such as finding a library book, paying taxes, searching restaurant inspection grades or applying for a job online. The site also promotes government transparency with easy access to live, streaming video of Board of Commissioners meetings, and operational data. The County website also incorporates several social media services, including Facebook, Twitter, Instagram, Pinterest and YouTube.

Wake County manages and maintains the public website at WakeGOV.com and the employee intranet

portal (WE) using Microsoft's SharePoint. The technology provides modern content management features that allow staff to create and manage departmental content as well as conduct some routine operational business functions. IS provides ongoing support and management for County websites to ensure accurate, consistent and readily accessible ways for citizens and employees to interact and engage with Wake County Government. Both WakeGOV and WE offer anytime, anyplace access to information and online services.

In addition to supporting the County's websites, Information Services utilizes SharePoint to provide collaboration capability across the County. SharePoint team sites allow County departments and work groups to connect, create group calendars, share ideas, and easily organize and search information, documents and projects. In FY 2016, Information Services continued expanding the collaboration environment by offering collaboration services to more business units within the County. An additional 50 team sites were added, bringing the total to over 150. Staff also continued working with Human Services to provide additional business process automation services through the use of team sites and workflows, including the deployment of a new SharePoint-hosted Learning Management system for the EMS department.

Development of Animal Center online adoption gallery: Staff developed a new, modern web application to replace the old application that was outdated and lacked many features expected of today's web applications. The new application is a mobile-first design, meaning the majority of work performed initially was to ensure the application delivered a great user experience on all smart phones and tablets. The new application offers social sharing and integration, URL-addressable animal bio pages as well as many other new features.

Citrix: In FY 2016 the Citrix Desktop Virtualization footprint was expanded. Citrix zero clients were deployed to Human Services campuses for use as public JobLink/ePass kiosks and for employee use in training rooms. This has greatly improved end user experience by standardizing the user access across multiple locations and centralizing the management of kiosks for public use. In addition, Citrix NetScaler appliances were configured to allow access to specific resources while off the County network. This has allowed for secure access to the Public Health Electronic Medical Records system by WakeMed staff.

FY17 DISCUSSION

The Information Services FY 2017 budget increased by $1,381,013, or 10% from the FY 2016 Adopted Budget, which resulted from the addition of several new expansion requests highlighted below.

The FY 2017 budget includes $450,000 for annual licensing and maintenance costs associated with changing email platforms. An RFP will be issued during FY 2017 and the County will begin the process of transitioning to a new email platform.

The FY 2017 budget includes two positions in the Desktop Support Division. These positions will provide significant support to the organization due to the increasing number of devices and the overall complexity of many of the projects.

Included in the FY 2017 budget for the first time is funding for a new Records Manager position. Currently, individual County departments are responsible for managing their own records retention needs and goals. It is also their responsibility to ensure they are following all laws and rules governing document management and control. This position will provide a coordinated approach for all departments to follow.

The Board of Commissioners recently voted to move revaluation to a 4 year cycle instead of the current 8 year cycle. This change means that staff will need to have quicker turn around times for completion of projects associated with the revaluation applications.

The FY 2017 budget includes four positions for a department reorganization. The reorganization effort will provide the capacity needed for the department to focus on new and innovative technologies.

Information Services

IS will continue to carry out initiatives in FY 2017 in alignment with the department's stated business goals. Examples are included below.

Goal 1 - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations:

Network Upgrades: In FY 2017, Network Services will complete the upfit of County facilities that do not currently have WiFi coverage and expand to full floor coverage, current WiFi-enabled facilities. The equipment for this project was ordered in late FY 2016, so implementation will run into FY 2017. Staff will also replace around 100 older WiFi access points during this project. The team will also upgrade the County's VPN appliances. This platform supports employee remote connectivity and secure site-to-site partner connectivity.

Data Center: For FY 2017, Server Services staff plans an upgrade of VMware to v.6. This version, coupled with a new vSAN feature, will be the foundation for implementing a 'stretched' VMware management cluster that spans the County's two data centers and provides a high availability status for County applications. This will further enhance the County's disaster recovery posture. In addition, staff will execute a planned SAN-based storage update in FY 2017 and complete the migration of several remaining non-blade VMware host servers to blade servers, which will improve performance, enable faster storage access, and continue our trend in reducing data center power consumption.

Security: Staff will implement a cloud-hosted authentication and single sign-on service, which will provide the ability for hosted, on premise, and custom applications to all who use a common authentication experience and common log-on identity across applications. This service will also provide additional capability such as two-factor authentication and a cloud-based partner identity store. The implementation of two-factor authentication specifically for webmail access will further protect Wake County's email platform from security risks. In addition, the security program will be expanding to cover additional required policies, standards and guidelines, as well as further developing the security awareness training and program. End users are increasingly becoming our first line of defense for most cyber-attacks and must be prepared to discern legitimate requests from malicious intent.

Database Operations: All applications that are certified as Oracle 12C compatible will have the corresponding Oracle database migrated to Oracle SE2 in FY 2017. The current Oracle database edition SE1 in use at Wake County has been discontinued by Oracle. This is part of the ongoing database upgrade effort to ensure that database software at Wake County remains up to date and supportable by the vendor. In addition, the Database Operations team will work with Wake County GIS to establish the Master Address Repository (MAR). The MAR will provide a single reference to qualify street addresses within Wake County for all applications.

Windows 10: Microsoft's major push of Windows 10, as well as the published 2020 end-of-life date for Windows 7, will dictate the need to begin migrating Wake County computer workstations to Windows 10. This change will require upgrades to several supporting software suites as well as updates to the computer management platform used to deploy large numbers of devices in a timely and consistent manner.

Goal 2 - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs:

Replace Dark Fiber: Wake County has leased fiber network connections from AT&T since 1999 for six major county campus locations where reliable, high speed data connectivity is required. This leased fiber service is very cost effective and reliable but, unfortunately, will be discontinued as a service offering by AT&T on August 1, 2017. In order to implement an affordable, reliable alternative solution for high speed connections, staff developed a partnership with MCNC for a leased fiber network solution. The MCNC solution is a leased fiber network ring connecting the six critical Wake County

campus locations and is expected to be implemented in late 2017.

Human Services: The Human Services IS team continues to support the various efforts of the Human Services department and will continue to enhance their systems for maximum efficiencies in future years. In FY 2017, the team's major focus will be:

- Implementation of a records management and retention program which will include all Social Services-related records. This will be an extensive project to ensure records retention guidelines are developed and implemented and configured in appropriate systems.

- In FY 2017, staff will implement a Lab Information system for the Wake County labs. This system will cover six County sites and will ensure accurate lab test reporting within a patient's electronic medical record.

Information Services staff will expand use of the County's enterprise Project Portfolio and Application Portfolio management tool in FY 2017. Enhancements include resource scenario planning for optimizing resources by portfolio, project, role or individual; time tracking to promote accountability and improve organizational performance; and project budget management to ensure projects meet budget requirements.

Open Data: Information Services staff will partner with departments and citizens to identify additional relevant data sets that can be published to the County's ESRI-based open data portal. In addition, staff will explore citizen engagement opportunities and other opportunities to expand the growth of the County's Open Data program. Planned activities include hosting a "hack-a-thon," where open data is used to tackle real challenges facing the community.

Goal 3 - Identify and implement re-engineering efforts that will reduce costs for internal operations and expenses incurred by our customers:

In FY 2017, Information Services staff will build a new WakeEmployees site in SharePoint that will be more social focused and serve as a true employee intranet where the County can offer global services for employees.

Wake County Document Management Initiatives:

- Staff will continue integration of the County's document management platform into the County's ERP system, implementing the ability to store contract documents into the OnBase Document Management platform. Once contracts have been signed by the vendor and Wake County departments, they will automatically move into OnBase, where they will be routed through the approval process, which will utilize electronic signatures.

- In FY 2017, staff will complete the implementation of electronic documents for the Senior and Adult Services and Program Integrity divisions, bringing these divisions live on the OnBase Document Management platform. The project includes back file scanning of all active files. Implementation will provide 24/7 electronic access for the Senior and Adult Services division, including the capability to scan documents in the field. New capability for the Program Integrity division includes compliance with document legal hold requirements for case files. IS will also install two additional self-serve kiosks for the OnBase Document Management platform in key County Human Services facilities.

- If funded, staff will implement electronic document management for the Wake County Child Support Division. The project also includes the implementation of a Case Management system for the division. An integrated Case and Document management solution for Child Support means staff will spend less time on manual paper processes, resulting in improved service for Child Support clients and increased incentive funding for Wake County.

Goal 4 - Improve access to County information and services:

In FY 2017, staff will investigate upgrading to SharePoint 2016 or the possibility of implementing an on-premise/cloud hybrid model. Tasks include researching SharePoint 2016 to determine feasibility of upgrading the existing 2013 collaboration environment.

Citrix: Staff plans expansion of the Virtual Desktop platform into the Sheriff's Office environment. Planning includes the replacement of traditional desktop computers in the detention facilities with zero clients providing a virtual desktop. This change will decrease the cost of desktop replacements, as the zero clients are less than half the cost of traditional desktop computers. The virtualized environment also gives a consistent experience to user regardless of which computer is used and makes for a more secure computing environment by consolidating security patching.

Telecom Services: Telecom Services staff will start the replacement of the aging Centrex telephone service currently utilized by the County with a Hosted Voice over IP system. The system will meet all of the County's current telephony needs as well as add additional features including voice mail delivery to email, softphones, find me/follow me call routing and mobile apps. Network Services will also play a critical role in the support of this project with enterprise network design and configuration tasks to support the County's VoIP solution.

Lastly, Information Services staff plans to develop a Revenue Tax Portal in FY 2017, which is targeted to become a centralized online location for all revenue-related information, forms, documents, payments and services for citizens to interact with the Revenue Department.

HORIZON ISSUES

Information Services has several initiatives already programmed for outlying years. Although the scheduling and costs associated with these initiatives are still being developed, their value and impact to the organization warrant mentioning in this document.

Identity and Access Management (IAM): This project includes the acquisition of systems that will improve the processes and procedures for managing system access to key Wake County applications, allowing staff to more accurately manage who has access to specific data and resources. The goal is to identify technology that leverages IAM processes to initiate, capture, record, manage and audit user identities and access permissions to the County's IT resources from an enterprise level. The IAM project, targeted to begin in FY 2017, will leverage the work completed by staff to transition to Active Directory as the main Wake County identity store and corporate directory.

Enterprise Document Management Licenses: The Wake County OnBase Document Management platform has proven to be a valuable tool and is now an integral part of the technical infrastructure for the Human Services department. As additional departments such as Finance, Human Resources, Budget, Revenue, General Services, the Sheriff's Office and the County Attorney's Office implement document management and workflow, the need for consolidated (enterprise) licensing for the platform arises. The IS Department plans to conduct additional research to determine the optimal time to convert to enterprise licensing for the documentation system and will bring forward a funding request at the appropriate time.

In addition to the known initiatives described above, the IS department also has identified and is developing strategies to accommodate several current and upcoming challenges and opportunities:

- Information Security: As we place more and more of our lives and our confidential information online, we are at greater risk for a loss of security and privacy. The national headlines tell the story on an ominously regular basis and the attacks have impacted hundreds of millions of households across the country. And Wake County is not immune. Every day, our technology defenses repel thousands of malicious attacks on the County's network and information. Despite our best efforts and technological and educational defenses, we still fall victim to attacks from those who want to steal our information and use it for their own nefarious purposes. The attacks

are here today, and they continue to mount in frequency and sophistication. We don't operate under the scenario of "if we will be attacked" but rather "when, how and how bad will it be"? This year, we hired our first Chief Information Security Officer - a senior-level position that is focused on leading the security team through the build out of both the technological defenses and a comprehensive set of policies and preventive measures to further secure our resources and information. But as we continue to rely more and more on technology to conduct county business, we must continue to be vigilant, adaptive and strategic in our security approach.

- Data/Information Management: The County is a massive generator of content - data, documents, electronic records, etc. We have several related initiatives and processes in place today: document management, content management, public records management, etc. But how will we coordinate and connect these repositories of information? What do we keep and what can we purge? What do we need to implement to help manage this growing content? How can we better leverage this content to provide better, more affordable access to information and services?

- Business Intelligence and Analytics: The County owns and maintains massive amounts of data developed and documented in pursuit of our business functions. We also own several tools designed to gather analytics. However, we need to focus on developing the skill sets and capacity necessary to mine these data sets, identifying and exploring linkages in these data sets, which ultimately can lead to more informed business decisions and service delivery.

- Adaptability/Capacity to Address Expanded Roles of IT Functions: Over the past several years, Wake County Information Services has transformed from utility providers to trusted business partners and innovators. Recognizing this changing role of IT in the organization led us to develop a new, business-unit focused approach to conducting our business. Major trends in technology such as mobile device proliferation, cloud services and digital disruptors forces IT to continue to evolve in order to remain relevant and valuable in the organization. Much has changed in the last few years and all indicators point to continued growth and change in the coming years. We must ensure that we are providing the appropriate tools and resources in order to attract and retain a workforce with the skills, talents and job satisfaction to continue to exceed customer expectations and offer value to the organization in the long run.

- Connectivity with ideas/pilots generated via the Innovation program: Although the County's proposed Innovation program is not exclusive to technology implementations, peer examples and best practices tell us that the majority of new initiatives contain a technology component. As we implement our Innovation program, we must ensure that the technology components are properly identified, vetted and prioritized into the larger body of work that makes up our project and application portfolios and work plans.

Information Services

Summary of Services and Performance Measures

Service Area: Network Services

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	100	100	198
Support-Percent of time service response targets of 1 hr., 4 hrs. or 1 business day, based on priority, are met at least 95% of the time.	100	100	100	200

Service Area: Server Services

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Data Management Recovery- Percent of time meeting service level target of 90% of recovery services provided within 8 hours of request receipt.	98	99	100	200
Support-Percent of time providing response within 1 hr., 4 hrs. or 1 business day based on priority 95% of time.	99	100	100	200
Percent of time server and desktop operating system patching done within 30 days of the release of the patch, once investigated and determined to be appropriate for our environment.	100	100	100	200
Data Management Backup- Percent of time backup services fully completed.	98	98	98	200

Service Area: Security Services

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

Information Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percent of time virus protection provided at all times on WCIS supported servers with virus protection signature files current to within 10 business days at all times.	100	100	100	200
Percent of time firewall log monitoring provided during prime shift at all times with monthly trending reports generated 100% of the time.	99	99	100	200
Percent of time intrusion detection monitoring provided during prime shift at all times with IDS signature files current to within 10 business days 100% of the time.	100	100	100	200
Percent of time email attachment filtering and email content inspection services provided at all times with SPAM signature files current to within 10 business days 100% of the time.	100	100	100	200

Service Area: Telecom Services

Description: Foundation - Provide, maintain, update and expand technical infrastructure to create a foundation for the County's business operations. Collaboration - Collaborate with customers to design and implement effective and sustainable solutions in support of business needs.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Moves, adds and changes - Percent of time service level target of within 10 business days of request for non-vendor related requests and 14 business days for vendor related requests met at least 95% of the time.	96	96	96	200
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 90% of the time.	95	98	98	200

Service Area: Desktop Support

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

Information Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Computer equipment moves, configuration and install work-meet agreed upon schedule 90% of time.	96	96	95	200
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	93	95	95	200

Service Area: Help Desk, Move & Asset Mgmt

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Service request management-Percent of time meeting service level target of phone requests resolved or properly reassigned immediately and email requests properly handled in 1 business day at least 95% of the time.	100	100	100	200
Support-Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	93	92	100	200

Register Of Deeds

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	2,269,036	2,459,899	2,456,947	2,498,419
Contractual Services		185,619	259,670	271,270	334,670
Supplies, Materials and Other Charges		171,557	209,771	209,771	209,771
Expenditure Totals	$	**2,626,212**	**2,929,340**	**2,937,988**	**3,042,860**
Revenues:					
Taxes	$	10,964,063	10,640,000	10,640,000	16,117,800
Charges For Services		4,905,491	4,712,667	4,712,667	6,236,200
Licenses & Permits		168,204	171,111	171,111	223,200
Interest Income		1,708	510	510	1,020
Miscellaneous		1,658	–	–	–
Other Financing Sources		–	25,106	36,706	67,316
Revenue Totals	$	**16,041,123**	**15,549,394**	**15,560,994**	**22,645,536**
Number of FTE's		**40.00**	**41.00**	**41.00**	**41.00**

DEPARTMENT PURPOSE AND GOALS

The Wake County Register of Deeds Office (ROD) is a customer-driven recording agency that provides numerous services to the legal community and the general public. The Register of Deeds is a public official elected to four-year terms who is legally charged with recording and maintaining the integrity, completeness, accuracy and safekeeping of various Wake County public records.

The Department's highest priority is to provide eight services required by North Carolina General Statutes. They are: 1) recording legal documents; 2) issuing marriage licenses/certificates; 3) issuing birth and death certificates; 4) issuing notary public oaths/ authentications; 5) imaging recorded documents and maps; 6) indexing recorded documents and maps; 7) redaction of driver license numbers and social security numbers from recorded documents; and 8) recording armed forces discharge papers.

The Register of Deeds Office is required by N.C.G.S 161-22 to make recorded documents available on the temporary or permanent index within 24 hours of recording; documents must be fully indexed on the permanent index within 30 days of initial recording. The Registry goal is one business day. Meanwhile, the indexing department strives for a margin of error of less than one percent. After documents are fully indexed, they are returned to the customer within two days.

MAJOR ACCOMPLISHMENTS

Continued the promotion and expansion of eRecording. The number of customers recording documents electronically has increased to more than 600. Electronic recordings increased 52% from 2014 to 2015.

Promoted the benefits of eRecording and updated the Wake County Real Property Lawyers Association on the progress of eRecording.

Updated the base software component (ePower) of the real estate application. The application is now web-based, with faster speed, better security and compatible with current operating systems and databases.

Register Of Deeds

Continued the cross-training program within the Registry. Cross-training has enabled the Registry to serve the rapidly growing population of Wake County without significantly increasing the number of Registry employees. In 2006, the population of Wake County was estimated at 786,754 and the Registry employed 38 people. Since then, the Registry has added 3 full-time employees, an increase of only 8 percent, while the population of Wake County has grown by 28%, or more than three times as much, according to State population estimates.

Continued to review the accuracy online of index data for documents that were recorded before 1958 to compare what was indexed from the handwritten documents to what is indicated in the Grantor/ Grantee index books. Corrections are made by the Indexing Unit to ensure the accuracy of the online index.

Implemented a computer application allowing the public to request a certified copy of a birth, marriage or death certificate online.

Updated the database related to the Real Property Index to the newest Oracle version. This upgrade keeps Registry technology up-to-date and allows for tighter database security and data optimization.

Updated the vital records database to the current SQL 2014 version. Similar to the Oracle upgrade, SQL 2014 keeps the Registry on current technology. This upgrade allows for better in-memory technologies to handle the increasing vital records workload due to Wake County's continued population growth.

Implemented a customer satisfaction survey to solicit feedback from customers regarding the service they receive at the Registry. The feedback is used to improve training and performance for supervisors and staff.

Instituted training evaluations for Registry employees to assess their knowledge of each service area of the Registry. Employee training is then focused on areas where improvements can and should be made.

Created a custom in-house Microsoft.net program to allow unit supervisors to easily run daily workflow reports. The program consolidates all units into one standard interface making it convenient to run, maintain, compile, and assess.

Commenced a review of birth certificates that were registered before 2011 to correct hand written mistakes with typed corrections.

Continued redaction of Social Security numbers and driver license numbers. More than 54,000 items of personal information have been redacted.

Rescanned 17,569 maps that were recorded in the 1990s and 16,740 maps that were recorded in the 1980s to improve the image quality online. Technology advances allow for better quality scanning. This effort is particularly helpful to local surveyors.

FY17 DISCUSSION

The Register of Deeds budget reflects an increase of $113,520, or 3.9%, from FY 2016. The FY 2017 budget includes an anticipated one time increase of $75,000 for Automation projects. Also included in the budget is funding for annualization of salary and benefit increases.

HORIZON ISSUES

Maintain high service levels as the population of Wake County continues to grow.

Unknown impacts of changes in the law and potential changes in the law. For example, the increased workload related to issuing free marriage and birth certificates to qualifying citizens for the purpose of obtaining a voter identification card is unknown.

The Register of Deeds will continue to implement computerized processes to improve services and the efficiency of the recording process. Projects on the horizon include:

1) Explore tools that can be implemented to allow for auto-indexing of legal documents;

2) Continue to promote the efficiency of electronic recording in the Registry;

3) Upgrade and enhance software applications for the Registry's document management system;

4) Continue the redaction of personal identifying information.

Register Of Deeds

Summary of Services and Performance Measures

Service Area: Recording, Imaging & Indexing

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Efficiency				
Percent of real estate documents recorded and indexed within 24 hours	100	100	100	200
Total number of documents recorded in fiscal year	163,295	180,000	189,000	390,000
Effectiveness				
Percent of documents indexed and verified	100	100	100	200

Service Area: Vital Records and Notaries

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Efficiency				
Percent of vital records documents mailed within 2 business days	100	100	100	200
Percent of vital records documents recorded within 24 hours	100	100	100	200

Service Area: Systems Administration and Computer Services

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of major automation projects implemented in the fiscal year	5	6	5	10
Effectiveness				
Percent of customers able to access ROD systems electronically	100	100	100	200

Register Of Deeds

Service Area: Information Center

Description: To assist walk-in customers within 2 minutes of arrival and to answer incoming calls by the third ring. Service computers and printers in the public search area as needed.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percent of walk-in customers acknowledged or assisted within 2 minutes of arrival, and percent of incoming phone calls answered by third ring	100	100	100	200

Revenue Department

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	3,898,943	4,296,010	4,292,901	4,431,585
Contractual Services		1,834,057	2,880,400	2,883,900	1,074,900
Supplies, Materials and Other Charges		1,859,283	2,566,623	2,566,623	2,118,574
Capital Outlay		6,723	–	–	–
Debt		1,788	4,633	4,633	4,633
Expenditure Totals	$	**7,600,794**	**9,747,666**	**9,748,057**	**7,629,692**
Revenues:					
Charges For Services	$	798,752	812,500	812,500	871,000
Interest Income		18,863	–	–	–
Miscellaneous		513	1,500	1,500	500
Other Financing Sources		–	2,254,400	2,254,400	–
Transfers		2,214,932	2,253,000	2,253,000	2,250,000
Revenue Totals	$	**3,033,059**	**5,321,400**	**5,321,400**	**3,121,500**
Number of FTE's		**65.00**	**67.00**	**67.00**	**69.00**

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

The Revenue Department is consistently among the leaders in the state in property tax collections and achieved an overall collection rate of 99.71% for the prior fiscal year, the highest collection rate ever achieved in Wake County.

The 2016 countywide reappraisal was completed and notices of new appraised value were mailed to real property owners in December of 2015. The reappraisal was completed on time and is projected to cost less than budgeted. Working in collaboration with Wake County Information Services, an online appeal portal was developed for the 2016 reappraisal and 36% of all appeals filed were received online. A comprehensive document management system was also implemented for the 2016 reappraisal. Mailed appeal forms are quickly scanned to a digital format, linked to electronic property records, and recycled. Converting paper documents to digital format saves labor costs, storage fees and allows appraisal staff to access all pertinent information from their desktop computer rather than files.

In a joint effort with Wake County Finance and Wake County Information Services, Wake County taxpayers now have the ability to pay property tax bills utilizing credit or debit cards on the Wake County website or in person at the downtown Revenue Office. Utilization of this new payment option has been high in the first six months of availability.

Revenue Department

FY17 DISCUSSION

The FY 2017 Revenue Department's budget decreases funding by approximately $2.12 million, primarily from eliminating contributions to the Revaluation Reserve ($2.25 million). As this work concluded with the 2016 establishment of updated values, funds are not required at the same level in FY 2017. The FY 2017 budget also includes the annualization of personnel adjustments and an addition of 2.00 FTEs. This approval for two appraisers would be the first of a total of ten appraisers through 2024 to enable the Revenue Department to implement a staffing structure which would blend a greater level of County staff, with a lower level of contracted staff.

In anticipation of shifting from an 8 year to a 4 year reappraisal cycle, partial-year funding for two additional real estate appraisers has been included. (2.00 FTE, $68,286)

Property value eligible for exclusion from the property tax base was greatly expanded in 2016 with the passage of House Bill 168 by the North Carolina General Assembly in 2015. This law excludes increases in value from subdivision or land improvements made by a builder and excludes residential building improvements made by a builder as long as the property is held for sale, capped at three years. The law also requires the builder to apply annually for each property for which an exemption is requested. The law required various unfunded changes to computer platforms, application processes, business processes, reporting features, staff training, and additional staff time to review and process the 2,500 application received in January 2016.

HORIZON ISSUES

On March 21, 2016, the Wake County Board of Commissioners authorized a shorter reappraisal cycle with the next reappraisal being effective for January 1, 2020. It is anticipated that a shorter reappraisal cycle will require additional funding of $6,160,000 through FY25, or an additional appropriation of $770,000 per year. A shorter reappraisal cycle will also require additional real estate appraisers to accomplish the associated additional work load demands. It is anticipated that 10 additional real estate appraisers will be need to be added through FY25, with the first two additional positions being requested for the FY17 budget.

The Revenue Department is working with Wake County Information Services to develop a custom application for the administration of Gross Receipts tax using source code obtained from Mecklenburg County. Gross Receipts encompass Prepared Food and Beverage, Rental Vehicle, Room Occupancy, and Heavy Equipment tax and accounts for approximately $53,000,000 in annual revenue. The application will provide account management, payment processing, debt collection, accounting and reporting functionality that adheres to statewide auditing standards.

Revenue will begin the process to transition its call center application away from the existing external vendor to create an interactive script utilizing the capabilities of the County's call center software InContact. The new technology will provide Revenue with the ability to better control services and quickly react to changing customer and business process needs. The conversion will require staff training and a temporary increase in support while customers become acclimated with the upgraded system.

Community Services

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	21,111,417	22,542,251	22,245,938	23,869,641
Contractual Services		621,540	741,895	833,048	700,047
Supplies, Materials and Other Charges		5,595,954	6,455,733	6,783,900	8,374,963
Capital Outlay		69,529	2,605	29,893	2,605
Expenditure Totals	$	**27,398,440**	**29,742,484**	**29,892,779**	**32,947,256**
Revenues:					
State	$	400,000	401,452	401,452	452,000
Local		44	–	–	–
Charges For Services		1,184,404	1,171,924	1,171,924	1,390,058
Licenses & Permits		3,371,619	3,108,000	3,108,000	2,974,500
Miscellaneous		177,561	207,783	207,783	158,658
Revenue Totals	$	**5,133,628**	**4,889,159**	**4,889,159**	**4,975,216**
Number of FTE's		**327.50**	**346.50**	**350.50**	**358.50**

DEPARTMENT PURPOSE AND GOALS

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

FY17 DISCUSSION

The Community Services budget increased by $3.2 million from the FY 2016 Adopted Budget to $32.9 million which reflects covering full year costs for Northeast Regional Library, half year costs for the new Middle Creek Branch Library, opening in January 2017 and a $1.5 million in ongoing funds to increase the book collection. Additionally, there are increases in salary and benefits projections in most other divisions within Community Services.

Community Services

Division Summary - Community Services Management and Budget Office

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		490,015	455,488	562,175	528,745
Contractual Services		64	97,405	97,405	–
Supplies, Materials and Other Charges		10,185	21,886	21,886	97,566
Expenditure Totals	$	**500,264**	**574,779**	**681,466**	**626,311**
Revenues:					
Revenue Totals	$	**–**	**–**	**–**	**–**
Number of FTE's		4.00	4.00	5.00	5.00

DIVISION PURPOSE AND GOALS

Community Serivces (CS) is one of the County's largest departments. With over 500 regular, part-time, and temporary employees CS provides both the services that people want and the products people need. The department is comprised of six independent divisions that work together as a team: 1) Planning, Development and Inspections, 2) Libraries, 3) Parks, Recreation & Open Space, 4) Geographic Information Services, 5) Veteran's Services and 6) CS Budget and Management Office.

The CS Budget and Management Office provides comprehensive administrative support and business services to all components within the Community Services Department. The Office has two primary teams that are led by the Department Head. The Business Analytics team provides short and long term project management and the Business Operations team that provides consolidated budget, financial and human resource services to the entire department.

Business Analytics team functions: Oversees the development of department and division strategies; Creates annual plans, consistent with agreed strategies; Plan human resourcing to ensure that the Department has the capabilities and resources required to achieve its plans; Develops an organizational structure and establishes processes and systems to ensure the efficient use of resources; and Conduct financial management-related special projects.

Business Operations team functions: Provide the full array of customer services for budget, finance and human resources; Overseeing budget formulation, submission and execution; Providing a complete spectrum of procurement services to ensure products and services are contracted for on a timely basis and at the best value; Providing timely, accurate, and complete official accounting records, including services such as bill processing, and contract management; and Overseeing compliance with financial policies, guidance and procedures.

FY17 DISCUSSION

The Administration Division's budget increased in FY 2017 by $51,532 from the FY 2016 Adopted Budget to $626,311 which resulted largely from various salary and benefit adjustments and the transfer of an FTE from another division during FY 2016.

Division Summary - Parks, Recreation and Open Space

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		2,047,017	2,123,922	2,146,522	2,171,532
Contractual Services		89,769	17,000	49,673	42,500
Supplies, Materials and Other Charges		467,818	587,862	600,500	532,259
Capital Outlay		55,449	–	27,288	–
Expenditure Totals	$	**2,660,053**	**2,728,784**	**2,823,983**	**2,746,291**
Revenues:					
Charges For Services		139,745	150,374	150,374	149,494
Miscellaneous		0	–	–	–
Revenue Totals	$	**139,745**	**150,374**	**150,374**	**149,494**
Number of FTE's		34.00	34.00	34.00	34.00

DIVISION PURPOSE AND GOALS

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

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

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

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

MAJOR ACCOMPLISHMENTS

Purchased 233 acres of open space for $3.27 million, and executed an Interlocal Agreement with the Town of Cary for the construction of their section of the Crabtree Creek Greenway.

Completed construction on the first Wake County Nature Preserve at Robertson Millpond.

Completed design and permitting for Turnipseed Nature Preserve, with expected construction start in summer of 2016.

Went LIVE with an online registration/reservation system that will allow park users to sign up for the Division's educational programs and reserve picnic shelters online.

Completed detailed facility condition assessments for all County and school park facilities.

Completed construction of a new Kiosk check-in facility for the Go Ape high adventure ropes course at Blue Jay Point County Park

Began construction is started on new mountain bike trails at Harris Lake County Park with an expected completion in the fall of 2016.

Completed design and permitting and started construction of a new accessible kayak/canoe launch

area and associated access paths at Lake Crabtree County Park.

Completed updating the Master Plans for all eight (8) existing Wake County parks facilities.

Completed the Wake County Greenway System Plan.

Completed construction of Phase II of the Tenant House at Oak View County Park; Phase II includes interior renovations, installation of windows and doors, and construction of exterior masonry fireplaces.

Completed design and permitting and started construction for the American Tobacco Trail asphalt road crossing improvements, with expected completion in spring of 2016.

Completed installation of new rubberized safety surfacing at select locations at the North Wake Landfill District Park.

Completed design for a new playground at Crowder District Park. Site improvements and playground installation will be completed in summer of 2016.

Completed conceptual design and opinions of cost for the Mussel Propagation project at the Yates Mill County Park research wing.

Completed updating the Lake Myra County Park Master Plan.

Completed the updating of the Swift Creek Greenway Master Plan.

FY17 DISCUSSION

The Parks, Recreation and Open Space Division's FY 2017 budget increased over the FY 2016 budget by $17,507 due to the projection of personnel salary and benefits costs.

Construction will begin on Turnipseed Nature Preserve in summer of 2016.

Construction will continue on a new accessible kayak/canoe launch area and associated access paths at Lake Crabtree County Park.

Acquisition on additional open space property will continue as well as the interlocal agreements with municipalities for the construction of greenway trails.

Evaluation of policy, process and programs associated with agricultural leases and future Community Use of Schools funding.

HORIZON ISSUES

Work on the division strategic plan including the evaluation of Wake County's park facilities for ADA compliance.

Plan and fund future open space land acquisitions and nature preserve development, as well as long-term management and stewardship of open space properties.

Plan, fund and develop Lake Myra County Park and Middle Creek (Southeast) County Park, as well as collaborate with the City of Raleigh on the Little River Reservoir, its future mitigation needs, and the future Little River County Park.

Fund and implement the recently completed existing park master plans and the Wake County Greenway System Plan.

Collaborate with RDU Airport Authority on the future of Lake Crabtree County Park.

Collaborate with Duke Energy-Progress for lease renewal at the Piney Woods property at Harris Lake, and future development of trails on the property.

Work with stakeholders on the continued remediation of the PCB contamination at Lake Crabtree County Park.

Community Services

Summary of Services and Performance Measures

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

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

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of open space acres acquired per year by Wake County's Open Space Program	458.8	267.7	150	N/A
Total number of open space acres acquired to date by Wake County's Open Space Program	5,941.7	6,209.4	6,091.7	N/A

Service Area: Provide the Park Experience People Want

Description: Parks, Recreation, and Open Space (PROS) staff seek to 1) determine what people want in their park experience and 2) facilitate a positive park experience through facilities and services. Parks experiences may include County-led recreation and leisure activities, cultural resources, and educational programs. Experiences may also include serving as a venue for events coordinated by non-County staff and organizations (e.g. Triangle Off-Road Cyclists, 5K races, triathlons, amateur sport leagues).

To evaluate parks experiences, staff routinely monitors park visitation, use of major park facilities and services, and educational programs. Other efforts by PROS staff (which are difficult to measure) include: 1) marketing/promoting parks services and programs, 2) updating social media content (e.g. Facebook, Twitter, Instagram), 3) conducting regular customer satisfaction surveys, and 4) updating and monitoring national trends annually through the National Recreation and Parks Association's PRORAGIS benchmarking website.

Community Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of Open Park Days (all County Parks)	2,851	2,900	2,950	N/A
Number of programs (general, organized group, and outreach)	2,398	2,471	2,475	N/A
Output				
Total park system visitation	1,141,594	1,249,700	1,280,000	N/A
Number of educational and recreational events	92	85	90	N/A
Number of educational and recreational event participants	28,692	20,623	28,400	N/A
Total program participants (genera, organized group, and outreach)	52,067	52,777	53,000	N/A
Number of shelter reservations	536	649	650	N/A
Number of Facebook Likes	56,505	86,365	90,000	N/A
Number of Instagram followers	N/A	1,512	2,052	N/A
Efficiency				
Average Park Visitation per Open Day	400	431	434	N/A
Number of participants per educational and/or recreational event	311.9	242.6	315.6	N/A
Effectiveness				
Percent of visitors who were very satisfied or satisfied with their overall park experience	91	95.3	95	N/A

Service Area: Maintain What We Have (Parks)

Description: Parks, Recreation, and Open Space (PROS) staff seeks to maintain our current parks and open spaces, including their associated facilities, amenities and grounds, in a safe and attractive manner, by: 1) identifying needed improvements, 2) developing a plan to address improvements, and 3) prioritize improvements as resources allow.

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

Community Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percent of visitors who strongly agreed or agreed that park trails and grounds are well maintained.	92.1	97	95	N/A
Percent of visitors who strongly agreed or agreed that buildings are clean and in good condition.	87.5	94.5	95	N/A
Percent of visitors who strongly agreed or agreed that accessibility was adequate for their needs.	88.3	96.7	95	N/A

Division Summary - Planning, Development and Inspections

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		3,927,389	4,179,531	4,179,531	4,228,466
Contractual Services		17,138	25,843	25,843	123,248
Supplies, Materials and Other Charges		384,964	353,826	357,056	342,783
Capital Outlay		7,369	2,605	2,605	2,605
Expenditure Totals	$	**4,336,861**	**4,561,805**	**4,565,035**	**4,697,102**
Revenues:					
Charges For Services		632,876	555,300	555,300	615,650
Licenses & Permits		3,371,619	3,108,000	3,108,000	2,974,500
Miscellaneous		1	–	–	–
Revenue Totals	$	**4,004,496**	**3,663,300**	**3,663,300**	**3,590,150**
Number of FTE's		52.00	52.00	52.00	52.00

DIVISION PURPOSE AND GOALS

Planning, Development and Inspections provides services to the development community as it relates to the following: building permits and inspections in accordance with the North Carolina State Building and County ordinances; land use review in accordance with the Unified Development Ordinance and land Use Plan; and long range planning services for those areas in Wake County lying outside municipal planning jurisdictions.

Planning, Development and Inspections is composed of three primary functions including:

1. Administration and enforcement of the North Carolina building codes as created by the International Code Council and adopted by the N.C. Building Code Council through effective permitting, plan review, and inspections to protect the public's health safety and welfare.

2. Implementation of the Unified Development Ordinance as it relates to zoning and subdivision administration services, zoning code enforcement, coordination of development review activities, and staffing for board related activities.

3. Long range and strategic planning services that develop policies and regulations that guide decisions on growth and development; facilitate collaborative discussions among residents, community partners and elected officials; and address countywide and regional growth issues.

The goals of Planning, Development and Inspections are to provide timely and accurate service while bringing the services closer to the customer. Further, to develop partnerships with clients for the sharing of resources, services and knowledge and to develop education and training programs for staff, internal and external county partners.

MAJOR ACCOMPLISHMENTS

The Inspections section continued support of the Wake County Public School System (WCPSS) construction program, as well as the Research Triangle Park and Raleigh Durham International Airport projects. The County and Town of Fuquay-Varina executed an Interlocal Agreement naming Wake County as the sole inspections unit for the WCPSS building program. With the growth in construction activity, staff operated at peak capacity while still maintaining expected time out and performance levels.

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

The Planning section executed amendments to the Wake County Unified Development Ordinance related to new standards for telecommunication facilities, stream determinations, and agricultural land uses. Staff also worked collaboratively with several municipal partners on amendments to the Land Use Plan as it relates to ETJ and land use classifications. Planning was also instrumental in the update of the County's Water, Sewer and Road Financial Policy.

The Wake County Recommended Transit Plan was completed and unveiled to the public in FY 16. The County also executed a transit governance agreement with its transit partners. Additionally, a variety of municipal, county and regional strategic planning initiatives were supported by analyzing, modeling and/or mapping demographic, development and geographic data. Data resources were applied to: Wake County Vulnerable Communities Index; Wake County's Women's Commission 2016 Status of Women Report; Wake County Fire Services Population Forecasts; Wake County Public Schools System 10-year student forecasts; Wake County Cooperative Extension Food Security Initiative; and Wake County Greenways Plan.

Planning staff continued to collect, analyze and report demographic and development data to inform public officials and county residents, as well as evaluated and updated the on-line resource called Wake by the Numbers that provides information about population, economic, education, housing, and transportation trends in Wake County.

The section also briefed and supported the following non-profit partners: Triangle Family Services; Alliance Medical Ministries; Wade Edwards Learning Lab programs impact analysis pilot studies; Southeast Raleigh Promise Project - a multi-faceted community anchored by a YMCA service facility; Millbrook Road Human Services Center and Eastern, Southern and Western Regional Services Community Advisory Committees; and ALPES - an alliance of Latino public health professionals.

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

The division also contributed in the mapping and increasing the efficiency of the work processes as part of the new land development permitting system. A special six week work session by system subject matter experts mapped out eighty-two processes that will be configured into the new system.

FY17 DISCUSSION

Planning, Development and Inspections Division's FY 2017 budget increased by $135,297 over the FY 2016 Budget. This increase is due to the projection of personnel salary and benefits costs and increases in contractual service contracts.

In FY 2017, the division will continue to respond to the number of permits, plan reviews and inspections, as well as uncertainty of the timing of anticipated workload increases and associated revenues. The division will also play a critical role in the integration of the new land development permitting system. Additionally, the Unified Development Ordinance will continue to be reviewed and amended as necessary.

HORIZON ISSUES

As in the past years of high construction activity, Inspections will monitor its workloads and time out commitments. Both Plans/Permit Staff and the Area Team Inspectors have worked throughout FY 2016 at and slightly above the staffing models workload

capacity. It is expected that current staff can maintain its accuracy and service level commitments if growth maintains a moderate pace for the coming year. Workload reports will be monitored throughout the year and staffing levels evaluated if current trends in construction and/or permitting continue.

Planning will continue to assess updates to the County's long range planning and growth policies amid changing ETJ and Board of Commissioners' goals, annexation, watershed regulations, emerging development trends in municipal jurisdictions, transportation priorities, and urban service areas. As the County's population is now over 1 million people, assessing and addressing the impacts that various types of development patterns have on the health and well-being of county residents will be critical. This includes a future update to the Wake County Land Use Plan and Transportation Plan.

Summary of Services and Performance Measures

Service Area: Field Inspections

Description: The purpose of field inspections is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The County also provides inspections services through interlocal agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon. The field inspectors perform mandated inspections for construction of new structures and alteration/renovation of existing structures and change of occupancy type. Other duties include determining and posting floor loads, posting maximum occupancy loads, issuing stop work orders and declaring unsafe structures. Inspectors must inspect and approve child daycare centers, foster homes, and businesses seeking to obtain ABC permits and adult daycare facilities prior to the State of North Carolina issuing operations licenses.

To ensure quality field inspection services, staff monitors the total number of inspections, the average number of inspections per staff per workday for each service team, and surveys inspection customers twice a year to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of inspectors assigned to the area inspections team	17.8	17.8	19.5	N/A
Number of inspectors assigned to the special inspections team	4	4.5	4.5	N/A
Output				
Number of inspections assigned to the area team	50,707	56,301	57,000	N/A
Number of inspections assigned to the special team	2,957	3,313	5,000	N/A
Efficiency				
Number of area team inspections per staff per workday	13.2	14.2	13.5	24
Number of special team inspections per staff per workday	3.4	3.1	5.1	8
Effectiveness				
Average quality assurance score (100 point scale) by inspectors in quarterly assessments	97.9	95.1	95	190

Service Area: Construction Plan Reviews

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

To evaluate service performance, staff observes the total number of plan reviews, the average number of plan reviews per staff per workday, and surveys

permit customers twice a year to gauge overall satisfaction and service quality.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of plan review staff	3	3	3	N/A
Output				
Number of plan reviews (within County jurrisdication)	2,015	2,040	2,300	N/A
Number of plan reviews (municipal partners)	1,698	1,689	1,900	N/A
Efficiency				
Number of plan reviews per staff per working day	4.9	5.1	3.5	13
Percent of plan reviews completed within three business days	97.5	97.3	95	95
Effectiveness				
Average quality assurance score (100 point scale) by plan reviewers in quarterly assessments	99.3	97.6	95	190

Service Area: Permitting

Description: Permitting staff processes updates and issues building permits for new single-family dwellings and commercial structures, additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff verifies zoning and jurisdiction authority, checks site plans for buffers, FEMA flood soils, easements, and right-of-way and gathers information concerning the scope of the permit. Permitting staff works closely with the zoning and subdivision staff in the Current Planning section; well and waste water, flood and stormwater divisions of Environmental Services; and the Geographical Information Services division of Community Services.

To evaluate service performance, staff monitors the number of issued permits, administers a quarterly quality assurance program that evaluates the accuracy of reviews by planning and permitting technicians, and surveys permit customers twice a year to gauge overall satisfaction, service quality, and customer interactions.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of permitting staff	4.9	4.9	5	N/A
Number of Workdays (less hours for standing meetings, training, and quality assurance exercises)	N/A	N/A	N/A	N/A
Output				
Number of residential permits (new construction, additions, and remodeling) in County jurisdiction	2,120	2,267	2,300	N/A
Number of commercial permits (new construction, additions, and remodeling) in County jurisdiction	209	187	200	N/A
Number of trade permits for plumbing, mechanical, and electrical in County jurisdiction	3,394	4,037	4,300	N/A
Number of other permits (use, demolition, and other structures) in County jurisdiction	239	305	320	N/A
Efficiency				
Percent of permits issued within three business days after completion of all requirements	71.2	83.7	95	95
Average number of residential/commercial permits per staff per workday	3.3	3.6	3.6	6
Effectiveness				
Average quality assurance score (100 point scale) by permitting staff in quarterly assessments	98.3	94.1	95	190

Service Area: Subdivision Administration

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of regular subdivision cases	26	17	17	N/A
Number of subdivisions final plats	12	16	16	N/A
Number of minor subdivision cases	52	50	50	N/A
Number of exempt subdivision cases	131	150	150	N/A
Number of subdivision construction plan cases	29	36	32	N/A

Service Area: Zoning and Land Development

Description: Zoning Administration staff reviews commercial site plans to ensure compliance with the Land Use Plan, Thoroughfare Plan, and the Unified Development Ordinance. Staff also administers the former Zoning Ordinance for projects approved prior to the adoption of the Unified Development

Ordinance. Staff review rezoning requests, special use permits, grave removals, and issues Land Use permits including home occupation and sign permits. Additionally, the Planning section provided staff support for the Planning Board and Board of Adjustment.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of zoning land use permits	293	235	235	N/A
Number of general use permits issued for zoning and land development (i.e. commercial use review)	148	125	125	N/A
Number of special use permits or variances in zoning	14	18	15	N/A
Number of rezoning cases	4	6	4	N/A
Number of zoning text amendments	5	4	4	N/A

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of analyses or reports completed on demographics data	110	120	120	N/A
Number of Land Use Plan Amendments	2	2	4	N/A
Number of ETJ Extension Requests	1	1	1	N/A
Number of Land Use Plan and Corridor Studies	N/A	N/A	1	N/A
Number of Site Plan reviews for compliance w/ Land Use Plan	39	40	40	N/A

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of code violations investigated	75	53	56	N/A

Division Summary - Veterans Services

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		219,535	231,966	234,966	236,700
Contractual Services		4,635	1,400	1,400	2,850
Supplies, Materials and Other Charges		7,673	12,319	12,319	10,869
Expenditure Totals	$	**231,843**	**245,685**	**248,685**	**250,419**
Revenues:					
State		–	1,452	1,452	2,000
Revenue Totals	$	**–**	**1,452**	**1,452**	**2,000**
Number of FTE's		3.50	3.50	3.50	3.50

DIVISION PURPOSE AND GOALS

Wake County Veterans Service Office (VSO) assists veterans and their families obtain local, state, and federal benefits. Acting as an advocate, accredited Veteran Service Officers advise customers on earned benefit eligibility resulting from military service, complete claim application forms, and monitor claims once they arrive at the federal or state level. Specific services provided by Wake VSO include assisting veterans and their dependents: file claims for non-service connected pensions and service-connected disability compensation; secure medical treatment, medication, transportation, and other essential medical equipment; obtain payment for medical bills; file for educational and job training benefits; obtain Veteran Administration Home Loan information and Guaranties; request and correct military records; upgrade discharges; file for burial benefits; monitor and develop claims cases after submittal to the Federal VA; and formulate and submit an appeal when benefits are denied. In addition, Wake VSO conducts home visits for disabled veterans, provides information sessions to veterans and relevant stakeholders in the community, and maintains a website.

MAJOR ACCOMPLISHMENTS

VSO transitioned to BellData's Veteran Services Network. This browser-based tracking and management application is available via the internet and collects general demographic as well as specific veteran service information necessary to process United States Department of Veterans Affairs (VA) claims. Having the capability to merge client data into over 40 VA forms has improved office productivity and made filing for benefits easier.

The need to transition away from an existing database to BellData was identified after best practice site visits in other County veteran services offices including Mecklenburg, Cumberland, and Harnett Counties. BellData was identified as an improvement based on successful implementation and used in VSOs in Mecklenburg County.

Staff participated in the NCACVSO training conferences in the fall of 2015 and spring of 2016.

FY17 DISCUSSION

The Veterans Service Office FY 2017 budget increased over the FY 2016 budget by $4,734 due to minor adjustments to salary and benefits.

HORIZON ISSUES

Wake County also continues to have a high number of veterans living within the County. According to veteran population projections released by the United States Department of Veteran Affairs (VA), 773,884 veterans were living in North Carolina as of September 30, 2015. Of which, 7.5% (or 58,237) of

the state's veterans live in Wake County. This is the highest veteran population in the state including Counties with major military installations (i.e. Cumberland at 50,010 and Onslow at 30,329). Based on VA projections, the total number of veterans is expected to decrease in Wake County; however, the number of veterans over the age of 65 is expected to increase. Older veterans are more prone to seek VA pensions and/or medical benefits resulting in increased demand for VSO services even as overall veteran population declines.

VSO is also actively participating in the development of NCServes for the Raleigh/Durham region. NCServes is a coordinated network of public, private, and not-for-profit organizations to better serve veterans, transitioning service members, and their families. The network will be made up differing service providers in the areas such as: 1) education, 2) economic and financial stability (e.g. benefits), 3) access to safe and affordable housing, 4) legal resources, 5) healthcare and mental health, 6) employment and entrepreneurship, and 7) social connectedness. The NC Serves network is an expansion of similar successes in New York, Charlotte, Pittsburgh, and Charleston, SC under the leadership of Syracuse University's Institute for Veterans and Military Families (IVMF) and with funding provided by the Walmart Foundation.

Wake VSO will be a service provider in the NCServices network allowing staff to focus on key services (e.g. benefits) while referring clients to other agencies better suited to meet their non-benefit service needs. All referrals will be handled by a coordinating center that is expected to begin operation in the summer of 2016.

Summary of Services and Performance Measures

Service Area: Veterans Services

Description: The purpose of Veterans Services (VSO) is to assist veterans and their families with obtaining local, state and federal benefits unique to veterans. The VSO office helps them discover benefits to which they are entitled and assists them during the application process by using our expertise and knowledge of the United States Department of Veteran Affairs (VA) policies and procedures.

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Average number of VSO officers available to provide consultation and claim filing services	1.9	2	2	N/A
Output				
Number of consultations	1,239	1,875	1,925	N/A
Efficiency				
Average number of consultations per officers per year	2.4	3.9	4	N/A

Division Summary - Geographic Information Services

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		1,496,158	1,603,382	1,603,382	1,592,083
Contractual Services		86,293	127,100	154,100	123,200
Supplies, Materials and Other Charges		40,878	57,303	60,371	61,203
Expenditure Totals	$	**1,623,330**	**1,787,785**	**1,817,853**	**1,776,486**
Revenues:					
Charges For Services		–	–	–	158,664
Miscellaneous		3,275	2,783	2,783	3,658
Revenue Totals	$	**3,275**	**2,783**	**2,783**	**162,322**
Number of FTE's		18.00	18.00	18.00	18.00

DIVISION PURPOSE AND GOALS

Geographic Information Services (GIS) provides high-quality geospatial data, applications, infrastructure, and assistance to an increasingly diverse user community. This assistance helps our customers visualize and transform geographic data into usable information. GIS's customers (i.e., Wake County agencies, other governmental jurisdictions, and the greater community) rely on this assistance to make more informed and effective decisions as they seek to provide, enhance, and extend their services. GIS strives to provide geographic data that is accurate, current, complete, joinable with other data, and available in a variety of formats. Technical and infrastructure support provided by GIS ranges from needs analysis, programming/application development, hardware/software support, training, and project management. As more customers recognize the value of linking their information with geography, GIS's coordination role has become more important as the staff works with other agencies to serve as a clearinghouse for data as well as a central distributor for Wake County-generated data.

MAJOR ACCOMPLISHMENTS

Released Version 3 of iMAPS (http://maps.raleighnc.gov/IMAPS/index.html), Wake County and City of Raleigh's very popular Land Records Viewer Application.

Launched project to continue work begun by the City of Raleigh to develop a Master Address Repository (MAR) of all possible and actual addresses/points for the entire County.

Released 6 new GIS Web Applications:

-Board of Commissioners District Comparison App (http://maps.wakegov.com/elections/districtcompare/commissioner/)

-Board of Education District Comparison App (http://maps.wakegov.com/elections/districtcompare/education/)

-FEMA Flood Zone Comparison App (http://maps.wakegov.com/femacompare/index.html)

-Recreational Waters Testing App (internal users)

-Hazardous Spills Collection App (internal users)

-Sheriff's Office Crime Analytics App (internal users)

Transitioned Wake County's Open Data Portal (http://data.wake.opendata.arcgis.com) from the Beta Version to the Production Version along with Information Services. Successfully federated our data to the Federal Open Data site (http://www.data.gov). Added permit, restaurant inspection, and crime data layers to the Open Data Portal.

Supported the Revenue Department's 2016 Revaluation Project and day-to-day responsibilities with the rMAPS application

Partnered with various County agencies in using new technology (ArcGIS OnLine) from our GIS software vendor to allow users to collaborate and create web maps and applications. Examples of how departments are using the technology include: GIS is sharing preliminary data with the Town of Cary; Board of Elections is assessing precinct assignments; Environmental Services is mapping the location of potential groundwater contaminants and attaching relevant legal documents: and Emergency Management is identifying locations for incident management.

Provided planning and implementation assistance to develop the GIS linkages to the County's EnerGov Land Development System (LDS)

Completed FY16 Human Services' Director's Annual Mapping Project showing the location of clients for ten Human Services Programs

Continued support of Global Positioning System (GPS) Projects for Environmental Services, General Services Administration, and PROS.

FY17 DISCUSSION

The GIS Division's FY 2017 budget decreased by $11,299 from the FY 2016 budget due to decreases in the salary and benefits category of their budget.

Provide implementation assistance in developing the GIS linkages to the County's EnerGov Land Development System (LDS).

Provide support in planning and implementing migration to the new Computer Aided Dispatch (CAD) system in the Raleigh/Wake Emergency Communications Center.

Complete joint project with municipalities to develop a Master Address Repository (MAR) of all possible and actual addresses/points for the entire County.

Locate the Wake / Harnett County Line, contract for a survey, and record maps showing the Wake / Harnett County Line.

Rewrite existing GIS application interfaces using newer programming technology for the Damage Assessment Application (used by PDI, Emergency Management, and the City of Raleigh), rMAPS (used by the Revenue Department), and Street Sign Work Order App (used by GSA).

Develop additional mobile and department-targeted GIS applications.

HORIZON ISSUES

Locate the Wake / Granville County Line, contract for a survey, record maps showing the Wake / Granville County Line

Develop additional mobile and department-targeted GIS applications

Summary of Services and Performance Measures

Service Area: GIS Clearinghouse / Central Distributor of GIS Information

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of "walk-in" requests for information	683	704	700	N/A
Number of information requests via phone and/ or email	7,358	7,677	7,700	N/A
Number of special projects requested by Wake County and/or other government agencies	89	94	100	N/A
Number of special projects requested by the general public	28	23	35	N/A
Number of visits to GIS Supported website (e.g. iMAPS, Solid Waste Drop-off Locator)	1,327,450	1,470,979	1,500,000	N/A

Service Area: GIS Maintain and Support Geographic Databases

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of parcels mapped	5,919	6,212	6,100	N/A
Number of addresses assigned	3,064	2,843	2,600	N/A
Number of centerline street segments mapped	5,804	4,100	1,500	N/A
Number of annual CAD geofile updates	4	4	4	4
Efficiency				
Percent of annexation ordinances mapped as of the effective date of the annexation	100	100	100	200

Division Summary - Libraries

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		12,931,302	13,947,962	13,519,362	15,112,115
Contractual Services		423,640	473,147	504,627	408,249
Supplies, Materials and Other Charges		4,684,435	5,422,537	5,731,768	7,330,283
Capital Outlay		6,712	–	–	–
Expenditure Totals	$	**18,046,089**	**19,843,646**	**19,755,757**	**22,850,647**
Revenues:					
State		400,000	400,000	400,000	450,000
Local		44	–	–	–
Charges For Services		411,783	466,250	466,250	466,250
Miscellaneous		174,285	205,000	205,000	155,000
Revenue Totals	$	**986,112**	**1,071,250**	**1,071,250**	**1,071,250**
Number of FTE's		216.00	235.00	238.00	246.00

DIVISION PURPOSE AND GOALS

The Wake County Public Library System (WCPL) provides services to children, promotes recreational reading, encourages lifelong learning, serves as a community center and bridges the technology gap. The system operates seven regional libraries, twelve community libraries, two specialty libraries - the Olivia Raney Local History Library and the Express Library on Fayetteville Street, and operates a Bookmobile. The Northeast Regional Library, a new 22,000 SF facility, opened in April 2016. WCPL supports a Digital Library that manages the Library's virtual and digital presence. The Digital Library administers the library's web presence, supports the eBook and eAudio collection, and facilitates community involvement through various social media platforms.

Library services are supportive of the Commissioners' goals, as evident in the adoption of the Library Master Plan by the Board of Commissioners. Libraries promote the love of reading and foster the pursuit of knowledge among the residents in the County. Libraries are a vital component of a community's life. According to customer service surveys completed in 2015, 96.5% of library customers rate their Wake County Library experience as excellent or good. Community support for the libraries is strong with an annual door count in FY 2016 of more than 3.3 million visitors, annual circulation greater than 10 million items and annual program attendance of more than 329,000 participants, as well as 70 percent voter bond approval.

MAJOR ACCOMPLISHMENTS

To be a successful library system, WCPL focuses on three factors: developing products that people love, operating facilities that are well thought out, and providing experiences that are pleasant. WCPL products include: books and collections that people want, access to the Internet and other digital services that are easy to use, and programs that are engaging and educational. In FY16, WCPL's efforts in these three areas maintained WCPL status as the busiest and most cost effective library system in NC. WCPL's Teen program, "Every Teen Ready to Lead," was recognized with a 2015 National Association of Counties (NACO) Achievement Award, the "Freedom to Read", program was acknowledged by the NC Public Library Directors Association (NCPDLA), and the Summer Reading video, "Speed Read & the Book Crook," was recognized by the NC

Association of Government Information Officers (NCAGIO).

WCPL continues expanding its innovative and popular program of service for the young child, the school age child, and teens. WCPL successfully completed three programming series (each series consisted of 12 weeks of programming for all ages) in FY2016. WCPL presented almost 9,000 programs for all ages with an attendance of over 329,000 people. The Summer Reading Program which had over 47,000 participates of all ages. System events such as the Storytelling Festival and the Moonlight Walk were popular with Wake County citizens. WCPL partnered with Marbles Kids Museum to develop new School Age program focused on children at risk. The program was partially funded by the US Institute for Museum and Library Studies (ILMS).

The Adult program of Service was revised and services expanded this year. The services include: book club assistance & over 400 book club kits, "Device Advice" to provide help downloading eContent, "Express Book Bags" and custom book lists to make it easier to get books for our readers, "Get that Job," Proctoring and "Research It," and a Senior Book service focused on the growing number of senior centers. Program highlights included the National Endowment "Big Read"- A program focused on the Maltese Falcon by Dashiell Hammett. Other events of interest included: the author visit by Sista Souljah, Bouchercon, Literary March Madness, "Harper Lee & Sweet Tea," a "Downton Abbey Tea," "Blind Date with a Book," "Authors in Your Back Yard," and the popular weekly "Craft It", programs.

The Annual Wake County Book Sale and Festival of Reading had a three day attendance of approximately 14,200 visitors. Over 298,000 books were sold and the County earned over $103,000 in book sales. The Valentines for Vets program distributed over 5,400 valentines to veterans' hospitals. The Richard B. Harrison Community Library celebrated its 80th year anniversary. The Richard B. Harrison Library was established by Mollie Huston Lee in 1935 as the first public library in Wake County to serve African American citizens.

Leesville Community Library was re-opened in September 2016 after fire restoration was completed. In October 2016, WCPL assumed full responsibility for the operation of the Athens Drive Community Library; and, expanded hours of operation and youth programming. The County broke ground on the Middle Creek Community Library in January 2016. WCPL opened Northeast Regional Library in April 2016's the 22,000SF facility is the first new library facility opened since 2009. The renovated Southeast Regional Library reopened in May 2016. Library sites were selected and design was started for both the Cary and Fuquay Varina Library expansions.

FY17 DISCUSSION

The Libraries Division budget increased by $3,007,001 from the FY 2016 Adopted Budget to FY 2017 due to the $1.5 million increase to the book purchasing budget, the opening of Middle Creek in January 2017, plus increases for a full year of funding to operate Northeast Regional Library and the midyear increases to Athens Drive Library. Middle Creek Branch Library expansion includes adding 8 new library staff and requires additional operating costs, totaling $529,960. Middle Creek Community Library, funded from the 2007 library bond building program, was postponed due to the economic recession. The project resumed in 2016. This 8,000 square foot library will be located in the Middle Creek area near Cary and Holly Springs and is scheduled to be completed in the fall of 2016 and will open to the public in early 2017. Northeast Regional Library which opened in April

In 2009, library book funding decreased and then building program halted, in turn book replacements declined and the collection size suffered. The declining circulation numbers are most likely linked to the age and reduction of the current collection due to decreased funding coupled with the delayed opening of new libraries. To analyze and justify library operations, staff spent several years developing and fine-tuning a library model unprecedented across the U.S. The model uses various sources of data to provide a complimentary analysis of both the science and art of library operations. Staff anticipates circulation numbers will increase as collection funding, for areas such as Adult

Fiction, begins to be reinstated. The FY 2017 budget includes, $1.5 million in ongoing funding for the purchase of library books.

HORIZON ISSUES

The future operating costs associated with the WCPL's new and expanded facilities have been budgeted. However, WCPL is anticipated the need for training with an expanded staffing level and will introduce a new training module focused on the paraprofessionals in FY 2017. With the addition of new and larger facilities, WCPL will develop a staffing model for library support services to identify potential areas of need. The current CIP plan expires in 2019 and Wake County has experienced significant growth since the last CIP passed in 2007; therefore, planning for future library needs will be studied.

Summary of Services and Performance Measures

Service Area: A Collection Members Want

Description: The WCPL collections are books and other materials used at a library location or online at www.wakegov.com/libraries. In order to meet the needs of the dynamic and diverse communities, WCPL seeks to develop a book collection of considerable scope and variety. Library staff recieve strong member support for a collection that is: current, expertly selected, supports education and employment, meets the needs of the growing international community, supports local interests such as genealogy and the arts, and is presented in varying formats (i.e. audio books). The Libraries select, without bias or any limitation on the right to know, a comprehensive collection to meet the informational, educational, recreational, and cultural needs of Wake County citizens within the available budget. The Library seeks to meet the needs of various ages, interests, education levels, reading levels, and cultural backgrounds of Wake County citizens through which an individual may explore all points of view and issues of interests. The Library also seeks to anticipate public demand for materials.

To evaluate the print collection, staff regularly monitors the size and composition of the collection and circulation.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of materials in the print collection (books)	1,330,706	1,491,000	1,495,000	N/A
Number of downloadable materials in collection (books)	35,209	45,000	50,000	N/A
Number of materials in print & downloadable collections	1,365,915	1,536,000	1,545,000	N/A
Dollars expended on the collections (books)	N/A	N/A	N/A	N/A
Output				
Number of print material circulations	10,323,959	9,289,972	9,300,000	N/A
Number of downloadable circulations	693,687	899,566	1,000,000	N/A
Number of total circulations (print and downloadable)	11,017,646	10,189,538	10,300,000	N/A
Number of cardholders active within 1 year	240,541	232,744	230,000	N/A
Efficiency				
Books (print collection) per cardholder	5.5	6.4	6.5	N/A
Circulation (print material) per cardholder	42.9	39.9	40.4	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that it was easy to find the book they were looking for at their primary library.	79.7	81.1	80	90

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

Description: More Wake County citizens have access to technology today than just a few years through personal computers and mobile devices. Proliferation of such devices are creating an increased demand for new content, including digital books/audio, and services such access to a power source and internet connection inside library facilities. For those who are without such technology, libraries help

bridge the technology gap by providing access to public computers with a range of services and are well suited to provide these services with locations throughout the County. Digital services provide adults and children computers with public access, electronic resources, remote access services through the web, wireless internet service within the branches for citizen's personal laptops, and instruction on computer use.

To evaluate service performance, staff routinely monitors the size and circulation of digital content, the hours of public computer usage, and survey responses regarding access to public computers and/or internet connections.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of materials available for download (downloadable collection)	35,209	45,000	50,000	N/A
Output				
Hours in which public computers were used by cardholders	658,917	544,957	575,000	N/A
Number of downloadable material circulations	693,687	899,566	1,000,000	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that they had enough time on public computers to complete their activities	80.1	81.5	80	N/A
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	80.7	79.3	80	N/A

Service Area: Library Programs (Youth and Adult)

Description: Services to children is a top priority of the library system because introducing young children to books and reading at an early age has a great impact on that child's lifelong literacy and academic success. Program services include story times that introduce books and reading to children, ongoing reading programs to maintain reading levels, reference services to support school curriculum, reader advisory to make reading a lifelong habit, maintaining book and audio book collections for children, bookmobile service to daycare centers, computer access and collaboration with public, private, charter and home schools.

Libraries also provide adult reading programs to remain a center of lifelong learning since persons of all ages may use the library for curriculum support and as a source for building knowledge about interests they may have.

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of Youth Programs	7,880	7,936	8,700	N/A
Number of Adult Programs	1,024	910	1,000	N/A
Output				
Youth Program Attendance	286,495	311,339	326,250	N/A
Adult Program Attendance	17,675	18,229	20,000	N/A
Efficiency				
Youth Attendance per Program	36.4	39.2	37.5	30
Adult Attendance per Program	17.3	20	20	15

Service Area: Library Facilities that are Well Thought Out

Description: Libraries seek to establish itself as a community center. This includes promoting the library as a destination, offering services, which appeal to all generations and providing meeting space for non-profit and educational groups in the community. Members have routinely expressed their views that libraries are important to their community and an important place for their families to visit. For this reason, it is important that libraries are placed well for easy access, that libraries are near where people live, work, and play, that spaces are managed effectively, and that members feel safe during their visit.

To determine the service's effectiveness, staff examines hours of operation and annual user satisfaction survey responses, and evaluates library locations based on the number of people, households, and cardholders who live within a ten-minute non-overlapping drive time area for each facility.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of library hours open to the public	59,270	60,519	63,500	N/A
Output				
Library visitation (door count)	3,616,782	3,349,869	3,492,500	N/A
Efficiency				
Library visitation per open hour	61	55.4	55	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that they felt safe at the library	95	94.9	95	N/A
Percent of members who strongly agreed or agreed that libraries are attractive and well-maintained	93.6	94.6	95	N/A
Percent of County population within a ten minute drive time of a public library	88.6	90	92	N/A
Percent of County households within a ten minute drive time of a public library	89.5	90	92	N/A
Percent of Wake County cardholders within a ten minute drive time of a public library	N/A	N/A	N/A	N/A
Percent of members who strongly agreed or agreed that hours of operation are convenient	89.4	90.1	90	N/A

Service Area: Pleasant Experiences (Library)

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of library hours open to the public	59,270	60,519	63,500	N/A
Effectiveness				
Percent of members who strongly agreed or agreed that hours of operation are convenient	89.4	90.1	90	N/A
Percent of members who strongly agreed or agreed that it is easy to find the book they are looking for at their primary library	79.7	81.1	80	N/A
Percent of members who strongly agreed or agreed that the reserved book wait period is acceptable.	80.1	84.4	85	N/A
Percent of members who strongly agreed or agreed that it is easy to checkout books at their primary library	97	96.8	95	N/A
Percent of members who strongly agreed or agreed that it is easy to find staff when they need help.	95.8	95.6	95	N/A
Percent of members who strongly agreed or agreed that staff demonstrated a willingness to help	97.7	96.7	95	N/A
Percent of members who strongly agreed or agreed that staff was able to resolve their issue or answered their question(s)	95.8	95.6	95	N/A

Environmental Services

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	7,429,615	8,122,505	8,119,023	8,825,363
Contractual Services		414,484	407,174	526,732	429,702
Supplies, Materials and Other Charges		1,363,910	1,450,301	1,426,192	1,532,553
Capital Outlay		122,158	49,800	49,800	85,608
Expenditure Totals	$	**9,330,167**	**10,029,780**	**10,121,747**	**10,873,226**
Revenues:					
State	$	102,861	121,256	121,256	121,256
Charges For Services		1,366,865	1,234,112	1,234,112	1,429,659
Licenses & Permits		968,212	1,058,681	1,058,681	914,000
Miscellaneous		(1,050)	12,600	12,600	12,600
Transfers		44,320	44,320	44,320	44,320
Revenue Totals	$	**2,481,208**	**2,470,969**	**2,470,969**	**2,521,835**
Number of FTE's		**109.00**	**118.00**	**118.00**	**125.00**

DEPARTMENT PURPOSE AND GOALS

The Environmental Services Department is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. To accomplish the goals and objectives prescribed by the Board of Commissioners and the County Manager, the Department consists of five divisions: Administration, Animal Services, Environmental Health and Safety, Solid Waste and Water Quality. With the exception of the Solid Waste Division, each of these divisions will appear in the Environmental Services section of the adopted budget document. The Solid Waste Division is a public enterprise; as such, the Board of Commissioners appropriates an operating budget for the Solid Waste Division that is separate and independent from the County's General Fund. To review the operating budget for the Solid Waste Division, please refer to the "Enterprise Funds" section of the budget document.

FY17 DISCUSSION

The Environmental Services budget increased by $751,479, or 7.5%, from the Fiscal Year 2016 Adopted Budget and includes funding for the following expansion items:

The Department has received funding for 5 new inspectors in order to keep up with growth and improve coverage with required inspections. The Water Quality Division receives two of these inspectors to inspect waste water septic systems, and the Environmental Health and Safety Division receives three positions for restaurant and other establishments requiring annual food safety inspections.

The Department also received a position to establish a Water Resources Manager. This position is needed in order to establish procedures and processes and study laws impacting inspections.

The Animal Shelter receives one position in order to improve customer service by ensuring adequate coverage for responding to citizen questions whether on the phone or in person at the shelter.

HORIZON ISSUES

Looking ahead to FY 2017 and beyond, the Department is mindful of the responsibility to manage its budget judiciously and provide the best possible customer services. Towards those ends, the Department has identified its top six priorities for the next couple of years. In brief, and in no particular order, these priorities are to: (1) Continue to enhance our clean water initiative that ensures safe drinking and recreational waters for the citizens of Wake County. This includes close coordination with the NC Department of Natural Resources, the NC Department of Health and Human Services and the Environmental Protection Agency. (2) Animal Welfare: Develop and implement cost-effective, life-saving programs and practices, in partnership with public and private organizations in the community to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Shelter. (3) Draft and implement a plan that minimizes budgetary impacts while meeting State nutrient management mandates for the Falls and Jordan Lake Watersheds. (4) Continuing financial and long-term planning efforts for solid waste. (5) Evaluate regulations, fees and/or practices to encourage business investment/reinvestment (without sacrificing other public policy objectives). (6) Effectively manage Environmental Health & Safety programs to maximize the safety of our residents in a dynamic environment.

Environmental Services

Division Summary - Environmental Services Administration

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		630,438	638,344	634,862	607,968
Contractual Services		37,341	185,720	206,008	185,720
Supplies, Materials and Other Charges		58,019	140,902	140,902	149,545
Expenditure Totals	$	**725,798**	**964,966**	**981,772**	**943,233**
Revenues:					
Charges For Services		1,948	–	–	–
Miscellaneous		–	12,600	12,600	12,600
Transfers		44,320	44,320	44,320	44,320
Revenue Totals	$	**46,268**	**56,920**	**56,920**	**56,920**
Number of FTE's		9.00	9.00	9.00	9.00

DIVISION PURPOSE AND GOALS

The Administration Division has a staff count of 9.0 full-time equivalents (FTEs) and is the primary point of contact for the Wake County Board of Commissioners and the Office of the County Manager. It is responsible for the overall performance and operation of the department. The Wake County Board of Commissioners and the Office of the County Manager establish goals and objectives for Wake County, and the Administration Division is responsible for implementing the specific programs, products and services required to accomplish the prescribed goals and objectives. All matters related to Department staffing, personnel management, budget management and performance monitoring are managed through the Administration Division. The Administration Division is also responsible for the management and operation of the Environmental Services Customer Support Center as well as departmental and interdepartmental code enforcement coordination.

MAJOR ACCOMPLISHMENTS

During fiscal year 2016, the Administration Division has collaborated across departmental boundaries to advance multi-dimensional projects, updated the Strategic Plan to enhance its use as a working document, supported Wake County's North Carolina Local Health Department re-accreditation, and evaluated ways to merge operations and budget planning to further evaluate efficiencies.

Environmental Services's strategic planning allowed personnel across divisions to collectively drill down on methods of success, customer service, our budget approach and factors of institutional resilience. Divisions re-considered mission statements and identified actions and metrics to support those missions. One strategic initiative was added to the seven that were reaffirmed from the previous planning cycle.

The cross-divisional initiatives are:

(1) Clearly defined standards for interfacing with customers and fulfilling mandates that are written in documents and located to be easily accessible to all staff at all times

(2) Operations planning that is predictive of different scenarios for each division and takes into account service level expectations and varying workloads

(3) Methods of open and professional communication that cross the boundaries of divisions and departments to express common goals and achievements

(4) Continuous Improvement Projects that are documented and shared to empower staff to bring positive change in their job tasks and stakeholder relationships

(5) Budget Planning that is shared, communicated, transparent, and accurate to inform decision-makers about the key deliverables in our area of operation that could benefit from adjustment of resources available to the Department

(6) Operations training that includes skills and tasks that may not be carried out every day, like money handling or safety, to keep our staff informed and ready to complete all tasks in a professional manner

(7) Change control for our enterprise software systems that anticipates risk and avoids downtime

(8) Customer service that is provided through all internal and external forms of communication, in a respectful manner, with the goal of addressing each customer's needs

Strategic planning meetings included the following from Environmental Services: division directors, business officer, HR representative, Customer Support Center supervisor, section supervisors, the department director, and the department manager. The Communications Office liaison and budget analyst for Environmental Services also participated in planning meetings. Missions, strategic initiatives, actions and metrics continue to be communicated to and discussed among all staff, as every employee has a role in supporting the success of Environmental Services. Specific actions and metrics contained within the plan will enhance its use as a working document.

Accomplishments within the framework of these initiatives include:

Clearly defined standards:

Environmental Services' protocols database was used extensively to consolidate the procedures and policies of each division in a place where they are shared and reviewed annually. The database was key to providing supporting materials for Local Health Department Re-Accreditation. Likewise, consistency between job descriptions, qualifications, and documentation of training for environmental health employees was evaluated by the Administration Division and important to the case for re-accreditation.

Continuous improvement:

While the strategic plan offers a mechanism for continuous improvement, actions within the department demonstrate that these are not just words on a page. The department director co-leads the team for progress toward the Board of Commissioners Growth and Sustainability and Mobility goals. The Administration Division has collaborated with GSA on a grant that has resulted in the installation of telematic devices on vehicles. It is anticipated that we will soon see quantified improvements in safety and efficiency. The Administration Division has coordinated with Community Services to respond to requests by the Growth, Land Use and Environment (GLUE) Committee. The division has worked to enhance crisis preparedness and response.

Communication:

The Administration Division supported internal communication in many ways, including but not limited to discussion during strategic planning that allowed staff to learn from the successes of others, discuss fulfillment of missions, and divisional approaches to common issues. Coordination with the Communications Office liaison and website reviews are areas where the Administration Division has impacted external communication.

Budget Planning and Operations Planning:

Directors were provided with key tools to effectively use their financial and human resources, including: budget process guidance and management, development of budgets with line item assumptions that facilitated project prioritization to stay on budget, and calculated cost benefit analysis for new

projects or program changes to facilitate decision-making.

The Environmental Services finance staff has designed and implemented Phase I of a business intelligence solution to support fact-based decision-making at a low cost and minimum IT involvement. In addition to executive dashboards with a high level view and the ability to drill down into the business, there is also a 4-year trend analysis and forecasting component to anticipate business changes and manage their outcome. Administration Division staff have guided the transfer of this approach to the development of a similar dashboard for Water Quality, which is now being used for day-to-day operations planning as well as higher level analysis which in turn supports budget alignment.

HORIZON ISSUES

Horizon issues for the Administration Division include:

1. Responding to current growth patterns in areas such as construction, food service, hospitality, waste disposal, and animal services while continuing to consider indicators that can help predict future trends impacting divisional workloads and budgets.

2. Identifying novel ways to efficiently enhance our response to customer need within Wake County.

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

Environmental Services

Division Summary - Environmental Health & Safety

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		2,110,664	2,429,022	2,429,022	2,693,868
Contractual Services		27,071	4,920	29,620	11,184
Supplies, Materials and Other Charges		219,871	237,655	221,455	235,066
Capital Outlay		13,500	48,600	48,600	48,474
Expenditure Totals	$	**2,371,107**	**2,720,197**	**2,728,697**	**2,988,592**
Revenues:					
State		102,861	121,256	121,256	121,256
Charges For Services		101,150	94,500	94,500	100,500
Licenses & Permits		350,550	326,500	326,500	341,500
Revenue Totals	$	**554,561**	**542,256**	**542,256**	**563,256**
Number of FTE's		30.00	33.00	33.00	36.00

DIVISION PURPOSE AND GOALS

The goal of Wake County Environmental Health and Safety Division (EH&S) is to improve public health through education, plan review and inspection. The Division has a total staff count of 33 full-time equivalents (FTEs), and is divided into two sections: Food Lodging Institution (FLIS) and Plan Review and Recreational Sanitation (PRRS). The EH&S Division is responsible for administering and enforcing state laws and regulations and local ordinances related to public health and safety.

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

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

MAJOR ACCOMPLISHMENTS

2015 Risk Factor Study of restaurant facilities

Since 2010, there has been a measurable reduction in food safety risk factors in the county's 3,200 food establishments. EH&S conducted risk factor studies in 2010 and in 2015 which showed significant improvement in food safety risk factors that are associated with foodborne illness. EH&S is enrolled in the FDA Voluntary National Retail Food Regulatory Program Standards (Program Standards), a voluntary quality assurance program for local jurisdictions to benchmark best practices. The

Program Standards encourage jurisdictions to measure progress and to target food safety issues in establishments.

Grants

The Division received grant funding from the National Association of County and City Health Official (NACCHO) and the Association of Food and Drug Officials (AFDO) because of its recognized success with the FDA Program Standards. The grant funding was used for training and supplies which helped offset operation expenses. The Division will continue to seek grant funding opportunities that align with the division's goal of improving public health.

Summer Pool Program

PRRS fully implemented the summer pool inspection program in 2015 with nine FTEs. This attributed to 5,740 inspections in 2015, up from 2,241 in 2013 (156% increase). Summer pool inspections are unannounced, therefore more representative of conditions at public swimming pools. The BOC approved implementation of the summer pool program in FY2015. There are currently 1,165 public swimming pools in the county.

Resources

Food Lodging and Inspections (FLIS) hired three new staff members in FY 2016 to increase inspection coverage. These positions were approved by the BOC in the spring of 2015.

FY17 DISCUSSION

The Environmental Health and Safety budget increased by $268,395 or 10%, from the FY2016 Adopted Budget. The Division has received three new Food and Lodging Inspectors in the FY 2017 Budget.

HORIZON ISSUES

Wake County continues to be one of the fastest growing areas in the country. With growth there is increased demand for services, both for plan review and health inspections. As staffing size increases, there is an increased need to focus on consistency and customer service. Jurisdictions of like size employ a training officer to address quality assurance and consistency issues.

Environmental Services

Summary of Services and Performance Measures

Service Area: Food Lodging Institution Section

Description: The Food, Lodging and Institution (FLI) Section protects public health and safety through the administration and enforcement of State laws and regulations enacted for public health and sanitation of regulated facilities. The facilities regulated by the FLI Section include food service establishments, child day-care facilities, adult day-care facilities, lodging facilities, jails, hospitals, summer camps, public swimming pools, and tattoo artists. The FLI section is also responsible for disease monitoring and conducting investigations related to foodborne and communicable disease outbreaks. Other duties include asthma trigger evaluations and lead poisoning prevention for children.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of Food Establishment Inspections Performed	7,233	7,500	8,000	23,016
Number of Food Establishment Complaints Investigated	617	550	N/A	N/A
Number of Quality Assurance Visits	108	110	110	212
Number of Environmental Asthma Trigger Investigations	44	60	N/A	N/A
Number of Confirmed and/or Elevated Lead (Pb) Cases	5	7	N/A	N/A
Efficiency				
Average Number of Inspections per Env. Health Specialist	387	420	420	840
Effectiveness				
Percent of Inspection Coverage for Food Establishments	64	70	70	200

Service Area: Plan Review/Recreational Sanitation

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

Environmental Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of Swimming Pools Permitted	1,163	1,175	1,175	2,350
Number of Pool Inspections Performed (Calendar Year)	5,740	6,000	6,000	11,000
Number of New Food Plans Reviewed	817	850	850	850
Number of Pool Plans Reviewed (Calendar Year)	74	70	N/A	N/A
Number of Restaurant Construction Visits/ Finals/Field Consultations	830	900	N/A	875
Number of Temporary Food Establishments Permitted	466	510	510	960

Division Summary - Water Quality

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		2,727,726	2,861,834	2,861,834	3,231,678
Contractual Services		146,340	11,190	93,760	35,454
Supplies, Materials and Other Charges		352,669	356,016	332,016	427,305
Capital Outlay		100,908	1,200	1,200	37,134
Expenditure Totals	$	**3,327,644**	**3,230,240**	**3,288,810**	**3,731,571**
Revenues:					
Charges For Services		866,150	720,612	720,612	910,159
Licenses & Permits		617,662	732,181	732,181	572,500
Revenue Totals	$	**1,483,812**	**1,452,793**	**1,452,793**	**1,482,659**
Number of FTE's		30.00	36.00	36.00	39.00

DIVISION PURPOSE AND GOALS

The Water Quality Division works with the community to protect water resources and public health pursuant to County goals and applicable law. The Division has three sections, Groundwater Management, Wastewater Management, and Watershed Management. For overview purposes, these sections are described as performing five broad functions within their areas of expertise: (1) Administer County ordinances and applicable state and federal laws. (2) Provide research, policy analyses, and recommendations to the County Manager, County Commissioners, and County appointed boards and committees. (3) Provide information, outreach, and technical support to the citizenry. (4) Coordinate with partners to pool resources and lead regional discussions on water resources and public health issues. And (5) carry out a range of miscellaneous health and safety responsibilities including hazardous-chemical spills response, nuclear power plant drills (or actual event) response, swimming-pool health inspections, recreational beach and swimming waters monitoring, and more.

MAJOR ACCOMPLISHMENTS

Developing a Policy to Assist Residents with Infrastructure Problems :

In FY15 and FY16 the Groundwater Outreach Program worked with Community Services to develop and exercise a new Wake County Policy regarding assistance to communities with infrastructure problems in either water supply or roads. This is a tool that will be available as the Groundwater Outreach Program continues to grow and assist residents.

Converting Old Septic Permit Files to Electronic for Public Consumption:

Approximately 50,000 septic permit files have been converted to electronic files and attached to the geospatial database for parcels in the county. This has made many real estate transactions more streamlined while reducing workload for staff. Real estate agents and others involved in real estate transactions have praised this new availability of the septic permits.

Developing of New Strategies for Sedimentation and Erosion Control:

The Wake County Division of Water Quality has developed new strategies for achieving sedimentation and erosion control in new construction projects. These methods are more interactive and outreach oriented activities. The first activity is to make sure that announced inspections are scheduled with each

project. These will be used as a training opportunity by the Wake County Environmental Consultants to communicate technical knowledge and create an incentive for self-audits by contractors. Increasing this one on one communication can improve understanding and reduce the need to impose fines. The Division has also identified a strategy to require internal training programs within contractor organizations that can clearly communicate technical knowledge while avoiding the need to levy fines in order to increase awareness. The Division has created a training program, in cooperation with a building contractor to support this activity.

Developing a Wake County-Specific Stormwater Hybrid Design Tool:

While this activity has taken several years to create and refine, it is now an advanced method for evaluating projects for the need for stormwater management design criteria.

Wake County administers its own stormwater ordinance for unincorporated areas of Wake County and uses a volume-control stormwater ordinance with Target Curve Number runoff volume limits for residential development. Both residential and commercial developments adhere to the Neuse Rules, the Falls Lake and Jordan Lake Nutrient Strategies. It was necessary to adapt the existing Wake County tool in order to include the Falls/Jordan nutrient requirements. With administration of three different regulatory watersheds for review it became necessary to streamline development submittals into one comprehensive tool.

With the old model, a two part analysis would have been required to complete the required calculations for areas of the county where the rules overlap. This tool provides a vital service to the development community by ensuring adherence to design requirements with a minimum of calculation. The model presented in the tool has been accepted through a vetting process by engineers that were involved in local development plans. Once it was agreed upon, this tool reduced the number of conversations that resulted from interpretation of the requirements, and sped up the process for engineers that submit permits to the County.

FY17 DISCUSSION

The Water Quality FY 2017 budget increased by $501,331 or 15.5%, from the FY 2016 Adopted Budget of $3,230,240. The FY 2017 budget includes two new Inspectors and one Water Resources Manager. The Inspectors are needed due to growth and keeping up with inspecting existing systems.

The Water Resource Manager will implement policies and procedures based on the department's strategic plan and other external factors like new legislation.

Key issues for FY 2017 and beyond include:

Ensuring sufficient service and staffing levels for septic system inspections in response to the recovering economy and increased building activity.

Continuing to develop and refine the County's comprehensive program to address contaminated groundwater and wells.

Minimizing the future, recurring budget impacts of the State-mandated Falls Rules.

Scanning paper copies of septic and well permits so businesses and residents can access them through the WEB.

Continuing to phase in initiatives from the Department's Strategic Plan.

HORIZON ISSUES

The issues listed immediately above will impact services in FY 2017 and beyond. In addition to those issues, staff sees the following on the horizon.

Groundwater Quantity and Quality:

Periodic droughts highlight the issues with groundwater quantity and their impacts on private wells. An example was in the Norwood Oaks area where in multiple years wells lost water yields, some going dry.

The County responded to this groundwater quantity issue by developing a Well Interference Ordinance, which supplemented a previous Comprehensive Groundwater Study.

In some geographic areas, water quality has become a concern as groundwater contaminants migrated to private wells. The County responded to this concern by developing a Contaminated Groundwater and Well Outreach Program.

With past water quantity and quality issues in mind, consider the future: There are over 30,000 wells in the County. And large areas of the County are planned to never be served with municipal water (or sewer) service (mainly water supply watersheds); so, in those areas, groundwater is to be relied upon to meet water demands. As the number of households on wells continues to grow, staff expects an increasing number of wells to have problems with water quantity and quality. This will continue to drive policy discussions on the best means to manage groundwater resources.

Infrastructure Monitoring and Maintenance:

Within Wake County, stormwater devices known as best management practices (BMPs) (eg. detention ponds and bio-retention areas) are operated and maintained by property owners associations or by individual property owners. Typically, property owners do not have the knowledge or resources to properly monitor and maintain the BMPs to ensure they continue to function as designed. Wake County Staff inspect these devices to ensure proper operation and consult with owners about proper maintenance.

Wells and septic systems are also the responsibilities of property owners to maintain. Property owners should regularly test well water to assure it is safe to drink and should regularly inspect and occasionally pump their septic systems. Some septic systems, that have pumps to operate, are required by State law to be inspected by the County. All of these types of infrastructure are a part of the Water Quality Division's scope of interest. Staff inspects, samples, or consults with owners of these assets.

As Wake County grows, and new infrastructure is added the Water Quality Division will remain involved in planning, education, and regular inspection of these assets.

Future Bills and State Laws and Rules:

As a regular part of its business the Department tracks state bills and new laws and rules and participates in discussions at the State level. Some laws have potential to impact the County's budget, workloads, and service levels. Some can narrow policy options now available to local governments. It's important to see on the horizon how the County will be impacted. The Department will continue to track, analyze, and participate in state discussions to help the County manage state legislative and rule impacts.

Environmental Services

Summary of Services and Performance Measures

Service Area: Groundwater Management

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of Groundwater Permit Applications	297	250	275	275
Output				
Number of Well Construction Inspections	255	290	280	280
Number of Private Well Samples	441	540	525	525
Number of Investigations/Consultations	241	265	250	250

Service Area: Wastewater Management

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of Applications Submitted	959	1,000	1,030	N/A
Output				
Number of Final Operation Permits	825	900	925	N/A
Number of Complaint Responses	528	400	400	N/A
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	78	245	414	3,790
Efficiency				
Median Response Time for First Site Visit(days)	19	10	7	14
Effectiveness				
Percent of Systems Three Years Old and Properly Functioning	99	99	100	200

Service Area: Watershed Management

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

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

Environmental Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
No. of SW Permits Issued	23	24	24	24
Number of SW Plans Submitted	53	90	90	90
Number of S&E Plans Submitted	137	127	127	127
Number of Stormwater Plans Submitted	36	42	42	42
Number of Flood Plans Submitted	11	8	8	8
Number of Site Inspections	5,455	6,214	6,214	6,214
Number of Active S&E Projects	360	410	412	412
Number of Site Inspections per Month	236	238	238	238
Number of Land Disturbing Construction Plans Approved	120	122	122	122
Efficiency				
Number S&E Joint Inspections	N/A	248	744	744
Number Noncompliant S&E Inspections	1,287	1,257	1,194	1,194
Number S&E Inspection Reports	2,243	2,162	3,600	3,600
Number Stormwater Control Measure(SCM) Inspections	84	153	153	153
	12	45	8	8
Number S&E Plan Reviews > 30 Days	N/A	N/A	N/A	N/A

Division Summary - Animal Care, Control and Adoption Center

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		1,960,786	2,193,305	2,193,305	2,291,849
Contractual Services		203,731	205,344	197,344	197,344
Supplies, Materials and Other Charges		733,351	715,728	731,819	720,637
Capital Outlay		7,750	–	–	–
Expenditure Totals	$	**2,905,619**	**3,114,377**	**3,122,468**	**3,209,830**
Revenues:					
Charges For Services		397,617	419,000	419,000	419,000
Miscellaneous		(1,050)	–	–	–
Revenue Totals	$	**396,567**	**419,000**	**419,000**	**419,000**
Number of FTE's		40.00	40.00	40.00	41.00

DIVISION PURPOSE AND GOALS

The Animal Services Division has a total staff count of 41 full-time equivalents (FTEs). The Animal Services Division consists of two sections: Animal Control and Animal Care and Adoption. The Animal Services Division is responsible for administering and enforcing State laws and regulations and local ordinances related to animal care and welfare.

MAJOR ACCOMPLISHMENTS

Hosted second annual Animal Control Rabies Clinic with educational table from Raleigh Animal Control, Wake County Animal Control, Holly Springs Animal Control, Cary Animal Control and Garner Animal Control.

Internal customer service improvement through training with other teams such as dispatch, receiving, etc.

Continuing education through Wake County training such as Customer Service and Meyer's - Briggs Personality Type.

Educating the community about TNR (Trap, Neuter, Release) and promoting TNR throughout the areas of Wake County served.

Received two NACo Achievement Awards. One was for "Shelter Rounds - Key Personnel Discussion for At-Risk Animals". The second was for "Foster-On-Deck Program".

Continued consultation with JVR Shelter Strategies.

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

Continued development of an Animal Hoarding Task Force to provide better all-around service for residents and the various impacts of the condition.

Development of a Barn Cat Program to place feral cats impacted by TNR through relocation saving them from euthanasia.

FY17 DISCUSSION

The Animal Services FY 2017 budget increased by $95,453 from the FY2016 Adopted Budget which resulted from personnel cost increases. The budget includes a position for a Customer Service representative at the Center in order to provide

adequate coverage for citizens interacting with the Center.

The Wake County Animal Center anticipates achieving several major goals during FY2017:

Successfully manage the FY2017 budget and validate the goals and objectives relative to funding.

Utilize internal Wake County resources to facilitate the optimization of critical business functions such as finance, training and facility maintenance.

Optimize utilization of volunteers and fosters within these programs to benefit the Wake County Animal Center.

HORIZON ISSUES

Horizon issues for Animal Control:

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

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

Continued community education about TNR (trap, neuter, return) and community cat management.

Horizon issues for Animal Care & Adoption:

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

Continue developing ways to decrease euthanasia rate of feral cats. Promoting TNR in Wake County.

Continued improvement to enrichment of dogs and cats in the facility. This includes completion of the dog park.

Environmental Services

Summary of Services and Performance Measures

Service Area: Animal Control

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of Animal Service Calls	7,615	7,500	7,500	N/A
Efficiency				
Number of Service Calls per Officer per year	1,088	1,071	1,071	N/A

Service Area: Animal Care and Adoption

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

Environmental Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Intake(No. Canine/feline brought to Animal Center)	11,083	11,100	11,100	24,000
Output				
Adoption(No. Canine/feline adopted)	3,885	4,206	4,330	8,950
Reclaim(No. Canine/feline reclaimed by owner)	1,312	1,250	1,220	2,620
Transfer(No. Canine/feline transferred to rescues)	2,532	2,826	2,775	5,350
Euthanasia(No. Canine/feline euthanized)	3,288	3,034	2,775	6,430
Effectiveness				
Adoption Percent Rate(Canine/feline)	35	38	39	75
Reclaim Percent Rate(Canine/feline)	12	11	11	22
Transfer Percent Rate(Canine/feline)	23	25	25	45
Euthanasia % Rate(Req by Ord or Health of Animal-Canine/fel)	29	25	24	53
Euthanasia Percent Rate(non required-Canine/feline)	1	1	1	N/A

Environmental Services

General Services Administration

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	8,137,430	8,784,728	8,681,048	8,915,957
Contractual Services		5,032,764	5,433,007	5,759,235	5,656,932
Supplies, Materials and Other Charges		12,739,287	13,041,968	13,025,936	12,830,464
Capital Outlay		273,529	49,069	134,639	49,069
Debt		25,018	8,964	8,964	8,964
Expenditure Totals	$	**26,208,028**	**27,317,736**	**27,609,822**	**27,461,386**
Revenues:					
Charges For Services	$	2,441,634	2,784,424	2,784,424	2,500,787
Miscellaneous		40,846	45,000	45,000	42,500
Revenue Totals	$	**2,482,480**	**2,829,424**	**2,829,424**	**2,543,287**
Number of FTE's		**126.00**	**126.00**	**126.00**	**126.00**

DEPARTMENT PURPOSE AND GOALS

The General Services Administration (GSA) manages County owned and leased facilities, the County fleet, provides criminal justice support, and supports a number of General Government business units, including Safety and Security. GSA is dedicated to insuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to assigned business units. The department is organized into six major service delivery divisions: (1) Administration, (2) Central Services, (3) Facility & Field Services, (4) Fleet Services, (5) Physical Plant and (6) Safety and Security. These service organizations support the four core businesses: facility management, fleet management, general government, criminal justice support and one core process (safety and security). Additionally, these four core businesses and one core process are comprised of 26 discreet strategic business units. A business unit is a component of the department that is large enough to have its own well-defined market, customer base and requires dedicated resources. Business units also have unique policies and business plans with strategies for accomplishing established goals.

GSA uses an organizational matrix model to provide a broad range of services to the County, the 10th Judicial District, and related partners and customers. A matrix organization utilizes resources (staff, financial and material) across organizational reporting lines to advance its core businesses. GSA has found the matrix model to be efficient, measurable, and a proven method for providing timely, cost effective service delivery while insuring infrastructure, asset integrity, and emergency response. Reducing risk to County employees and citizens, maintaining the County's facility portfolio and fleet assets, and ensuring the efficient delivery of general government and court operations through excellence in service is the department's highest priority.

Business unit direction is developed through the individual workgroup's policies and business plans and the department's most significant documents, the Corporate Facility Plan, the Facility Use Policy, the Safety, Security, and Loss Prevention Manual, and the Corporate Fleet Plan. These plans were developed with the purpose to increase competition (approximately 67 percent of the GSA budget is outsourced), to improve performance and measurement, and to provide quality, reliable, cost effective facility and fleet services to the County. General Government and Criminal Justice Support services are defined solely by business plans and are

generally specialized. Safety and Security is policy driven and represents a Countywide process. All plans are reviewed no less than annually to adapt to the changing business environment, to understand cost, all while providing quality, efficient service. These Corporate Plans and Policies represent GSA's commitment to the idea that effective management and communication is as important as adequate funding.

FY17 DISCUSSION

The General Services Administration (GSA) budget increased by $143,650 from the FY 2016 Adopted Budget because of various personnel and operating adjustments, offset by reductions in the utility rate, security contract increases, fuel price decreases, and life and safety permit expansions.

GSA will provide services to the new Middle Creek Community Library through several of its divisions. Services will include facility maintenance, exterior maintenance, security, utilities, and book courier services. ($36,500)

General Services Administration

Division Summary - Administration / Support

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		915,434	1,047,521	1,125,586	1,050,789
Contractual Services		510,988	365,784	555,931	377,431
Supplies, Materials and Other Charges		102,046	232,318	232,318	198,257
Capital Outlay		71,905	–	2,916	–
Debt		16,679	8,964	8,964	8,964
Expenditure Totals	$	**1,617,051**	**1,654,587**	**1,925,715**	**1,635,441**
Number of FTE's		11.00	13.00	13.00	13.00

DIVISION PURPOSE AND GOALS

The GSA Administrative Division ensures that standard work processes are applied to uncommon business environments (detention, health care, courts, etc.). Department administration, Portfolio Management, business and technology planning and system administration of GSA's various engineered control, and facility/fleet systems are managed by this division. The Portfolio Team tracks the county space inventory and records all county moves. Administration pays, manages, and/or charges back all utility accounts. The department call center, and other business and technologies are supported in this division: request/work order system, CAFM/CAD, fleet information and parking systems, digital signage and audio visual systems, fuel systems and BMS/SCADA are managed by this division. Additionally, corporate and detention security systems (access control, digital video, intercom, PLC, etc.) and judicial video systems (First Appearance, Video Visitation) are supported by this division. The department head discharges court liaison responsibilities for the County, staffs the Citizens' Energy Advisory Commission, and serves as ADA Coordinator.

The Administration Division provides a corporate framework that captures, uses, and manages critical information relative to Facility Management, Fleet Management, Criminal Justice, and General Government core businesses and its core process; Safety & Security. Services include Portfolio Management, Utility Management, Life Safety/Environmental, Criminal Justice Support (to Superior and District Courts, District Attorney, Clerk of Court, Sheriff, CCBI, and Public Defender), Detention Security Support, and Facility Alterations, Major Repair and Replacement coordination. Facility leases are also managed, regardless of funding sources, by this division. In addition to the staffed Administration division, the group manages several non-staffed divisions within the department that have significant funds expended, but no dedicated FTEs. These areas include:

Court Facility Operations

To provide criminal justice support to the 10th Judicial District and related agencies by providing administration, facilities, furnishings, statutes, data cabling, special systems, and Courthouse and detention electronic security support. Court facility revenues are posted in this account.

Utilities

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

County Building Agreements

Administration provides for corporate management and an information repository for leases, regardless of funding source.

MAJOR ACCOMPLISHMENTS

Continued to refine the County space inventory system or CAFM (Computer Aided Facility Management system), by successfully implementing the integration of HR personnel data. This integration gives the CAFM the Board of Commissioners authorized FTEs to compare to the existing number of enrolled employees (previously available), providing stronger space planning information from the space system.

Completed the upgrade of the County's CAFM (FM:Systems) to the latest version. The CAFM software is used as a tool to manage the County's building portfolio and space inventory.

Motorola's Supervisory Control and Data Acquisition (MOSCAD) Upgrade allows GSA to monitor the status of remote equipment throughout Wake County. This allows one operator to monitor building, plant and other functions electronically saving time and money.

AMAG Technology is a provider of security solutions for Wake County. The recent technology upgrade of our security platforms will make the County more efficient as we secure and control critical infrastructure.

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

Supported and participated in the evaluation / selection process of the Lotus Notes Directory Replacement project - a joint project with HR, IS and GSA

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

Projects across multiple GSA workgroups include:

Advanced Security Policy of separating public from staff spaces;

Marbles and IMAX Master Plan;

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

Continued to collaborate with Board of Elections (BOE) in developing a long-term space plan that provides suitable space to the election process. Implemented, without interruption of election, all capital funded improvements to the BOE warehouse including upgrading access, lighting, and installing electronic security to support and protect the voting process.

Overhauled the inventory management systems associated with maintaining, tracking, and accounting for building assets, equipment, and supply inventory.

Continued to leverage E-Learning tool, Inspired eLearning, to train County employees on GSA Policies and Procedures, including the revised Safety, Security, and Loss Prevention Manual.

Collaborated with HR to begin data conversion for new Learning Management System (LMS). All GSA Trainings will be housed in the new LMS.

Support Energy Management efforts across the organization:

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

Staffed the Citizens' Energy Advisory Commission.

Led systematic review of historical energy usage of all Wake County facilities and implemented the standardization of using Energy Use Intensity (EUI) per building and type.

Evaluated and tested several tablet options to deploy to staff for daily use in recording their time and materials in GSA's electronic work order system (Maximo) and improving efficiencies in their mobile work environment.

FY17 DISCUSSION

The FY 2017 budget decreased by $19,146 from the removal of one-time funding and the projection of personnel salary and benefit costs.

Goals for FY 2017 include:

Provide quality services to a growing facility and equipment inventory while reducing or minimizing County support costs. The County has increased its building square footage from 3.8 million in FY 2011 to 4.9 million today, with the opening of the Wake County Detention Center and Justice Center. GSA strives to minimize the burden on the taxpayer by leveraging private industry, identifying efficiencies, and cost saving opportunities to reduce cost of operation.

Refine the Department's personnel, business processes, building systems, workflow, and technology to prepare for the significant, complex building inventory increase represented by the new criminal justice facilities.

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

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

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

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

Implement results of the market study of fleet operations that compared and evaluated the asset, service, and fuel management practices with the industry for an understanding of opportunities in these areas.

HORIZON ISSUES

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

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

Summary of Services and Performance Measures

Service Area: Portfolio Management

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Rentable square footage managed	4,097,495	4,097,495	4,160,865	N/A
Gross square footage managed	4,783,365	4,783,365	4,850,071	N/A

General Services Administration

Division Summary - Physical Plant

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		4,302,099	4,297,138	4,190,986	4,355,421
Contractual Services		106,716	528,480	528,480	538,419
Supplies, Materials and Other Charges		3,043,722	2,943,065	2,948,060	2,983,923
Capital Outlay		15,305	–	–	–
Expenditure Totals	$	**7,467,842**	**7,768,683**	**7,667,526**	**7,877,763**
Revenues:					
Charges For Services		6,904	7,000	7,000	7,500
Revenue Totals	$	**6,904**	**7,000**	**7,000**	**7,500**
Number of FTE's		66.00	66.00	66.00	66.00

DIVISION PURPOSE AND GOALS

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

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

Life Safety/Environmental:

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

MAJOR ACCOMPLISHMENTS

Completed more than 80 projects of varying size and complexity with examples listed below.

Supported CIP projects with technical and trades expertise. Significant projects include: Wake County Office Building Mechanical and Electrical Plant (MEP) infrastructure; Wake County Court House Salisbury Lobby Project; NE Regional Library and EMS-RDU; HVAC Assessments; Roof assessments; Facility Condition Assessment; WakeBrook 111 Expansion.

Processed 30,967 work requests or 64 percent of GSA's Facility Management work orders (48,481).

Supported Energy Management efforts with dedicated Facility Engineer (0.5 FTE), who oversees the energy portfolio; utilities database & analysis; sustainability efforts and recommends metrics i.e. Energy Use Intensity (EUI) for trending utilities across the County's portfolio.

Managed the Minor CIP projects. Most notable projects include: Eastern Regional Center Renovation and Finish Upgrade; Wake County Detention Center - Detox Dorm Renovation; Lake Crabtree ADA Toilet Addition; Wake County Office Building Data Center Upgrades/Sheriff Relocation; Public Safety Center North Side Glazing Film.

FY17 DISCUSSION

The FY 2017 budget increased over the FY 2016 budget by $109,000, primarily for increases in contractual obligations.

An expansion was funded to conduct maintenance on new fire suppression systems at seven libraries; and Air Permit reporting as required by the State for the Detention Center and Justice Center, Public Safety Center and Wake County Office Building; and conduct required inspection and reporting of backflow valves to the City of Raleigh. ($19,189)

In FY17, GSA will continue refining cost and resource reporting to the building level to improve efficiencies using GSA's work order system - MAXIMO.

Continue to provide support for CIP projects managed by Facilties, Design and Construction through coordinated shutdowns and commissioning of projects.

Upgrade and refine building management and Supervisory Control and Data Acquisition (SCADA) technologies to gain efficiencies and effectiveness. Research a building management system to an open source protocol.

HORIZON ISSUES

Establish sustainable energy goals and operation parameters.

General Services Administration

Division Summary - Central Services

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		389,384	499,638	488,379	503,343
Contractual Services		721,731	534,862	590,982	547,045
Supplies, Materials and Other Charges		(166,791)	(212,574)	(189,219)	(224,945)
Capital Outlay		17,760	–	–	–
Debt		8,339	–	–	–
Expenditure Totals	$	**970,424**	**821,926**	**890,142**	**825,443**
Revenues:					
Charges For Services		73,256	73,000	73,000	73,000
Miscellaneous		35,451	38,000	38,000	38,000
Revenue Totals	$	**108,707**	**111,000**	**111,000**	**111,000**
Number of FTE's		12.00	7.00	7.00	7.00

DIVISION PURPOSE AND GOALS

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

MAJOR ACCOMPLISHMENTS

The division successfully transferred some of its facility management functions to the newly created Facility and Field Services Division as part of a reorganization of services within GSA. These services include:housekeeping, window washing, pest control, building recycling and solid waste management. The funding and personnel changes for these services were moved from Central Services to Facility and Field Services at the beginning of FY 2016.

Renovation related moves: Moved Attorney's staff and Guardian Ad Litem to the newly renovated space on the Courthouse 4th floor.

As part of the reorganization of the Wake County Office Building, moved Information Services from ground floor to 4th floor and moved Board Of Elections from 4th floor to ground floor.

Moved contents and staff out of the Southeast Regional Library during their renovation and supported the relocation to a temporary site so that the library services remained uninterrupted.

Relocated tenants (Monarch and Fellowship) at Community Services Center during the life safety renovation.

Moved contents and staff out of the Courthouse Salisbury St. lobby for its renovation.

Moved contents from the Leesville Library and supported the reconstruction of the facility that was damaged by a fire.

Installed Granicus SDI Encoder upgrade for streaming Commissioners' Board meeting.

Worked with Information Services and Human Services on selecting and installing a Video Conferencing solution in six Human Services facilities and trained staff.

Installation and coordination of Time Warner digital tuners throughout the County's facilities and installed Veciama in the County's Justice Center and detention facilities.

Omnivex Digital Signage installation in the following facilities:

Human Services - Swinburne (Intake & Lobby); Eastern Regional Center; Human Services - Millbrook.

Audio and Video installation and upgrades in the following facilities: South Wake Landfill; Emergency Operations Center (EOC); Public Safety Center (EMS F111 & EMS Directors office room E139); Wakebrook Expansion; Wake County Office Building Child Support; Human Services - Swinburne (2164); Bayleaf Fire department; Human Services - Sunnybrook.

FY17 DISCUSSION

The FY 2017 budget increased over the FY 2016 Adopted Budget by $3,517, primarily for the expansion of book courier services related to the opening of the new Middle Creek Library.

Continue to expand digital signage and content design into more County facilities.

Complete the digital signage portion of the Courthouse elevator modernization project.

Develop inventory management systems associated with material handling for fixed assets and surplus property.

Continue to provide vendor oversight for the countywide Managed Print Services contract and ensure vendor compliance and accountability for defined services.

HORIZON ISSUES

Evaluate and design the relocation of the mail center to GSA 1st floor to improve efficiencies and create better access for service vehicles.

Succession planning for division and develop strategies for service delivery.

Develop inventory of spare parts for Audio Video in Maximo.

Audio and Video installs and upgrades.

General Services Administration

Summary of Services and Performance Measures

Service Area: Housekeeping

Description: Housekeeping is positioned to provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within county facilities. Housekeeping consists of routine janitorial services, floor care, pest control and window washing services. Oversees vending operations offered throughout county facilities.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Cleanable square footage maintained	2,749,939	2,774,913	2,782,355	N/A

Service Area: Courier

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

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Pieces of mail processed	636,307	662,187	600,000	N/A

General Services Administration

Division Summary - Safety and Security

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		933,313	926,404	916,754	954,621
Contractual Services		2,706,831	2,817,266	2,861,277	2,996,468
Supplies, Materials and Other Charges		(398,866)	(532,817)	(534,616)	(605,666)
Capital Outlay		74,314	22,759	62,773	22,759
Expenditure Totals	$	**3,315,592**	**3,233,612**	**3,306,188**	**3,368,182**
Revenues:					
Miscellaneous		1,279	3,000	3,000	1,500
Revenue Totals	$	**1,279**	**3,000**	**3,000**	**1,500**
Number of FTE's		6.00	6.00	6.00	6.00

DIVISION PURPOSE AND GOALS

Safety and Security Division provides corporate safety and security services to all County departments and provides screening staff and surveillance to court security operations.

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

MAJOR ACCOMPLISHMENTS

Served on the Risk Team, consisting of members from County Attorney's Office, Finance and GSA. Human Resources and Human Services also participate with the Risk Team. The Risk Team has expanded to include representation from the Sheriff's Office and EMS.

Reviewed seven requests for Trespass Appeal or modification.

Managed the continuous updating and staff awareness of Safety, Security, & Loss Prevention Policy.

Provided Active Shooter response and Safety/ Security awareness training to over 1,200 County employees.

Maintained an average screener score above national standards for the Courthouse, Justice Center, and WCDC Screeners. On average, screened 156,145 bags per month, over 1.87 million bags annually and detected over 13,800 weapons and contraband at the Courthouse, Justice Center, and Wake County Detention Center Xxray machines.

Conducted multiple fire drills at several facilities to meet standards and promote the corporate safety program. Continued to meet with Human Services staff to ensure policies met the standard set by the Commission on Accreditation of Rehabilitation

Facilities and keep Emergency Evacuation Plans updated.

Participates in safety and security teams for multiple departments and buildings.

Managed the replacement of 5 Magnetometers assigned to the Wake County Courthouse. In addition, managed the upgrade of the reporting systems for all 18 Magnetometers assigned County wide.

Managed the upgrade of the main Access Control System, AMAG, utilized throughout County facilities.

Conducted electronic security system improvements at the following facilities: Human Services-Sunnybrook Security improvements; Human Services-Wakehouse Security improvements; Wake County Courthouse-County Attorney & Guardian Ad Litem; Wake County Courthouse-Salisbury Street Entrance Lobby; Wake County Justice Center.

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

The Safety Coordinator conducted and/or assisted with safety inspections of numerous County facilities.

Conducted multiple Security Investigations as a result of theft, vandalism, property damage and reported threats.

Issued 21 Trespasses effective throughout County facilities.

Prepared bid specifications for security services, managed by GSA, to award a new contract.

FY17 DISCUSSION

Contract Security services are provided by Universal Protection Services (UPS). The contract contains a 3% contract escalation in FY 2017, which is included in the FY 2017 budget as an expansion request. ($81,819)

Prepare for security and safety hazards that may occur due to the population growth of Wake County. Continue to identify and assist in resolving situations that involve individuals utilizing Wake County facilities in a fashion that is unacceptable or illegal. Protect Wake County assets by reducing the risk of internal and external theft by establishing operational parameters that deter this activity.

Continue to roll out the Safety, Security & Loss Prevention Manual to Wake County Employees through the County's new Learning Managements System (LMS).

Continue to provide Safety and Security training, such as Active Shooter Awareness, to Wake County Employees.

Safety Coordinator continues to develop and initiate OSHA training for designated departments and divisions.

Make preparations for upgrading the Video management system.

HORIZON ISSUES

Adjust staffing levels to manage facility and inventory growth.

Summary of Services and Performance Measures

Service Area: Safety & Security

Description: The Safety & Security Division is comprised of two three business units: corporate and court security, and occupational safety. Safety & Security is a corporate service that is positioned to implement safety and security procedures and physical security safeguards needed for the protection of County personnel, visitors and assets within County facilities.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of security incident reports investigated	1,764	1,845	2,019	N/A
Number of seized weapons and/or contraband	18,116	13,670	13,300	N/A
Number of access card holders in system	30,304	31,337	32,277	N/A
Number Trained in Safety & Security Instructor Led Classes	1,323	1,300	1,300	N/A
Number Trained in Safety & Security Online Classes	2,758	151	3,000	N/A

General Services Administration

Division Summary - Criminal Justice/General Government

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Contractual Services		282,659	260,014	290,014	260,014
Supplies, Materials and Other Charges		564,913	787,494	737,494	787,494
Capital Outlay		26,475	4,750	34,140	4,750
Expenditure Totals	$	**874,047**	**1,052,258**	**1,061,648**	**1,052,258**
Revenues:					
Charges For Services		2,107,739	2,415,500	2,415,500	2,157,287
Revenue Totals	$	**2,107,739**	**2,415,500**	**2,415,500**	**2,157,287**
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

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

Parking Management: To provide parking in the downtown central business district to the public, jurors, and county employees. GSA is responsible for administering and updating the County's parking policy and managing parking assignments in both private and public parking decks. GSA manages the contractor who oversees the public parking deck. This deck has multiple revenue sources, including special events, monthly and leased rates. Wake County also has an agreement with the privately owned L-Building. GSA will continue to evaluate the operational impact of tenant parking in this mixed use development.

FY17 DISCUSSION

For more than a decade Wake County has regularly updated the key statistics that determine staffing levels and space requirements for the courts and detention facilities. Since the comprehensive Wake County Criminal Justice Facilities Master Plan was developed in 1998, the relevant latest updates/studies prepared include a Criminal Justice Facilities Master Plan Update in 2005 and 2007 and a Hammond Road Jail Program in 2007.

GSA is currently undertaking a 2016 comprehensive review of these documents by updating the Long-Term Jail and the Judicial Projections. This process will allow the County to plan space needs through 2030.

The Wake County Public Parking Deck Revenue and Access Control System is planned for replacement during FY 2017. The manufacturer of the current system is discontinuing their product and will no longer provide support for maintenance and operations. The County collaborated with the City of Raleigh in a RFP process and the award is pending. The new system will provide the newest technology and ensure continued operations and maintenance.

HORIZON ISSUES

With the new Parking Deck Revenue and Access Control System, GSA will continue to evaluate new technology options with the goal of optimizing the utilization of the public parking deck, remaining competitive with parking rates and striving for improved customer service.

Division Summary - Facility and Field Services

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		1,597,199	2,014,027	1,959,343	2,051,784
Contractual Services		585,190	822,754	828,704	833,708
Supplies, Materials and Other Charges		3,823,947	4,201,802	4,201,802	4,230,510
Capital Outlay		67,771	21,560	34,810	21,560
Expenditure Totals	$	**6,074,108**	**7,060,143**	**7,024,659**	**7,137,562**
Revenues:					
Miscellaneous		4,116	4,000	4,000	3,000
Revenue Totals	$	**4,116**	**4,000**	**4,000**	**3,000**
Number of FTE's		31.00	34.00	34.00	34.00

DIVISION PURPOSE AND GOALS

Facility & Field Services Division provides facility management and general government services. Services include housekeeping, pest control, recycling, vending, window washing, solid waste, bio-hazard waste, landscape and hard surface maintenance, horticulture, exterior construction, flood control, irrigation, corporate and road name signage, and land stewardship.

MAJOR ACCOMPLISHMENTS

GSA Facility & Field Services incorporated the housekeeping portions of the Central Services Division in June of 2015 to establish the newly formed Division of Facility & Field Services. This reorganization helps to serve the customers and Wake County citizens more efficiently.

Facility & Field Services is implementing its reorganization of the division by actively completing personnel recruitment and reclassification. A Facilities (Civil) Engineer is being advertised to provide professional level program management and engineering assistance in maintaining and repairing civil structures and systems across the county.

Facility & Field Services Construction Services/Flood Control has worked with Facilities, Design and Construction to accomplish major repairs to the outlet structures at Crabtree Creek Flood Control site #2 and site #3.

Facility & Field Services Construction Services/Flood Control is currently working with Facilities, Design and Construction on the riser improvements at Flood Control Site #5 and Site #18A to complete the design and bidding process.

Emergency Action Plans were developed for 5 flood control sites in December of 2015 to meet new EAP requirements mandated by the State. The EAP's are currently under review by NC DENR.

Safety Program Improvements were achieved in several areas in coordination with the Safety & Security Division. Major areas of focus and training included: hearing conservation program implementation; forklift training and inspection; chain saw training; eye wash station relocation for the pesticide storage room; divisional safety training matrix.

Prepared bid specifications for window washing services, managed by GSA, and awarded a new contract.

Prepared bid specifications for pest control services, managed by GSA, and awarded a new contract.

Provided specifications and oversight for termite treatment services and renewals for 20 facilities managed by GSA.

Proactively monitor for bedbugs in facilities with transient populations and moving inventory.

Prepared bid specifications for biowaste services, managed by GSA. Continued annual contract with Carolina BioMedical Disposal.

Facility & Field Services continued to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to encourage Level Four Joint Use Agreement (JUA) of School Parks. Wake County seeks opportunities to engage potential user groups for Level Four (Full Service) Joint Use Agreements. Rolesville School Park is currently under consideration for a Level Four JUA. A combined work group of Wake County and WCPSS members are actively engaged in reviewing the JUA for the School Parks system.

Sign Graphics continued to bring signage in existing buildings (as renovations occur) and all newly constructed buildings up to the new 2010 ADA Signage standards. Notable projects completed in this area include: Wake County Courthouse Lobby renovations, re-opening of the Leesville Community Library, opening of the new Northeast Regional Library, Athens Drive Community Library, as well as supporting numerous other projects.

Sign Graphics developed the new signage to work in conjunction with the new Wake County Tobacco Free Policy. The Sign Graphics staff is installing the appropriate tobacco free signs in all Wake County buildings and properties.

Reclaimed Water Use. Construction Services/ Irrigation continued monitoring Sunnybrook Road Reclaimed Water line into Human Services Swinburne existing irrigation system, Five County Stadium, and Law Enforcement Training Center.

Water Conservation. Reduced water consumption by expanding processor based field irrigation controllers and upgrading the existing irrigation communication radio system.

Landscape Maintenance has continued to perform landscape maintenance balancing in-house staff and contracted vendors.

Adverse Weather Response. Modified the adverse weather plan to incorporate the use of contractors with in-house staff to improve response time to clear facilities to reopen quicker and reduce the duration of extended work shifts for safer working conditions. Additional snow removal equipment was added to the inventory to improve snow removal processes and prevent less damage to hard surfaces. The bulk salt storage capacity was increased and extended to a second site in the county to improve reload times and allow more time on sites to accomplish snow and ice removal.

Major projects Facilities & Field Services involvement includes: Minor asphalt repairs completed at 5 Wake County facilities; Conducted major asphalt assessments at 7 Wake County facilities; Crabtree Creek Watershed annual inspections completed with NC Dam Safety and NRCS.; Completed Crabtree Creek Watershed Improvement Project at Site 2 and 3; Assisted PROS staff in opening Robertson Millpond Nature Preserve; Replaced the outdoor gazebo and deck at the Wake County Office Park; Repaired all exterior stair treads at Human Services - Sunnybrook; Constructed a bulk sand storage shelter to improve the adverse weather resources; Provided critical facility support during the accreditation of the Human Services - Sunnybrook.

FY17 DISCUSSION

The FY 2017 budget increases from the FY 2016 budget by $77,000 for the annualization of personnel expenditures, as well as the addition of janitorial and contractual services related to the opening of the Middle Creek Library ($12,000).

Joint Use Agreements (JUA) between Wake County and City of Raleigh (Wake County Law Enforcement Training Center) property. Additionally, Facility & Field Services is currently working on amended JUA

with the Town of Holly Springs Cultural Arts Center and Library facility and property.

Complete bid process and award contracts for the following services: janitorial (outlying and eastern regions), bio waste and recycling.

Continue to leverage and evaluate contract services in each functional work group to provide savings and efficiencies to County. The Landscape Maintenance Contractor sites will be reorganized during the upcoming RFP bid process to provide geographic sectors for improved travel efficiency and service. Additional county sites will be included to continue in the effort to balance the percentage of out-source and in-house sites.

Continue development of inventory management systems associated with tracking and accounting for equipment and supplies. Use of Maximo work order system in development of tracking supplies.

Continue to monitor the success of sign graphics road signs and GIS data collection and integration of road sign data within GSA's electronic work order system (Maximo).

Sign Graphic program continues to install signs in the field to comply with new regulations from the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) regulations mandated in 2012. These regulations increased the size of the character height in fabricating the sign blades. The regulation required Type III or IV Prismatic material to be used in sheeting sign blades to increase minimum retro-reflectivity. As a practice, staff will install signs meeting the new standards as damaged signs are replaced.

Continue to have consultants work on providing sediment survey of identified structures as funding is available.

Continue to assist Facilities, Design & Construction (FDC) on Land Stewardship properties installed signs on the boundaries of the property and cleaned up environmental waste allowing the county to receive reimbursement from Clean Water Act.

Significant progress was made in creating an ADA transition plan for Lake Crabtree County Park to improve the overall accessible for all park patrons. The transition plan is in the final stages of review which has included many county partners and other stakeholders.

HORIZON ISSUES

Continue to work with Wake County Public Schools System/Community Schools, Parks Recreation and Open Space, and Municipal User groups to encourage Level Four Joint Use Agreement (JUA) of School Parks whenever possible. Wake County seeks opportunities to engage potential user groups for Level Four Joint Use Agreements.

Participating in and directly impacted by various Master plans in development including: Wake County landfill properties, Parks (Lake Myra), Recreation and Open Space, Human Services, Fire/EMS, Library facilities & Facility Condition Assessments.

Assess the impacts of code requirements from City of Raleigh Urban Foresters (specifically Tree Conservation Areas, Champion Trees, and or pruning within city right of way) in the landscape.

Evaluate the Asphalt Assessment program to be used for further priority of repairs, renovations projects.

Implement an assessment program for radio towers, bridges and other civil structures within the Wake County portfolio.

Continue with the development of ADA transition plans for other county facilities. Upcoming sites include Crowder District Park, Harris Lake County Park, and Blue Jay Point County Park.

General Services Administration

Summary of Services and Performance Measures

Service Area: Land Stewardship

Description: This is a new program that will provide land management of all Wake County purchased, leased, deeded, and easement properties that are not developed. It will be a collaborative effort between General Services Administration, CS/Parks/ Recreation & Open Space, Wake Soil & Water Conservation, and Facilities Design & Construction. This business plan addresses those components and tasks to be managed by GSA. This service will protect and maintain the natural resources owned by the County. The current amount of undeveloped properties totals over 4,400 acres.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of acres landscaped	711	722	726	N/A

Service Area: Road Name Signs

Description: The Road Name Sign program fabricates, installs and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal ETJs (not corporate limits) except for Raleigh, Cary, and Wake Forest. Road Name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of road name signs new/replaced	1,750	1,600	1,600	1,600

Division Summary - Utilities

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Contractual Services		118,648	103,847	103,847	103,847
Supplies, Materials and Other Charges		5,770,317	5,622,680	5,630,097	5,400,123
Expenditure Totals	$	**5,888,965**	**5,726,527**	**5,733,944**	**5,503,970**
Revenues:					
Revenue Totals	$	**–**	**–**	**–**	**–**
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an internet service bureau to receive and pay bills electronically, since 1998.

MAJOR ACCOMPLISHMENTS

Initiated a systematic review of historical energy usage of all Wake County facilities by examining prior utility bills to develop Energy Use Intensity (EUI) per building and type. Developing a procedure to standardize calculation of EUI for use in trend analysis of past Energy Conservation Measures (ECMs) and benchmarks for evaluation of future ECMs.

Continued to serve as staff the Citizens' Energy Advisory Commission, where we supported the Commission's efforts on the 21st Energy Camp for 40 rising 6th graders.

FY17 DISCUSSION

The FY 2017 budget decreased from the FY 2016 Adopted budget by $222,557, primarily from the reduction in electric utility rates.

General Services Administration

Summary of Services and Performance Measures

Service Area: Utility Management

Description: To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of buildings with corporate recycling	61	64	66	N/A
Number of facilities with building control systems	46	48	49	N/A

Service Area: Life Safety/Environmental

Description: To insure that critical life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of facilities with SCADA controls (MOSCAD)	51	53	54	N/A
Effectiveness				
Percentage of facilities free of regulatory violations	99	99	99	N/A

General Services Administration

Division Summary - County Building Agreements

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Supplies, Materials and Other Charges		–	–	–	60,768
Expenditure Totals	$	**–**	**–**	**–**	**60,768**
Revenues:					
Charges For Services		253,735	288,924	288,924	263,000
Revenue Totals	$	**253,735**	**288,924**	**288,924**	**263,000**
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

To provide a corporate account or repository for facility leases where the County is the lessor or the lessee in order to optimize public funding of private sector space and to leverage this space to meet the business unit needs while allocating resources in the most prudent manner. Leased space management is a Portfolio Management function.

FY17 DISCUSSION

The FY 2017 budget increased from the Adopted FY 2016 budget by $60,768 from the addition of the Emergency Services Education Center.

The County will begin in FY 2017 a new 15 year lease for the Wake County Emergency Services Education Center. This facility will serve as a training center and warehouse for EMS, Fire Services, and Emergency Management. GSA will be responsible for maintaining the facility.

Human Services

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	88,837,045	96,126,226	94,438,438	99,122,916
Contractual Services		92,927,378	82,997,561	86,139,838	85,350,526
Supplies, Materials and Other Charges		12,744,725	13,177,246	13,397,877	13,781,077
Capital Outlay		97,416	–	–	–
Budget Reserves		–	3,345	673,790	9,250
Expenditure Totals	$	**194,606,564**	**192,304,378**	**194,649,943**	**198,263,769**
Revenues:					
Federal	$	11,220,545	11,162,626	11,317,347	11,145,195
State		79,410,973	76,592,634	77,665,291	77,688,182
Local		2,072,917	2,011,850	2,011,850	2,011,850
Charges For Services		16,056,436	15,155,909	15,055,268	15,004,954
Interest Income		16,339	–	–	–
Miscellaneous		1,269,512	9,269	29,269	9,269
Revenue Totals	$	**110,046,722**	**104,932,288**	**106,079,025**	**105,859,450**
Number of FTE's		**1,425.86**	**1,547.80**	**1,546.80**	**1,577.29**

DEPARTMENT PURPOSE AND GOALS

The Mission of Wake County Human Services is that "in partnership with the community, will facilitate full access to high quality and effective health and human services for Wake County residents." The Department's Vision is that "Wake County will be one of the healthiest places to live and all residents will have opportunities to improve their lives."

Wake County Human Services is dedicated to providing public health, social services, housing and transportation services to over 150,000 people a year. The Department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, housing, transportation and other human services. The Agency's goal is to promote and support health and well-being and build human capital. Wake County Human Services reaches each and every person in Wake County, including all residents during pandemic outbreaks or weather emergencies; those needing prevention services such as immunizations or flu shots; low income households in need of economic self-sufficiency assistance; children or seniors who are at risk of abuse or neglect; those who are homeless or in need of housing assistance; and at risk youth. And in keeping with the Mission Statement, WCHS works with over 1,000 partner agencies to improve the quality of life of individuals and families.

The Human Services Department continues to work on strengthening our internal capacity to address challenges in the public health and social services arenas. With the ongoing changes at the federal and state level, this department is working with community partners to ensure that our residents have the best access to a clinical and medical safety net of health care as possible. The Department is also continuing to work on reducing delays in benefit distribution for NCFAST in partnership with the NC Department of Health and Human Services. Human Services is implementing a Strategic Plan that will improve the agency's ability to use data; be excellent stewards of public dollars; maintain a competent

workforce; and provide world class customer service. Wake County Vision 2020 guides the long-term strategic direction. Combined, these are the key strategies that increase the probability of accomplishing the programmatic and operational/managerial goals of the Agency, and are incorporated in the Consolidated WCHS Work Plan for seven Divisions. Key community partners and stakeholders as well as a very active Human Services Board assure that Wake County Human Services will continue to build human capital and help address the needs of Wake County.

MAJOR ACCOMPLISHMENTS

During the past year the Human Services Department has been focused on filling new positions and ongoing vacancies, specifically in the Economic Self Sufficiency Division (ESS). Several new functions were created, including a Quality Assurance team, a Change team, and a Customer Care team. Each of those teams is now in place and new business processes have been created to support those functions. Quality Assurance reviews are being completed and benchmarks established as we begin to focus on improving quality and accuracy. The Processing Center for Medicaid and Food and Nutrition Services opened in April 2015. The new Business Process Improvement team has worked on several projects to improve efficiency and accountability. Time studies for various functions have been completed which has provided the basis for performance expectations. While there are still challenges remaining with timeliness in Medicaid and Food and Nutrition Services there has been a steady improvement throughout the year.

Although Wake County has ranked #1 in the North Carolina County Health Rankings for the first five years of release, Wake slipped to the #2 spot in 2015, primarily because Orange County realized improvements. County Health Rankings are based on comparisons of health outcome indicators related to length and quality of life. Rankings have been released annually since 2010. Top ranking distinction is attributable to the collaboration of County leadership, various County programs, and partnerships in the health, business, and education community. This honor is one that must be shared by many organizations and individuals in Wake County.

Wake County Human Services received three awards from the National Association of County Officials (NACO) as follows: (1) Budget Cabinet, (2) LINKS Innovative Use of Technology, (3) WIC APP on SharePoint.

The newly implemented collaborative with Advance Community Health established a Men's Health Clinic to serve minority men at-risk for HIV/STDs. This model is the first in Wake County and the state. Sustainability has been realized and Advance Community Health will continue to provide these services to minority men beyond the CDC funding in September 2016.

Vital Records implemented a new system that tracks compliance on the percent of time a death certificate has been processed within five days as per state statute. Strategies to improve compliance are underway with the local funeral home directors, medical providers.

Implementation of the Electronic Medical Records (EMR) system is completed. System implementation efforts have resulted in improved accuracy and improve continuity of care within the agency and with external partner agencies, which will improve outcomes. Upgrades are anticipated in Spring 2016.

With the support of Casey Family Programs, Child Welfare implemented new strategies to facilitate reunification through services that educate, build and promote family skills and capacities for safe and permanent outcomes. Services and supports included utilizing a community agency to provide enhanced parent visitation/coaching services; enhancing visitation rooms to provide a safe, comfortable place for families for participate in parent coaching/visits; training in an evidence based parenting tool to help identify strengths and needs; and provision of passes to activities for community-based visitation to help promote positive parent-child interactions.

The Immunization Program provides services to children and adults to comply with North Carolina

law and prevent the spread of vaccine-preventable diseases. Immunization services are offered in program and clinic locations including: Child Health, Prenatal, Women's Health, STD and HIV clinics, Immunization Clinic E, the Regional Centers and through outreach activities that serve clients and Wake County Employees. There were 40,112 vaccine doses provided to 15,991 clients.

- 56.6% (9,051) were children ages birth through 18 years

- 43.4% (6,940) were adults 19 years and older

- Includes 8,895 doses of Flu vaccine administered (1,366 to WC Employees).

The Department has realigned the administration organizational structure to improve service delivery and increase senior management capacity as follows:

*HS Deputy Director of Social Services (Economic Sufficiency and Child Welfare Divisions)

*HS Medical Director (Public Health and Health Clinics Divisions)

*HS Deputy Director of Operations

*HS Deputy Director of Administration

FY17 DISCUSSION

The Human Services budget is proposed to increase from $192.3 million in FY 2016 to $198.3 million in FY 2017, an increase of $6 million. The Human Services Budget is proposed to increase by 30.49 FTEs to support increases in social work caseloads and bring them in line with state recommended staffing levels and other mandates in Child Welfare, Adult Protective Services and Health Records.

Much of the County's fiscal support goes toward mandated services, innovative partnerships between Wake County Human Services and community organizations. The FY 2017 Recommended Budget continues the investment in human capital and our communities as we seek out new collaborations and enhancement of services.

Public health nursing services for schools is at a critical point. In order to keep up with the increasing number of schools and the increasing student population, the Department is slated to receive 9.49 FTEs for Public Health Nurses in the Wake County Public School System. These nurses will provide nursing care, case management and improve health services to Wake County's school age population. Increasingly, schools are becoming a central point of intake into the Wake County Human Services system. This funding is the third year of a four year request to provide additional staff as our school population increases and our county grows. This will allow WCHS, which is the "health department" for the school system, to continue to address the safety and public health needs of students in public school settings.

Child Welfare will receive 10.0 additional FTEs in FY 2017 in order to improve the ensure client safety, comply with state recommendations and mandates. As part of this increase, three new Child Welfare Supervisors and a Program Manager will oversee the work of case workers, provide a secondary level of review to ensure the safety of the children in Wake County. Additionally, Child Welfare will receive 3.00 FTEs in the Core Services Administration. These staff members will work with the agency to fulfill state provisions, ensure staff are well trained, ensure the safety of children and reunify families in a timely manner.

The Economic Self-Sufficiency Division is proposed to receive 5.00 FTEs to provide additional capacity to alleviate increased caseloads for Adult Protective Services. These FTEs will reduce the average caseload down to 30, which is the state recommended level. Additionally, there will be more funding for contracted guardianship cases. Economic Self-Sufficiency will also gain 1.00 FTE to investigate the growing number of facility complaints and monitor the increasing number of facilities in Wake County.

As North Carolina Medicaid Reform unfolds, the future landscape for the state's Medicaid program appears to be emerging as some form of Medicaid managed care or integrated care model. In sum, this

will change fee-for-service reimbursement to a capitated reimbursement structure. And, as the reimbursement methodology changes, the annual cost settlement will evaporate. Strong practice management will be necessary, particularly for the health clinics, to achieve efficiencies that will enhance revenue projections and establish productivity benchmarks for clinical and paraprofessional staff. In addition, contracting with managed care entities in order to remain fiscally viable and reduce reliance on county funding.

Public Health is proposed to receive 1.0 FTE in Vital Records. This position will ensure that all birth, death and fetal deaths are registered within state mandated timeframes and to provide certified copies of records upon request.

For the most part, temporary staff have been phased out as a long term strategy for dealing with the workload in Economic Services programs. However, it is anticipated that we should allow for some use of temporary staff throughout the year in order to respond to increases in demand, new implementations of NC FAST, and other unforeseen events that impact our ability to manage the workload in a timely manner.

Increased fiscal pressure to provide clinical services that meet Insurer and Medicaid reform network requirements for service reimbursement.

HORIZON ISSUES

Demographic trends will require the Department to look at changes in who will need services in the next five to ten years. Populations that make up the "dependency ratio" those under the age of 18 and over the age of 65 - will increase. Human Services continues to be the "Health Department" for the Wake County Public School System, and will need to identify additional resources and partnerships to provide public health nursing services in school settings as the school-aged population and number of schools continues to grow. Statistics also show that initiatives such as Human Capital Development and economic development strategies are even more important as Wake County continues to be in a "post-recession" period that has had a major impact on the workforce. There are "new consumers" of Human Services, including males previously in blue and white collar jobs needing training and employment opportunities. As the Department continues to address current social services needs and crisis, planning also needs to be done to leverage resources and identify best practices for the changing demographic environment.

WCHS will continue to deal with challenges precipitated at the federal and state levels. For NC FAST, Food and Nutrition Services, Medicaid, and Workfirst, WCHS will be focused on:

1 - Creating and maintaining a seamless continuum of access to Economic Services benefits with Customer Support Services (Call Center, Information Desk, Electronic Document Management); 2 - Establishing new training methods needed to support case management in future (computer based training, online tutorials); and 3 - Implementing effective communication strategies with customers, medical providers, community partners and the general public. There will continue to be human resource, technology and space related costs associated with the transition challenges that all North Carolina Counties are facing in order to assure that their residents receive timely benefits for which they are eligible.

NC FAST Implementation of the Child Care Subsidy and Energy programs for FY 2017. This conversion will impact a total of 4858 children/400 providers in Child Care Subsidy and 13,176 households receiving Energy assistance (INFORM data as of 1/2016).

At present, Human Services is going through many high impact changes to its operations, both in Economic Services and Public Health Services. Because of new emerging trends, the Department warrants a major study and assessment of long term facility needs. With the assistance of General Services, and Facility, Design and Construction, a Facilities Master Plan Study will allow the Department to successfully navigate future growth in the ever changing Human Service environment.

As WCHS meets multiple challenges, the Department will still need to continue to strategically plan for the future using science-based practices and cutting edge technology and communication tools and strategies. Leadership will have to prioritize resources and leverage more partnerships so as not to fall behind in keeping Wake County one of the best places in the nation to live.

As the elderly population continues to grow rapidly, there will be increasing demand on the existing resources and services. There are already long waiting lists for services that assist individuals to remain independent. Increasingly the senior population will be looking for new ways to age in place with appropriate supports.

There is a need for additional women's shelter beds to meet local demand, especially for single women without children.

Division Summary - Social Services Economic Self Sufficiency

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		27,515,577	31,041,453	30,174,880	31,881,992
Contractual Services		48,329,359	44,009,881	45,381,269	45,328,452
Supplies, Materials and Other Charges		2,014,037	2,768,158	2,822,575	2,868,344
Expenditure Totals	$	**77,858,972**	**77,819,492**	**78,378,724**	**80,078,788**
Revenues:					
Federal		1,012,877	567,268	567,268	712,420
State		59,336,994	58,848,602	59,547,881	60,244,240
Charges For Services		815,861	1,308,777	1,152,886	894,145
Miscellaneous		107	–	–	–
Revenue Totals	$	**61,165,839**	**60,724,647**	**61,268,035**	**61,850,805**
Number of FTE's		483.00	561.00	561.00	567.00

DIVISION PURPOSE AND GOALS

The Economic Self Sufficiency Division, also known as the Division of Social Services or DSS, 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 are to: Promote personal responsibility; provide time-limited public assistance; provide energy assistance; offer access to health care; establish and enforce child support obligations; build 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 Enforcement; Family Medicaid and Food Assistance; Program and Staff Development; the Energy Program; Vocational Services; and Work First. The Division also includes Adult Services Programs including Adult Protective Services, Adult Guardianship, Adult Economic Services, and Adult and Community Services. Adult Protective Services investigates complaints of abuse, neglect and exploitation of disabled adults.

MAJOR ACCOMPLISHMENTS

During the past year the Division has been focused on filling new positions and ongoing vacancies. Several new functions were created, including a Quality Assurance team, a Change team, and a Customer Care team. Each of those teams is now in place and new business processes have been created to support those functions. Quality Assurance reviews are being completed and benchmarks established as we begin to focus on improving quality and accuracy. The Processing Center for Medicaid and Food and Nutrition Services opened in April 2015. The new Business Process Improvement team has worked on several projects to improve efficiency and accountability. Time studies for various functions have been completed which has provided the basis for performance expectations. While there are still challenges remaining with timeliness in Medicaid and Food and Nutrition Services there has been a steady improvement throughout the year.

In FY2015, 98% of child support collections directly benefited families. 2% of collections offset Workfirst and other public assistance benefits received by participants. The department collected $48 million for more than 21,283 families, established paternity for 96.87% of the 22,699 children served, and

enforced, monitored, and/or modified 18,224 monetary child support and medical coverage orders.

The Energy Program has continued to build on the business process improvements which has increased capacity, improved customer service and increased our ability to spend allocated funding. Last fiscal year (7/1/2014-6/30/2015) the Energy Program processed 16,382 applications and spent 75% of all allocated funding. Fiscal year-to-date (7/1/2015-2/29/2016) the Energy Program has already processed 15,813 applications and expended 71% of all allocated funds.

Employment Services has met the NCWorks Commission's established criteria for customer service and has achieved an integrated services delivery approach. NCWorks Career Center in Raleigh-Swinburne is certified as Tier 2 NCWorks Career Center for a period of two years, beginning March 2015 and expiring in March 2017. The center certification process was established by the Commission to ensure a consistent level of quality customer service throughout the state's workforce delivery system, to promote an integrated delivery approach, and to maintain service expectations of the NCWorks Career Center brand. In January 2016, the NCWorks Career Center at Swinburne had an unannounced Center Quality Assurance Review visit by Capital Area Workforce Development Board. The center received a total score of 92%, Above expectations - performing at a level above requirements.

FY17 DISCUSSION

The Social Services budget was increased by $2.30 million from the FY 2016 Adopted Budget to $80.08 million which resulted from expansions and a variety of other adjustments.

The budget includes additional funding for temporary staffing to support the NCFast program. Additional staffing will enable Human Services to manage case processing in times of high demand to avoid the delays that lead to negative consequences for clients. It will also allow for increased capacity to meet mandatory USDA standards. $366,333 in Expenditures; $228,957 in Revenues.

Funding was added to the budget for increased capacity for Adult Guardianship to reduce average caseload to 30 which is the recommended level in the form of 5.00 FTEs and contracts. An additional FTE will investigate facility complaints and monitor the increasing number of facilities. $756,773 in Expenditures; 6.00 FTEs.

For the most part, temporary staff have been phased out as a long term strategy for dealing with the workload in Economic Services programs. However, it is anticipated that we should allow for some use of temporary staff throughout the year in order to respond to increases in demand, new implementations of NC FAST, and other unforseen events that impact our ability to manage the workload in a timely manner.

The implementation of NC FAST and its associated delays in processing benefits has greatly impacted the Customer Support Center and customer service in general. Staff were added to the center to take calls from consumers reporting changes in order to respond to calls in a more timely manner. Plans are in place to begin training customer service representatives in more eligibility functions so that they can provide additional support and not have to refer callers to case management staff.

HORIZON ISSUES

Child Care Subsidy and Engergy Assistance programs will be added to NC FAST in the upcoming fiscal year. Each implementation requires that we allocate additional resources to adequately prepare and train staff and handle the additional work of converting to the new system.

As the elderly population continues to grow rapidly, there will be increasing demand on the existing resources and services. There are already long waiting lists for services that assist individuals to remain independent. Increasingly the senior population will be looking for new ways to age in place with appropriate supports.

It is not yet clear what impact Medicaid reform will have on counties as detailed information has not been received. We do expect to continue to experience spikes in demand from various seasonal initiatives, such as the Affordable Care Act enrollment period, Low Income Subsidy Applications, and Turbo Tax applications for Food and Nutrition Services. We must structure our workforce in a flexible way in order to be able to handle increased volume without falling behind.

Human Services

Summary of Services and Performance Measures

Service Area: Children Medicaid

Description: Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the PFL, and family planning services to low income adults.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total number of family Medicaid recipients	86,548	90,087	93,772	N/A

Service Area: Medicaid, Food Stamps and Special Assistance for Older Adult

Description: Includes Medicaid, Special Assistance, (a program which helps pay for the cost of care in an adult care home/assisted living facility), and Food Stamps for senior and disabled adults.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total number of adult Medicaid recipients	31,971	33,604	35,321	N/A

Service Area: Adult Protective Services

Description: Accept calls for information and referral and/or evaluation of reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Percentage of clients in safe/affordable housing	98	95	95	190
Effectiveness				
Percentage of clients with a medical home	96	95	95	190

Service Area: Food & Nutrition (General Food Stamps Program)

Description: Food Assistance (food stamps) supplements the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total number of cases or households receiving benefits.	38,466	40,512	42,667	N/A

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
% of substantiated complaints in adult care homes.	14	28	25	53

Service Area: Child Support

Description: Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total amount collected	48,011,268	48,011,268	48,200,000	95,857,277
Percentage of cases with court order	82	85	86	176

Service Area: Adult Guardianships

Description: WCHS is at times named by the Wake County Clerks of Court to serve as the legal guardian of the person for elderly and disabled adults.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total Guardianship	520	550	640	840

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total number of families that gained employment and effectiveness	912	1,003	1,123	2,246

Service Area: Older Adults-Support Services

Description: Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of consumers who will have a medical home.	98	95	95	190
Percentage of consumers that will maintain stable housing.	98	95	95	190

Service Area: Child Care Subsidy

Description: Affordable early childhood education/ childcare for low income families. This program allows 100% of Work First families to work or participate in work related activities. Safety for children at risk of abuse/neglect; allows family to receive treatment in home; reduces placement out of home; School readiness for children with developmental delays & special needs.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of children receiving subsidy services	7,714	7,040	4,945	9,890

Service Area: Employment/Workforce Career Center at Swinburne

Description: The One-Stop model makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through Career Center and NCWorks co-located staff offer funding for skills training for customers who meet certain requirements. Provide Business/Employer Services.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
New and carryover individuals served via enrollment and job finder club services.	22,326	19,790	20,000	N/A

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide energy crisis assistance to individuals and families in heating or cooling emergency.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of households receiving energy assistance	18,377	14,049	20,000	N/A

Service Area: The Daily Grind

Description: Provide job skill development. The Daily Grind coffee shops are staffed by consumers and offer ideal occupational assessment sites at which to gauge a consumers' skills and work habits prior to them entering competitive employment.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Sales revenue in the Daily Grinds.	112,739	105,470	130,261	139,000

Division Summary - Child Welfare

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		15,491,894	16,862,112	16,362,112	19,097,082
Contractual Services		8,121,392	6,398,404	7,906,635	6,539,221
Supplies, Materials and Other Charges		1,419,041	1,356,011	1,410,822	1,491,011
Capital Outlay		5,027	–	–	–
Expenditure Totals	$	**25,037,354**	**24,616,527**	**25,679,569**	**27,127,314**
Revenues:					
Federal		1,956,695	1,981,879	2,017,065	1,941,646
State		11,569,809	11,915,467	11,696,170	12,116,436
Local		–	–	–	9,850
Charges For Services		19,543	7,500	7,500	7,500
Revenue Totals	$	**13,546,047**	**13,904,846**	**13,720,735**	**14,075,432**
Number of FTE's		239.50	257.70	258.70	271.70

DIVISION PURPOSE AND GOALS

Purpose and Goals: Child Welfare has three federally mandated goals. The first goal is safety - children will be protected from harm from child abuse and neglect. The second goal is permanence - children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is well-being - the educational, health and overall well-being of children in foster care or receiving CPS In-Home Services will be enhanced. Federal, state and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

MAJOR ACCOMPLISHMENTS

With the support of Casey Family Programs, Child Welfare implemented new strategies to facilitate reunification through services that educate, build and promote family skills and capacities for safe and permanent outcomes. Services and supports included utilizing a community agency to provide enhanced parent visitation/coaching services; enhancing visitation rooms to provide a safe, comfortable place for families for participate in parent coaching/visits; training in an evidence based parenting tool to help identify strengths and needs; and provision of passes to activities for community-based visitation to help promote positive parent-child interactions.

In partnership with KidsInsight and the Duke Endowment, Wake County Child Welfare began full implementation to pilot efforts in North Carolina to measure wellbeing among children in foster care and to track progress as children receive services while in care. The TOP measure tracks how children are doing using more than 40 child well-being indicators to help gauge whether the behavioral and mental health needs are improving through a particular course of treatment or additional services or supports are warranted.

In a continued partnership with Project Enlightenment and 27 community agencies, Child Welfare began its second year in participation in the community wide implementation of the Positive Parenting Program (Triple P) in central Wake County. Triple P is an evidenced based intervention that has been shown to reduce the incidence of abusive injuries by giving parents positive skills for relating to their children. Project Enlightenment was awarded a $2 million grant from the John Rex

Endowment to work with community agencies to train and provide Triple P - Positive Parenting Program (Triple P).

Wake County Child Welfare, in partnership with UNC Department of Psychiatry and Alliance Behavioral Healthcare began implementation of a new program, "The Parent Evaluation Program" to provide integrated assessment for parents whose children have entered foster care. This partnership provides front-end, clinical assessment and assists parents in engagement of services designed to help safely reunify with their children.

FY17 DISCUSSION

The Child Welfare budget was increased by $2.51 million from the FY 2016 Adopted Budget to $27.13 million which resulted from expansions and a variety of other adjustments.

Additional staff is included in the budget to improve supervisor to staff ratios, ensure client safety and compliance with state recommendations and mandates and bolster related training and enhance quality improvements. $734,300, 13.00 FTEs

More funding is needed for the foster care budgets due to an increase in the number of children in foster care. This is due to two factors: (1) a 20% increase in entries from FY 14 to FY 15 and (2) an increase in the length of time children stay in foster care. The numbers of children in care has also required the use of group homes for our adolescents and these have depleted our budget.

HORIZON ISSUES

Wake County was selected to participate in the Federal Child and Family Services Review. This review has required the addition of resources to complete case reviews and interviews with families and children served. And the review of cases through this process will continue into FY 2017.

New entries into Foster Care increased by 11% in FY 2015 compared to FY 2014. In the first six months of FY 2016, new entries decreased by 24% compared to the first six months in FY 2015.

CPS assessments and assists decreased by 17% in FY 2015 compared to FY 2014. In the first six months of FY 2016, CPS assessments and assists increased by 1% compared to the first six months in FY 2015.

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total number of reports accepted for CPS Assessment	5,817	5,925	6,075	N/A

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Average number of children in foster care	686	705	725	N/A

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total number of families referred for CPS In-Home Services	649	655	670	N/A

Service Area: Foster Care Emergency Placements (Wake House)

Description: Wake House is a 6-bed emergency shelter serving older boys in Wake County's legal custody. It is used primarily for youth whose behavior problems make it impossible to immediately place them in a foster home or who have been extruded from a placement.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of Adolescents admitted to emergency shelter leaving within 90 days.	96	90	90	180

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Average number of Adoptive families of special needs foster children receiving financial assistance	1,090	1,125	1,155	N/A

Division Summary - Children Youth and Family

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		16,010,876	17,429,377	17,236,414	16,897,447
Contractual Services		414,103	447,021	453,040	299,830
Supplies, Materials and Other Charges		697,282	897,649	922,026	834,991
Expenditure Totals	$	**17,122,261**	**18,774,047**	**18,611,480**	**18,032,268**
Revenues:					
Federal		4,488,949	4,523,088	4,355,603	4,356,421
State		860,637	817,404	862,325	277,037
Local		13,075	11,850	11,850	2,000
Charges For Services		2,953,143	2,944,109	2,944,109	3,240,986
Revenue Totals	$	**8,315,804**	**8,296,451**	**8,173,887**	**7,876,444**
Number of FTE's		257.16	267.15	264.15	264.15

DIVISION PURPOSE AND GOALS

The Children, Youth, and Family (CYF) Services Division works with children, youth, adults, and families in communities, to ensure and to achieve safety, well-being, and self-sufficiency. The foundation of practice in CYF is human capital development across lifespan, multi-generational at the individual, family, community, and system levels. Our business model is that of an integrated services delivery system that leverages partnerships and maximizes collective resources in our community to achieve our shared client outcomes.

CYF has the following five goals: 1) Families and community of Wake collectively create home and community environments that encourage and support safety, well-being, educational success, emotional and healthy development of youths. 2) Individuals, families and community groups choose healthy behaviors and reduce health risks. 3) Vulnerable populations (ie. low-income individuals, youth, seniors and disabled adults, etc.) maximize their own assets and strengths to support their independence, health and well-being, economic stability, and minimize dependency on government services. 4) Communities build safe and healthy environment to promote safe and healthy lifestyles. 5) 55+ seniors , disabled adults, and their families develop and sustain their own assets in order to achieve healthy living, financial independence, social connections, and to prevent co-morbidity of aging.

MAJOR ACCOMPLISHMENTS

The CYF Division developed and implemented specific strategies and services to effectively meet the needs of population growth and demographic shifts in Wake County. CYF helped to increase collaboration and integration of services to bridge the gaps among public health, child welfare, and social services. All CYF services and resources are strategically aligned with HS regional network of care and with Wake County Public School system (WCPSS) school districts to provide services in homes, schools, neighborhoods, and communities.

Maternal Women's Health:

The NFP Program graduated 16 families from the program in August 2015. The program serves first time moms during their pregnancy and through their child's second birthday.

The Child Passenger Safety team (Love Us, Buckle Us), in partnership with Wake County Safe Kids and Bobby Murray Chevrolet, held the 'Never Leave Your Child Alone' event on June 16, 2015. Staff roasted

smores in the hot cars while educating families to never leave a child alone in a vehicle, check the back seats of their cars every time they exit and to call 911 if they see children unattended in a car.

During Child Passenger Safety Week, September 13-19, 2015, staff from the WCHS Maternal and Child Health Program along with community partners from Safe Kids Wake County and Knightdale Fire and Rescue provided seat checks throughout the community to educate participants about the importance of proper child safety seat usage. Over 200 citizens and caregivers received education and information about the importance of proper selection, direction, harnessing and installation of child safety seats.

The Child Passenger Safety Program, in partnership with the Wake County Safe Kids and Apex Police Department, celebrated National Safe Kids Day on Saturday April 11, 2015 by providing a community injury prevention safety festival at Beaver Creek Commons/Target complex in Apex. Over 800 attendees participated in interactive games and displays.

Wake County 4-H Youth Development provided significant educational opportunities and support for 3,431 young people. Helping them to reduce risky behaviors and develop the skills necessary to reach their full potential.

An additional 9,589 youth were reached though community outreach and school enrichment opportunities. The strategies were supported by 806 community volunteers who contributed 13,744 hours of service to the 4-H programs. Wake County 4-H staff also builds the capacity of youth serving organizations to integrate research based best practices in positive youth development into existing programs. Training and technical assistance were provided to 1,993 adults from a variety of community and faith based organizations.

School Health: Continues to successfully implement the Acuity Business Model deploying resources based on need. Schools with higher needs receive more hours/week of nurse time. School Nurses developed and implemented over 14,000 student health care plans during the 2014-2015 school year. Identified approximately 1,500 students with specific health conditions needing case-management services to achieve health and educational outcomes. Case management services increased by over 300%. The School Health nurses also disseminated information and resources about access to health insurance and permanent medical homes to students and families.

Women, Infants, and Children's (WIC) Program:

(1) Received NACo 2015 Achievement Award for WIC APP on SharePoint application in the category of Information Technology. (2) Received NC Department of Health and Human Services Division of Public Health Certificate of 2015 Achievement Award for attaining the highest percentage rank in breastfeeding up to six months of age among infants in the WIC Program. (3) Managed to increase participation rate per month from 94% to 98.6% between October 2014 - September 2015 by implementing caseload management and aggressive marketing and outreach strategies. (4) WIC successfully implemented new food package change effective October 1, 2015 without reducing client appointments. (5) WIC Successfully rolled out Vendor portion portal in Crossroads October 2015. (6) Continue discussions with WCHS Director, GSA and Western CAC to expand WIC services in the western region of Wake County (the only remaining zone without a WCHS Regional Center) to ensure program accessibility.

FY17 DISCUSSION

The Child, Youth and Family budget decreased by $742,000 due to reallocations to other divisions to align funding with services.

HORIZON ISSUES

Maternal Women's Health: 1. Pregnancy Care Management, Pregnancy Medical Homes and the Community Care of North Carolina, continue to work collaboratively toward positive outcomes for pregnant women and children 0-5 years of age. 2.

Continue efforts to promote Medicaid eligibility and access to care for pregnant women and children in Wake County.

School Health: 1. Continued student population growth. 2. Services are limited to WC public schools only. Charter schools do not receive school nursing services. 3. Lack of access to pediatric and adolescent health services especially for children and youths in rural areas of the county. 4. Continued Health and education disparities.

There is proposed legislation that will allow youth who have chosen to exit foster care after turning 18 to be able to return to care until they are 19 or 21. Since the youth who remain in foster care thru 21 need to be in school or working part time, there may be increased demand for employability coaching and skills as well as for post-secondary preparation. This is similar to an already increasing demand for tangible life skills education for youth in group homes and in other secure settings.

WIC: 1. Implementation of Crossroads State Computer System; 2. Loss of Autodailer reminder calls, currently manually having .5 FTE make reminder calls 20 hours/week.

Summary of Services and Performance Measures

Service Area: WIC

Description: Provides nutritional counseling and vouchers for healthy food items for pregnant and postpartum women, infants, and young children to promote healthy growth and good nutritional status in children.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of low birth weights experienced by newborns (<5 lbs. 9 oz)	8	6	7	14

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Percent increase in NICU graduates who have their first PCP visit within one month of discharge	N/A	N/A	N/A	5

Service Area: Maternal Health- Pregnancy Care Management

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
% of priority OB Medicaid patients with completed contract	87	87	90	160

Service Area: Family Support

Description: Increase the percent of children who are maintained in relative care-giver homes. Reduce the percentage of FSS families with new CPS involvement. Assist youth in completing high school or GED program. Help families demonstrate preparation for employment and ability to utilize resources to meet family needs.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
% of targeted families identified	N/A	N/A	N/A	N/A
Effectiveness				
% of Kinship Care youth who remain in Relative Care and out of Foster	100	90	90	190
% of youth with no active CPS involvement after 6 months of Family Services Case Closures	90	85	85	160

Service Area: Youth Services-OJJ/DJJDP Program

Description: To prevent juveniles at risk of delinquency and gang involvement from engaging in criminal acts by developing community-based delinquency and gang prevention strategies and programs.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
programs must track recidivism, violations of probation and parental involvement in addition to other measures specific to their program type	1,442	1,450	1,450	2,900

Service Area: School Nursing-School Dental

Description: Promote health, safety, and eductional 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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
% of students that receive medication at the school on a routine schedule and will receive the same dose at the same time	96	100	100	200
% of students that require medication at school will receive medication as prescribed	96	100	100	200
% of students requiring invasive procedures on a daily basis will receive procedure as prescribed on the Physicians order and Plan of Treatment	98	100	100	200
% of targeted students identified as having no insurance will be enrolled with a health insurance program	38	83	90	200
% of targeted population will be linked to and access health services	68	56	75	190
% percentage of students identified as having limited/no access to care and or a newly diagnosed medical condition will be referred to school health case management	N/A	N/A	N/A	100
% of students who receive case management services will show improvement in 2 or more health and education outcomes by the end of the academic school year	80	85	90	90
% of students will demonstrate that they are more confident in managing their chronic illness after nursing interventions evidenced by survey	76	85	90	90
% of parents of students will demonstrate satisfaction that their student showed improvement in self managing their chronic illness after receiving case management services provided by the school nurse as evidenced by parent survey	76	85	90	90

Service Area: Youth Services-Community Youth Development

Description: Non School hour programs for vulnerable adolescents

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of at-risk 4-H youth participants demonstrating no recidivism and /or reduced alcohol, tobacco and other drug use	91	85	85	200
% of 4-H Youth participants demonstrating increased healthy behaviors	89	85	90	200
# of adults trained in youth development best practices and evidence-based programming	N/A	500	750	2,000

Division Summary - Public Health

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		4,330,278	4,110,776	4,073,423	4,157,673
Contractual Services		561,726	511,145	777,003	668,992
Supplies, Materials and Other Charges		1,278,298	1,529,046	1,480,319	1,611,015
Capital Outlay		5,027	–	–	–
Expenditure Totals	$	**6,175,329**	**6,150,967**	**6,330,745**	**6,437,680**
Revenues:					
Federal		921,558	1,018,077	981,072	1,008,223
State		518,125	529,250	747,875	714,875
Local		6,000	–	–	–
Charges For Services		29,963	175,366	48,866	175,366
Revenue Totals	$	**1,475,646**	**1,722,693**	**1,777,813**	**1,898,464**
Number of FTE's		63.25	64.75	65.75	76.24

DIVISION PURPOSE AND GOALS

The primary mission of Wake County Public Health (PH) Division is to collaboratively protect and improve the health of Wake County residents through partnerships, innovation and integration of health resources. Primary program areas include: Disease Prevention and Surveillance, Health Promotion, Vital Records, HIV/STD Prevention, and Disaster Preparedness and Response. (should we add CYF - WIC/ CCHC/ MCH) Ready to serve Wake County, the PH programs address a wide variety of health issues including: chronic disease, communicable diseases including HIV/STD as well as other infectious diseases, healthy weight and wellness promotion, injury prevention, school health, reproductive health, immunization outreach, tobacco, vital records and refugee health.

MAJOR ACCOMPLISHMENTS

Although Wake County has ranked #1 in the North Carolina County Health Rankings for the first five years of release, Wake slipped to the #2 spot in 2015, attributable primarily because Orange County realized improvements. County Health Rankings are based on comparisons of health outcome indicators related to length and quality of life. Rankings have been released annually since 2010. Top ranking distinction is attributable to the collaboration of county leadership, various county programs, and partnerships in the health, business, and education community. This honor is one that must be shared by many organizations and individuals in Wake County.

"The Immunization Program provides services to children and adults to comply with North Carolina law and prevent the spread of vaccine-preventable diseases. Immunization services are offered in program and clinic locations including: Child Health, Prenatal, Womens Health, STD and HIV clinics, Immunization Clinic E, the Regional Centers and through outreach activities that serve clients and Wake County Employees. There were 40,112 vaccine doses provided to 15,991 clients.

- 56.6% (9,051) were children ages birth through 18 years

- 43.4% (6,940) were adults 19 years and older

- Includes 8,895 doses of Flu vaccine administered (1,366 to WC Employees).

The newly implemented collaborative with Advance Community Health established a Men's Health Clinic to serve minority men at-risk for HIV/STDs. This model is the first in Wake County and the state. Sustainability has been realized and Advance Community Health will continue to provide these services to minority men beyond the CDC funding in September 2016.

Vital Records implemented a new system that tracks compliance on the percent of time a death certificate has been processed within five days as per state statute. Strategies to improve compliance are underway with the local funeral home directors, medical providers. Also, an expansion request to add a 0.50 FTE has been submitted.

Refugee Health anticipates a sharp increase in the number of refugees in the next two years in response to the global refugee crisis and a federal increase in the cap on the number of refugees entering the United States. NC DHHS has advised that the county will see an approximately 20% jump in the number of refugee patients, and the increase will be sustained for the foreseeable future. When refugees are resettled in Wake County, they are required to have a communicable disease screening with a refugee nurse within 30 days of arrival where we provide communicable disease screenings and immunizations to specific refugee populations in accordance with agreement and laws. Provide Civil Surgeon duties to assist refugee clients to obtain a change of status to allow permanent residence in the United States. Approximately 500 refugees received Communicable Disease screening and/or immunization services. Refugee clients represented 37 different countries.

For the past four years, Health Promotion Staff has partnered with the YMCA of the Greater Triangle to provide health screenings for preschool to school aged children during their annual Health Communities Day. Health Promotion Staff also collected and analyzed local BMI data measured on youth. Among the YMCA campers who were screened, there has been a trend of a 1% annual decrease in the prevalence of overweight and obesity (2011 - 47%; 2012 - 46%; 2013 - 45%; 2014 - 44%), attributable to the implementation of evidenced supported strategies.

Communicable Disease devoted many hours to issues related to emerging diseases. Ebola monitoring and education for those either coming from affected countries and those that travel to and from those affected countries. 145 people were each monitored for Ebola the required 21 days. We have added telemonitoring capacity for CD cases to communicate status with the CD nurse if symptoms develop. Zika monitoring and testing is now underway. TB had 24 confirmed cases and 4 confirmed deaths in 2015. Disease Intervention Specialist continue to work in partnership with our HIV Outreach team to combat STDs and HIV prevention, specifically the syphilis epidemic.

Expanded partnerships with all five Animal Control Agencies within the County are helping to ensure consistency in controlling rabies and other diseases in animals.

Health Educators have played a vital role assuring accurate, timely, and informational fact sheets are available for the public and providers to address new and emerging diseases such as Zika. They also play a vital role in and translating.

Public Health Preparedness addressed many PH issues from weather events, to disease spread, and all hazards response. The Ebola world health crises was very real for Wake County in 2014-15. Public Health partnered with multiple agencies, hospitals, EM, and EMS to assure readiness. Also, working with TSA and Customs and Borders at RDU to support their efforts in monitoring incoming travelers from foreign countries for other diseases. WCCH Public Health continues to man the Mass Care and Public Health positions in the county EOC.

FY17 DISCUSSION

The Public Health budget increased by $287,000 to $6.44 million. This budget includes the third year of increased school nurses to provide case management and improve health outcomes for school age children. $578,982 in Expenditures; 9.49 FTEs.

For four years, Public Health has submitted an expansion request for a full-time Public Health Educator position to serve the greater Wake County community; however the request has not been funded, yet need remains. Last year, the budget analyst recommended the position to the Budget Office. Rather than solely placing priority on mandatory/regulatory programs, attention to prevention services, like those outlined in the national platform, should have equal consideration.

HORIZON ISSUES

With our increasingly diverse community and expansive global travel of Wake County residents there is a growing need for trained and competent staff to meet the potential global health issues that present regularly. Refugee Health anticipates a sharp increase in the number of refugees in the next two years in response to the global refugee crisis and a federal increase in the cap on the number of refugees entering the United States. NC DHHS has advised that the county will see an approximately 20% jump in the number of refugee patients, and the increase will be sustained for the foreseeable future. PH provides a vital role in protecting the people of Wake County from emerging communicable and zoonotic infectious diseases. This work requires critical PH elements such as collaborative efforts with multiple local and state healthcare entities, ongoing disease surveillance, and skilled epidemiologic investigations as well as rigorous health policies. Recent months have been particularly eventful for CD. Ebola, listeria, Middle Eastern Respiratory Syndrome, chikungunya, rabies, TB, avian flu, and the Zika virus are a few of the diseases that have required extensive public health monitoring. Surveillance and timely response to disease and emergent issues is crucial to assure the health of our residents. PH Division will continue to provide trained staff and 24/7 coverage to assure prompt action when needed.

Leadership - State Department of Public Health and Wake County: The North Carolina Department of Health and Human Services has new leadership in two key positions. Richard Brajer is the DHHS Secretary and Dr. Randall Williams is the DHHS State Health Director. Future direction for public health in relation to state-wide Medicaid Reform is currently being closely studied. Dr. Sue Lynn Ledford, Public Health Division Director continues to connect us with the health directors across the state, and the Health Director's Association.

Federal Health Care Reform: Open Enrollment for 2016 health coverage ended January 31, 2016. During the last year we have started to see small numbers of our patients enroll in the federal marketplace, most specifically in our HIV/AIDS/STD clinic. Through successful negotiations WCHS is now a participating provider in the Blue Cross Blue Shield insurance plans.

State Medicaid Reform: Transformation from present fee-for-service to capitated reimbursement system is now underway. During this legislative short-session it is anticipated that future model for Medicaid system (ACO, MCO or some hybrid model) will be refined. We anticipate major changes to our current funding structures. The exact role of local health departments in these reform scenarios is uncertain. Public Health's active engagement with local ACOs and hospital entities will be a crucial factor for assure enhanced access to care for Wake County's most vulnerable populations.

Access & Availability to Care: As identified in the Community Health Needs Assessment (CHNA) in 2010 and 2013, access and availability to adult care and mental health services have become an increasing priority for Wake County residents. The current Wake County CHNA is underway and scheduled for release in June, 2016. The preliminary findings from community focus group have indicated a similar correlation.

Sexually transmitted Diseases: STDs are a current issue with syphilis cases at a 20 year high. Increasing trends in co-morbidity with HIV and syphilis are also alarming. In Wake County 45.6% of those with syphilis also have HIV. Of the other reportable STDs, chlamydia continues to be the disease with the highest morbidity in Wake County with Gonorrhea a close second. There were 4,773 chlamydia cases and 1,377 cases of gonorrhea in 2015.

Drugs and Substance Abuse (SA): Increasing rates of drug overdose deaths and suicide-related Emergency Department (ED) visits are a serious concern for Wake County in 2014. The heroin death rate in 2011 was 0.6/100,000 population and more than quadrupled to 2.6/100,000 population in 2014.**

The rate of ED visits due to suicide and self-inflicted injury went from 73.4/100,000 population in 2011 to 110.7/100,000 population in 2014. Only limited state funding is currently available to address the SA issues. **Data source: NC Injury and Violence Prevention Branch, NC DHHS

Summary of Services and Performance Measures

Service Area: Communicable Disease Control- CD Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of all reportable communicable diseases	612	500	400	850

Service Area: Communicable Disease Control- Tuberculosis Surveillance

Description: The investigation, treatment, education, prevention and reporting of TB within Wake County. The collection, coordination and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Efficiency				
Percentage of TB investigated/reported within the state mandated time frame	98	98	98	196
Total Number of TB Cases Investigated	35	31	N/A	N/A
Total Number of TB Cases Confirmed	19	8	N/A	N/A
Total Number of Clinic and Field visits	4,931	4,770	4,700	1,600
Total Number of X-rays	521	273	400	800

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Other Public Health preparedness or emergency response activities (non-exercise)	1	N/A	N/A	N/A
Effectiveness				
	N/A	N/A	N/A	N/A

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of persons testing for HIV, Syphilis, GC, Chalmydia and Hep C seropositivity	3,679	4,000	4,000	8,000
Output				
Total number of Housing Vouchers issued	38	33	33	110
Number of individuals who used Prevention and Education services	20,234	13,000	13,000	30,000

Service Area: Immunization Outreach

Description: Objectives are to increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry(NCIR). Provides system administration for NCIR at WCHS. Provides oversight and administration of NACo Prescription Discount Card Program/Wake County.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of clients immunized	15,988	21,500	22,000	43,500
Output				
Number of Doses Administered	40,108	46,000	46,500	92,500

Service Area: Child Fatality Prevention

Description: Child Fatality Prevention Team reviews the deaths of children, ages 0-17 that are not due to suspected abuse and neglect. The Team identifies causes of child deaths, identifies gaps or deficiencies that may exist in order to improve the delivery of services to children and families, and makes recommendations for changes that could prevent future child fatalities.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percentage of childhood deaths assessed in order to improve delivery of services	100	100	100	200
Percentage of reports submitted to the State and County Commissioners timely	100	100	100	200

Service Area: Health Promotion Education

Description: Provide a set of chronic disease prevention and management services (including screenings) that address obesity, cardiovascular disease, stroke, diabetes, breast and cervical cancer, and smoking cessation to at risk populations and communities with existing health disparities.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of breast cancers detected of women screened through the BCCCP program	4	5	5	N/A

Service Area: Vital Records

Description: Maintain records, perform duties of Registrar and provide birth, death and other vital record information to the state and the public.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of deaths processed	5,948	6,066	6,066	5,675
Number of birth records processed	13,546	13,816	13,816	13,093

Division Summary - Health Clinics

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		12,181,238	12,468,878	12,401,216	12,655,980
Contractual Services		2,780,863	2,893,019	3,117,265	2,801,920
Supplies, Materials and Other Charges		2,208,628	2,433,315	2,447,298	2,568,459
Capital Outlay		47,714	–	–	–
Budget Reserves		–	3,345	3,345	3,345
Expenditure Totals	$	**17,218,444**	**17,798,557**	**17,969,124**	**18,029,704**
Revenues:					
Federal		2,320,965	2,594,569	2,740,364	2,648,740
State		292,085	378,352	398,352	341,469
Local		4,745	–	–	–
Charges For Services		7,606,314	10,662,157	10,843,907	10,628,957
Miscellaneous		23	265	20,265	265
Revenue Totals	$	**10,224,132**	**13,635,343**	**14,002,888**	**13,619,431**
Number of FTE's		161.10	168.85	169.85	169.85

DIVISION PURPOSE AND GOALS

The Health Clinics Division provides direct medical care and treatment and support services at its main campus on Sunnybrook Road as well as three WCHS Regional Centers. The health clinics serve targeted and categorical populations in the following areas: Sexually Transmitted Diseases (STD), Child Health, Prenatal, Immunization and Refugee Health, Dental and Women's Health. The services are offered to uninsured, underinsured and Medicaid-covered individuals. Patients are offered fee adjustments on a sliding-fee scale based on family size and income. Laboratory and Pharmacy are considered support services for both the Health Clinics and Public Health Divisions.

MAJOR ACCOMPLISHMENTS

For the fifth consecutive year, Wake County has been ranked as the #1 Healthiest County in North Carolina. This ranking is due in part to many of the services offered by our agency and the community that influence morbidity, mortality, modifiable health behaviors, and the physical environment.

Implementation of the Electronic Medical Records (EMR) system is completed. System implementation efforts have resulted in improved accuracy and improve continuity of care within the agency and with external partner agencies, which will improve outcomes. Upgrades are anticipated in Spring 2016.

Child Health provider staff participated in a MOC IV activity, Promoting Dental Homes for Young Children Through Screenings, Varnishings and Referrals. This quality assurance initiative resulted in an increased availability of fluoride varnish appointments and improved efficiency through flagging the charts when children needed fluoride or were ineligible for the program. The providers have begun work on their next QA activity, Comprehensive Screening for Maternal Depression and Infant Toxic Stress for 2016.

In response to an increase in syphilis cases, Child Health has partnered with the STD clinic to increase STD testing in teens. Child Health now routinely

screens teens over the age of 13yr for Gonorrhea, Chlamydia, Syphilis and HIV, unless the teen refuses testing. The STD clinic assists in contacting the teen, assuring treatment and partner notification.

The prenatal clinic at Sunnybrook, will again offer basic Ultrasound services for all of their clients, as well as those from the Regional Centers.

The prenatal clinic is anticipating the opening of a prenatal clinic in the Millbrook Human Services building, starting in the Spring of 2016. The prenatal clinic at Sunnybrook will extend their evening hours to Monday-Thursday, in addition to Saturday morning clinics as needed.

Our Maternal Care clinic has established and implemented expedited partner treatment protocols for purpose of protectin our pregnant women from reinfection with STDs, a leading risk for Preterm Delivery and infant morbidity.

Recognizing that repeat teen pregnancies have not decreased commensurate with first teen pregnancies, we have streamlined the postpartum appointment process in collaboration with Clinic F, moving post partum appointments to 4 weeks post partum to facilitate: family planning services to teen clients; call backs for missed appointments that will fall within a time frame where resources remain available to our patients; and students returning to classroom learning. Continuity of care between clinics has improved with this process.

Maternal Child Health providers have achieved CLIA proficiency and competency in performing Wet Mounts. This skill allows providers get get results faster thereby increasing both efficiency and patient satisfaction.

The WCHS Sunnybrook laboratory has sucessfully met all federal requirements for Clinical Laboratory Improvement Amendment (CLIA) recertification.

Continued billing for Medicaid Pregnancy Medical Home incentive payements of $150 for each postpartum visit accomplished within 60 days of delivery generated $233,500 in FY 2015, and $71,092 to date in FY 2016.

We continue to place Nexplanon and IUD at the postpartum visit. We are developing a report to allow us to monitor this.

The total number of LARC devices placed continues high. We placed 1,286 in FY 2013, 1,140 in 2014, 1,412 in 2015, and 773 to date in FY 2016, for a projection of placing at least 1,325 in FY 2016. It is interesting that we previously placed more IUD, but in 2014 began placing more Nexplanon based upon patient preference. We follow CDC guidelines and place the devices at the time of patient request whenever this is possible, and currently are able to place LARC devices in all of our regional centers. As a result of budget expansion requests, we now have funding to offer LARC devices throughout the fiscal year to our patients.

Coordinated with Club Choice to provide education and exercise classes to overweight and obese women who access our services.

Teen pregnancy rate in Wake County has fallen from 22.3 in 2013 to 20.0 in 2014, with a total of 682 teens between age 15 and 19 becoming pregnant in 2014. Most notably we are beginning ot see a drop in the repeat teen pregnancy rate, which as fallen to 22% in 2014 from 25% in 2012 and 27% in 2013. The repeat pregnancy rate in younger teens (17 and under) was 19% in 2013, which was an increase from prior rates ranging from 13 - 16%. We hope that use of LARC in new teen moms will help to reduce the problem that many teens have repeat pregnancies before turning 20.

Infant mortality continues to fall, with 59 infants dying in Wake County in 2014 before their first birthday, compared to 63 in 2013 and 87 in 2012. Infant mortality rate has fallen from 7.1 in 2012 to 4.7 in 2014. The disparity between African-American (9.7) and white (3.1) rates continues, however, showing the need to find new interventions and ways to support diverse populations. The Hispanic rate has inched up from 3.5 in 2012 to 5.2 in 2014.

Syphilis outbreak has required increased testing for STI during routine family planning visits. These tests are provided without cost to the patient, but significantly increase the work load for lab, nurses, and providers. Reimbursement is provided by Medicaid and private insurance, but usually not by Medicare.

Continued collaboration with Duke Family Medicine Residency, UNC nurse practitioner and nursing schools, and other educational institutions to train the next generation of health care providers in women's health, family planning, and prevention.

The WCHS Pharmacy served 11,827 Wake County residents in the fiscal year 2014-2015 and filled over 69,000 prescriptions. Each day the pharmacy serves around 150 patients. The pharmacy fills an average of 295 prescriptions each day for the patients seen within the clinics at Wake County Human Services plus the patients seen at community psychiatrists who partner with Alliance Behavioral Health. These patients do not have insurance coverage for their medications so Wake County Human Services provides these important medications. In the 2014-2015 fiscal year, the county obtained almost $15,500,000 in donated medications for behavioral health, asthma, and long term birth control from pharmaceutical manufacturers.

The pharmacy dispenses discharge medications to patients released from UNC WakeBrook, Central Regional and Holly Hill Hospitals and provided over 3000 prescriptions this year. This allows the patient to have enough behavioral health medication after they leave the hospital until they can attend their first visit with a psychiatrist.

The pharmacy served the HIV, STD, TB, children's, family planning and prenatal clinics with 24% of the prescription volume and behavioral health with 76% of the total prescription volume.

FY17 DISCUSSION

The Health Clinic budget increased by $231,000 due to annualization of merit and other small adjustments.

As North Carolina Medicaid Reform unfolds, the future landscape for the state's Medicaid program appears to be emerging as some form of Medicaid managed care or integrated care model. In sum, this will change fee-for-service reimbursement to a capitated reimbursement structure. As the reimbursement methodology changes, the annual cost settlement will evaporate. Medicaid cost settlement dollars have increased four-fold over the last ten-year period. And, there is increasing reliance on the annual settlement to cover the difference between fee-for-service reimbursement receipts and actual cost of delivering care and services. Strong practice management will be necessary, particularly for the health clinics, to achieve efficiencies that will enhance revenue projections and establish productivity benchmarks for clinical and paraprofessional staff. In addition, contracting with managed care entities in order to remain fiscally viable and reduce reliance on county funding.

Wake County anticipates a sharp increase in the number of refugees in the next two years in response to the global refugee crisis and a federal increase in the cap on the number of refugees entering the United States. The NC DHHS has advised that the county will see an approximately 20% jump in the number of refugee patients, and the increase will be sustained for the foreseeable future. When refugees are resettled in Wake County, they are required to have a communicable disease screening with a refugee nurse within 30 days of arrival.

HORIZON ISSUES

Within the clinic, 65.9% of clients would have qualified for the Medicaid Expansion. Without Medicaid expansion, they could elect to purchase health insurance via the marketplace; however, they would not be eligible for subsidy assistance and would have to pay 100% of the cost of premiums themselves. 32.4% of clients are eligible for Marketplace participation with subsidy assistance. An additional 1.6% are eligible for Marketplace coverage albeit without subsidy assistance. These figures are important because as a non-participating provider with these insurers, WCHS stands to lose patients to care and treatment to other private providers whose disease suppression rates do not

match our own (i.e., >80% viral load suppression). It is unlikely that patients who become insured will remain under treatment with WCHS because co-pays and deductibles for non-network providers will be very costly for them. In addition, HCR is shifting federal Ryan White funding to Federally Qualified Health Centers (FQHCs). As this particular funding becomes more limited, it will be essential that we establish clinical partnerships with FQHCs to continue care and treatment for these patients.

We anticipate similar trends in patient transition for other special populations interfacing with the divisions: public health programs and clinic services. In order to remain a reliable safety net provider as well as ensure access and availability of services to Wake County residents that desire to maintain medical care with us (i.e., patient choice), contracting with insurers will be necessary. It is imperative that we capitalize on our federal designation as an Essential Community Provider to contract with insurers.

Medicaid has reduced reimbursement rates for Nexplanon and IUD devices. Be Smart Medicaid (FPW) still does not reimburse for IUD insertion or removal procedures if performed during the annual visit, but now does cover Nexplanon insertion and removal with the annual visit.

Summary of Services and Performance Measures

Service Area: Communicable Disease Clinics- HIV/STD

Description: Provides clinic-based services to detect, investigate, and prevent the spread of communicable diseases, including but not limited to tuberculosis, sexually transmitted diseases, including HIV. Works with clients to promote healthier behaviors and lifestyles, to assure the availability of quality health care services related to reduction of risk and spread of communicable diseases.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Increasing numbers of sexually transmitted diseases	6,560	6,000	6,000	N/A
Percentage of newly HIV diagnosed individuals have already progressed to AIDS at the time of diagnosis	35	25	25	N/A
Percentage of new clients were racial/ethnic minority	85	75	75	N/A
Percentage of the total clinic population fall below poverty level	52	65	65	N/A
Effectiveness				
Total number of clinic visits w/3% turn away (HIV and STD Clinics).	17,975	18,700	18,700	N/A

Service Area: Communicable Disease Clinics- Immunizations

Description: Administer immunizations to help prevent vaccine-preventable diseases. Vaccinations to prevent childhood disease, adult diseases, and for international travel. Provide communicable disease screening and immunizations for refugees.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of overall immunizations given	15,988	21,500	22,000	39,150
Number of clients seen (child,adult,refugee,immigration,travel)	40,108	46,000	46,500	58,650

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Well child visits ages 0-1 year	2,423	2,400	2,600	6,500
Well child visits ages 1 -4 years	2,067	1,900	2,200	5,000
Well child visits ages 5 - 11 years	2,230	2,400	2,600	5,500
Well child visits ages 12-18 years	473	500	700	1,700

Service Area: Maternal Health Clinics-Prenatal

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Efficiency				
Percentage infant Mortality rate for Hispanic live births	5	5	4	N/A
Percentage infant mortality rate for other live births	1	3	3	N/A
Percentage infant mortality rate for African American live births	10	9	8	N/A
Effectiveness				
Percentage Infant Mortality Rate w/white live births	3	3	3	N/A

Service Area: Women's Health Clinic

Description: Provide high quality family planning services, postpartum and preconception care, teen services, and cancer screening. Serve as safety net provider of last resort for these services.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of unduplicated count of clients	7,394	8,000	9,000	10,000
Total number of clinical visits	13,481	14,000	15,000	18,000
Output				
Teen Pregnancy Rate per 1,000 age 15-19 Wake County	22	21	20	25
Long Acting Reversible Contraceptives (LARC) methods provided	1,412	1,552	1,700	2,000

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for mass care/bioterrorism event, community

collaboration to provide medication for uninsured citizens.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of prescriptions filled	71,182	71,200	71,500	143,000

Service Area: Dental Clinics

Description: Provide comprehensive preventive and treatment dental care to uninsured and underinsured children under the age of 20 and pregnant women. Provide community outreach including screening, referral, follow-up and education.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of unduplicated patients	4,608	4,800	5,000	11,100
Effectiveness				
Number of Patient Visits	9,753	10,000	10,200	19,800

Service Area: Lab Services

Description: Support all clinical programs and services with quality, proficient laboratory tests, procedures, and results. Support Environmental Services with environmental specimen tests, procedures, and results.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of lab tests performed	64,288	65,000	65,000	110,256

Division Summary - Behavioral Health

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		5,029	–	–	–
Supplies, Materials and Other Charges		338	–	–	–
Expenditure Totals	$	**5,367**	**–**	**–**	**–**
Revenues:					
Charges For Services		9,218	–	–	–
Revenue Totals	$	**9,218**	**–**	**–**	**–**
Number of FTE's		2.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

The Division of Behavioral Health Services (BHS) in the past provided assessment, treatment and referral of children and adults at risk for or diagnosed with mental health, substance abuse or developmental disabilites that may not be eligible for services elsewhere. BHS was the safety net and public partner within the Wake County community provider network of behavioral health services.

All Wake Behavioral Health programs and clients were transferred to Community Providers effective June 30, 2013. However, additional resources were required from July 1, 2013 to August 31, 2013 to successfully close out Wake Behavioral Health Services, transition programs and clients with least disruption and minimum impact to consumers.

Effective July 1, 2013 Alliance Behavioral Healthcare assumed responsibility for the management of mental health, developmental disability and substance abuse services in Wake County. Mental Health funds previously appropriated in the Wake County Human Services' budget to deliver behavioral health services were contracted to the Alliance Behavioral Healthcare for Community Providers.

MAJOR ACCOMPLISHMENTS

In response to a State mandate to divest of mental health, developmental disabilities, and substance abuse programs, Wake Behavioral Health divested of services as of June 30, 2013. A Transition team was formed from the period July 1, 2013 - August 31, 2013 to successfully close out Wake Behavioral Health Services, transition programs and clients with least disruption and minimum impact to consumers. This team was vital in assuring an orderly and smooth transition for our clients, staff and community partners.

FY17 DISCUSSION

All remaining funding from the Behavioral Health division for contract management and utilities at county facilities housing behavioral health contractors was transferred to the Behavioral Health MCO division to consolidate funding.

Division Summary - Administration and Operations

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		13,169,622	14,213,630	14,190,345	14,432,694
Contractual Services		7,817,061	3,535,533	3,307,973	3,415,458
Supplies, Materials and Other Charges		5,099,932	4,188,757	4,303,632	4,402,947
Capital Outlay		39,648	–	–	–
Expenditure Totals	$	**26,126,264**	**21,937,920**	**21,801,950**	**22,251,099**
Revenues:					
Federal		519,500	477,745	477,745	477,745
State		5,329,305	3,848,559	3,863,811	3,739,125
Local		49,096	–	–	–
Charges For Services		4,622,395	58,000	58,000	58,000
Interest Income		16,339	–	–	–
Miscellaneous		53,214	9,004	9,004	9,004
Revenue Totals	$	**10,589,848**	**4,393,308**	**4,408,560**	**4,283,874**
Number of FTE's		219.85	228.35	227.35	228.35

DIVISION PURPOSE AND GOALS

The Administration and Operations Division functions as centralized infrastructure for all Wake County Human Services divisions that provide direct services to consumers and customers. Administration and Operations includes functions of the Office of the Director; the Office of Community Affairs; Consumer Affairs; Resource Development, Volunteer and Intern Services, Strategic Planning and Data and Informatics, and the Office of the Medical Director. Operations functions include being a liaison to General Services for buildings and capital improvement planning, client accounting, budget and finance, contracts/grants management, consumer records, technology/data support and staff recruitment/retention. Additional services for regional centers, drug treatment court and funding for the County's responsibilities as related to juvenile detention services and juvenile programs in community-based settings are coordinated through this Division. The Office of the Medical Director provides clinical oversight to the department, as well as quality assurance functions connected to each Division. The Administration and Operations Division, under the leadership of the Human Services Director is also responsible for assuring quality consumer and community input and guidance to the department through the Wake County Human Services Board. Special initiatives include Human Capital Development and the Healthiest Capital County. These initiatives have county wide impact and are integrated into all department services. This office also links the department to a professionally structured Human Services Board that provides a link to community input, consultation on service delivery and budget development, and assistance with benchmarks associated with assuring that public health accreditation benchmarks for board functions are met.

MAJOR ACCOMPLISHMENTS

The Division received the 2015 National Association of Counties (NACo) achievement award for the development and implementation of a committee titled 'Budget Cabinet'; recognized as an innovative financial management strategy.

The Human Services Department implemented an agreement with Novak Consulting Group to perform a workforce climate assessment to address employee morale and retention, trust within the organization, communication, and more effective integration of the HS Department's units and functions. Nearly 90% of the HS Department responded to the Employee Engagement Survey. The benchmark was 85%.

Quality Management developed a Presumptive Medicaid screening process to enroll qualifying patients with a projected revenue increase close to $300k per year.

In FY 2015 the Wake County Program Integrity unit collected revenue totaling $418,668. Wake County continues to remain in the top collecting counties. Wake had the third highest collection in Food and Nutrition services totaling $377,677 and the second highest in TANF collection with $9,653.

INFORM "Information Network for Ongoing Resource Management" worked with County level staff to implement a geographic information system portal for human services planning. The team has also identified specific indicators that will now be reported quarterly and annually, with trend data. Geographic areas of highest need have been identified as well as service "hot spots". INFORM continues to increase the agency's ability to use data for planning and service delivery.

The Regional Centers (Northern Regional Center, Southern Regional Center, and Eastern Regional Center) continue to provide high quality services through an integrated delivery model. Regional Centers offer a multitude of Wake County Services including: Human Services, Environmental Services, Revenue, Register of Deeds, Community Services, Sheriff's Office, and Capital Area Workforce Development. In addition, they seek to build partnerships within the communities served to more cohesively meet the needs of the citizenry. Each Regional Center has an active Community Advisory Committee that helps leverage resources, foster collaboration, and identify community needs. In total, 246,698 citizens were served at Regional Centers during FY 2014-2015.

The South Wilmington Street Center, the largest homeless shelter in Wake County served 1,961 men, with a total of 87,948 overnight stays and 120,821 meals between July 1, 2014 and June 30, 2015.

FY17 DISCUSSION

The Administration and Operations budget increased by $313,000 due to annualizations and other smaller adjustments.

The Admin/Ops Division will need to continue to closely monitor the Department's expenditures, especially those associated with state mandates.

HORIZON ISSUES

The Admin/Ops Division will need to continue to closely monitor the Department's expenditures, especially those associated with state mandates. The Department will need to continue to focus on operational flexibility as program staffing and responsibilities continue to demand different models of operation. Close collaboration with human resources and information technology services at the department and county levels will continue to be needed moving forward. Technology changes are also impacting how public health clinic services are delivered as the Department continues to implement electronic health records. A much more technology savvy workforce must now be continually trained to be able to efficiently deliver both public health and social services in the current and future environments.

Demographic trends will continue to be monitored by this Division, especially those with potential impact on the agency's fiscal health, and those that will impact the provision of customer service and maintaining a competent workforce. As the agency's "baby boomer" staff retires in higher numbers, attention and resources will need to be used to retain a competent workforce.

Implementing a systematic approach for collection, analysis and reporting of customer, public and employee feedback for continuous improvement of customer service.

Strategic planning across all divisions and strategic use of data will become more important to decision making in the coming years. WCHS will continue to use geographic information system technology to track potential populations of highest need, and to identify locations in the county were additional partnerships need to be leveraged to continue to address community need. Additional resources for surveillance, dashboards, and timely reporting will be needed to manage information strategically across public health, social services and housing functions, and to maintain public health accreditation status in the future.

Summary of Services and Performance Measures

Service Area: Housing - South Wilmington Shelter

Description: Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Total number of men sheltered nightly	242	234	234	234
Total number of men graduated to permanent housing	476	500	500	500

Service Area: Cornerstone/Supported Housing & McKinney

Description: Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse, focusing on economic benefits, employment services, shelters, and affordable housing. Provide 24/7 community support for people who are to live independently in the community.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Case management, housing information and counseling to establish clients in housing.	1,062	1,075	1,075	1,000

Service Area: Housing Supports - Voucher Program

Description: Provide rental assistance to homelss persons with a disabiltiy. Provide case management and on going community based supports to help persons who are formerly homeless and persons with unstable housing.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Homeless disabled people placed in housing. Homeless women and families obtaining permanent housing. Individuals and families obtaining housing.	741	767	767	N/A

Service Area: Juvenile Detention Center

Description: The Juvenile Detention Center is a state-owned facility, staffed and run by the state. By statute, counties are billed on a monthly basis for 50 percent of the per diem cost for youth who are housed in the detention center from each respective county.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Total number of bed days	2,900	3,500	3,500	N/A
Total number of youth	303	350	350	N/A

Division Summary - Behavioral Health - MCO

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		132,698	–	48	–
Contractual Services		24,902,874	25,202,558	25,196,653	26,296,653
Supplies, Materials and Other Charges		21,890	4,310	11,205	4,310
Budget Reserves		–	–	5,905	5,905
Expenditure Totals	$	**25,057,463**	**25,206,868**	**25,213,811**	**26,306,868**
Revenues:					
State		1,504,018	255,000	255,000	255,000
Local		2,000,000	2,000,000	2,000,000	2,000,000
Miscellaneous		1,216,168	–	–	–
Revenue Totals	$	**4,720,187**	**2,255,000**	**2,255,000**	**2,255,000**
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Wake County will contract with the Alliance Behavioral Healthcare (the new regional MCO) for the provision of all Behavioral Health related services from FY 2013 forward. The funding for this contract will be located in the Behavioral Health - Managed Care Organization division starting in FY 2014.

FY17 DISCUSSION

The Managed Care Organization budget increased by $1.1 million for behavioral health through Alliance to address gaps in housing support services, case management, detention behavioral health and substance abuse treatment, open access expansion, network of care system operations, and perinatal care.

Wake County will continue to provide funding to support Behavioral Health Services through Alliance Behavioral Healthcare in FY 2017 in addition to monitoring Alliance both fiscally and programmatically.

All remaining funding from the Behavioral Health division for contract management and utilities at county facilities housing behavioral health contractors was transferred to the Behavioral Health MCO division to consolidate funding.

HORIZON ISSUES

Wake County will work closely with Alliance Behavioral Healthcare to monitor the anticipated Medicaid reform process in North Carolina and the implications on mental health.

Summary of Services and Performance Measures

Service Area: Behavioral Health Managed Care Contracts

Description: WCHS Behavioral Health contracts offer services for adults and children with severe and persistent mental illness, co-occuring substance dependence, and other serious mental health issues, in a unique niche in the community level of care service continumm.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Total number of MHDDSAS Wake County consumers served.	7,369	7,500	8,000	N/A

Division Summary - Local Management Entity

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		(168)	–	–	–
Supplies, Materials and Other Charges		5,278	–	–	–
Expenditure Totals	$	**5,110**	**–**	**–**	**–**
Revenues:					
Revenue Totals	$	**–**	**–**	**–**	**–**
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Through the end of FY 2012, The Wake County Local Management Entity (LME) was responsible for developing and managing a network of mental health, developmental disabilities and substance abuse (MHDDSA) services that enabled consumers to live, work and participate in their community to the greatest extent possible. As of July 1, 2012, the Wake County LME officially merged with the Durham County, Johnston County, and Cumberland County LME's to form a new Managed Care Organization (MCO) called Alliance for Behavioral Healthcare. Alliance Behavioral Healthcare will provide the same services as the former LME for Wake County after FY 2013.

Human Services

Division Summary - Human Services Reserves

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Budget Reserves		–	–	664,540	–
Expenditure Totals	$	**–**	**–**	**664,540**	**–**
Revenues:					
Federal		–	–	178,230	–
State		–	–	293,877	–
Revenue Totals	$	**–**	**–**	**472,107**	**–**
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Human Services established a budget reserve which enables the department to isolate funding which (1) is planned for reduction per external funder notification, (2) is determined to be available for re-allocation to other programs within the department.

Human Services

Medical Examiner

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Contractual Services	$	224,900	379,200	379,200	563,200
Expenditure Totals	$	**224,900**	**379,200**	**379,200**	**563,200**
Number of FTE's		**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT PURPOSE AND GOALS

The Medical Examiner is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. The Medical Examiner determines the cause and manner of death and orders an autopsy if necessary. If the death resulted from a criminal act or default on the part of another person, the Medical Examiner continues the investigation to whatever extent necessary to assist law enforcement authorities in determining or apprehending the person(s) criminally responsible. The current Medical Examiner's function is part of a statewide system that is supervised and financed primarily at the State level. The State Medical Examiner in Chapel Hill has the responsibility to select the Medical Examiner(s) for the County.

FY17 DISCUSSION

The medical Examiner's budget for FY 2017 increased by $184,000 to $563,200 to align the cost of services with a statutory increased rate per SB 395. This state legislation increased the fee for medical examiners from $100 to $250 and the cost of autopsies from $1,250 to $2,800.

Additionally, the Medical Examiner's WC-7 contract for the collection of deceased persons in Wake County has been increased based on current year projections.

Medical Examiner

Emergency Medical Services

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	16,809,436	18,503,470	18,408,205	19,494,985
Contractual Services		1,940,033	2,042,773	2,051,887	2,042,773
Supplies, Materials and Other Charges		15,123,368	16,007,632	16,213,465	16,564,370
Capital Outlay		250,221	582,750	748,769	–
Debt		4,784	5,870	5,870	5,870
Expenditure Totals	$	**34,127,843**	**37,142,495**	**37,428,196**	**38,107,998**
Revenues:					
Local	$	45,597	55,000	55,000	45,000
Charges For Services		24,111,413	23,518,002	23,518,002	25,307,343
Revenue Totals	$	**24,157,011**	**23,573,002**	**23,573,002**	**25,352,343**
Number of FTE's		**249.00**	**266.00**	**266.00**	**273.00**

DEPARTMENT PURPOSE AND GOALS

The Wake County Department of Emergency Medical Services exists to provide prompt, compassionate, clinically excellent care to the citizens of and visitors to Wake County. The Department's primary goal is to improve the outcomes of patients who suffer emergent medical conditions or traumatic injuries in the community. The Department seeks to provide excellent customer service in doing so.

The main component of the EMS system is the fleet of paramedic staffed ambulances in service 24 hours a day, 7 days a week. The number of ambulance providing service increases through the course of each day to accommodate the daytime swell in 9-1-1 call volume. The ambulances are supported by a team of EMS supervisors called District Chiefs and some specialty providers called Advanced Practice Paramedics. Wake County contracts with 3 EMS agencies to provide additional ambulance and supervisor support to the EMS Department. In addition to the EMS Department, emergency medical care is provided in partnership with Cary and Raleigh-Wake 9-1-1 centers and firefighter first responders.

EMS responders receive administrative support from a System Director, Chief Operating Officer, and the Offices of Medical Affairs, Operations, Professional Development, and Support Services. The Department is dedicated to continual improvement in care for the community through ongoing quality measure, research, and perpetuation of data-driven practice.

MAJOR ACCOMPLISHMENTS

The EMS System has continued to adapt to the growth in Wake County and the current economic environment. The specific initiatives are listed below:

1. Clinical Care: The EMS System has continued to enjoy a very high survival rate from out-of-hospital cardiac arrest, saving between 70 and 90 lives each year since 2012. Research of our cardiac arrest protocol shows survivors of prolongled attempts to revive are as likely to have good neurolgical outcomes. In addition to our continued national recognition for cardiac arrest patients, the care for heart attack victims who need to go to the emergency room for cardiac catheterization has also been recognized at the national level. The Wake EMS System has maintained an average scene time for victims of major trauma of less than 10 minutes, a testament to our dedication to the traumatically injured patient and the interagency cooperation

between EMS and Fire. In addition to cardiac and trauma care, we monitor our performance on a broad array of other clinical conditions including, seizures, asthma, and congestive heart failure.

2. Advanced Practice Paramedics (APP): This program has received national attention and continues to acheive successes. In 2015, 423 patients were evaluated and successfully referred directly for mental health or substance abuse evaluation rather than to a hospital emergency department. This allows the patient to receive the right care at the right place the first time, while preserving emergency department beds for those with acute medical or traumatic issues. Additionally, in partnership with Doctors Making Housecalls, the APP program is evaluating patients in assisted living facilities, allowing some patients to remain in the facility and be evaluated rapidly by their primary care physician while others who are in need of emergency department evaluation are transported in the traditional fashion. Since Oct. 2012, 569 patients who experienced a fall in an assisted living facility were screened and successfully evaluated with a 50% reduction in transports to the emergency department with no adverse results [or 94% sensitivity]. The APP program has also successfully implemented care plans for 50 high frequency patients, with a 12% reduction in requests for 9-1-1 in this population.

3. Operational: The Department of EMS continues to maximize efficient use of response resources while working with a 7.2% growth in 9-1-1 call volume in 2015, and it will continue to convert EMS units with a unit-hour-utilization above 40% from 24-hour shifts to 12-hour shifts. Recent years have also brought an increase in acts of violence against EMS providers, both locally and nationally. Since December 2015, we've engaged in full immersion simulation evaluation and training to best prepare our responders to minimize violent encounters.

4. Health Information Exchange: The EMS System remains committed to participation in broader care for our patients, including data exchange. It has established bidirectional data exchange with Rex Hospital and all WakeMed System hospitals. It hopes to incorporate Duke Health Raleigh hospital in the next fiscal year.

FY17 DISCUSSION

The Emergency Medical Services ongoing base budget increased $291,000 from the FY 2016 Adopted Budget because of merit increases, contractual obligations, and new funding. Additionally, with the FY 2017 budget $675,000 in expansion funding was added, for a total increase of $966,000 (2.6%).

The budget includes 6.0 FTEs to expand the Advance Practice Paramedic program. Four advanced practice paramedics and two supervisors will respond to high acuity and mental health calls. ($387,000)

The remaining new FTE for FY 2017 will serves as an Administrative Assistant for staffing the Public Safety Resource Management Group. (1.0 FTE, $40,000)

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

To recruit highly qualified staff, EMS is expanding its recruitment. Currently, the EMS Department passively recruits through free website posting and word of mouth. EMS is shifting strategies to one of active recruitment, including paid advertising and onsite recruitment at colleges and conferences. ($52,000)

HORIZON ISSUES

Wake County has demonstrated the value of using data to scientifically manage the EMS system, particularly in the scheduling and deployment of EMS resources. However, we have reached the limits of our available technology, and further progress will depend upon the acquisition of emergency vehicle deployment simulation software. In the interim, we are working with a vendor that provides coordination

of separate databases to provide real-time dashboards, reports, as well as trend analysis.

The adequacy of EMS facilities remains an issue for the system. A detailed EMS station capital improvement plan was developed during FY08 and has been regularly reviewed and implemented. At the beginning of FY17, the system leadership will begin a new planning project for a multi-year facilities and deployment model for the system.

Recruitment and workforce development are will continue to be a challenge for the EMS System. Several long-term strategies will be needed in the next two years to account for the continued growth as well as the normal attrition associated with a large EMS System. Ultimately, EMS agencies may need to develop community outreach and initial education programs to meet the demand for new personnel.

Emergency Medical Services

Summary of Services and Performance Measures

Service Area: EMS System Support/Management

Description: Provide Coordination, Management, Training/Professional Development, Medical Direction, and Quality Improvement to the EMS System.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Cardiac arrest survival rate	29	29	30	70
Number of Minutes to Trauma Scene	6	5	N/A	20
STEMI Compliance Rate	99	99	99	190
Stroke Compliance Rate	86	86	85	175

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	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
# of Call with Successful Alternate Destination	375	275	250	700

Fire Services

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	1,315,823	1,496,110	1,493,860	1,514,275
Contractual Services		4,879	41,577	41,577	41,577
Supplies, Materials and Other Charges		146,025	157,523	158,474	213,798
Capital Outlay		5,348	900	900	900
Debt		3,886	2,719	2,719	2,719
Expenditure Totals	$	**1,475,961**	**1,698,829**	**1,697,530**	**1,773,269**
Revenues:					
Charges For Services	$	260,014	281,039	281,039	285,979
Revenue Totals	$	**260,014**	**281,039**	**281,039**	**285,979**
Number of FTE's		**17.00**	**17.00**	**17.00**	**17.00**

DEPARTMENT PURPOSE AND GOALS

Fire Services will ensure the delivery of the highest quality of professional service in fire code enforcement, emergency response, fire investigations, planning, fire training, and readiness for emergencies. Fire Services accomplishes its mission through five program areas: (a) Fire Services Administration; (b) Fire Code Enforcement/Fire Prevention; (c) Fire Services Training; (d) Emergency Response; (e) Fire Suppression Operations and Support.

MAJOR ACCOMPLISHMENTS

The Eighth Wake County Fire Academy Recruit Class is scheduled to graduate July 2016. This academy offers an opportunity for career and volunteer firefighters to complete a 28 week program and obtain certifications and training necessary for employment with county fire departments. The academy training program includes certifications and training in the following areas: Firefighter I and II, EMT Basic, Technical Rescuer, Hazmat Responder, ICS, Safety and Survival, Firefighter Rescue and several other topics. Departments look to this academy for highly trained employees. This program also promotes volunteerism as applicants are required to be a member of a fire department.

Maintained a 100 percent submission rate to NC Office of State Fire Marshal for the National Fire Incident Reporting System (NFIRS) for the eighth straight year. Wake County is one of the few counties statewide to collect and submit fire incident reports from all fire departments as required by General Statute.

Fire Services Training assisted with the Wake County Law Enforcement Adventure Kids Camp sponsored by the Wake County Sheriff's Office. 120 kids from 12 to 15 years of age attended the fire training center two full days and experienced live fire demonstrations from fire departments and participated in fire safety education training. Fire Services expects to continue this program each year.

Staff continues to work with the Land Development Solution (LDS) project team to complete the evaluation of the required workflow processes needed to facilitate the transition to new software.

Fire training staff facilitated Post Incident Reviews (PIR) of significant incidents that occurred throughout the year. This program is designed to review the response and identify opportunities to improve responses. Collectively the PIR allows the Wake County Fire Service to trend emerging challenges and issues. Additionally, participation in

this program is a requirement of the Fire Service Contract based upon the defined criteria.

Fire Services staff assisted the Cary, Durham Highway, Western Wake, Rolesville, and Wendell Fire Departments with their North Carolina Response Rating/ISO Inspections that were conducted to evaluate many aspects of the departments response, record keeping, training. and community risk reduction. All departments that have received grades improved their rating.

The department undertook a task analysis review. As a result of this review, the following changes were made. A Deputy Director/Chief of Operations, as well as, a Logistics Manager were added to the organizational structure to provide assistance to the Fire Tax District. Support includes data collection, management of records, development of guidelines to improve operations and assistance with daily departmental needs. The existing Training Deputy Chief position was placed under the Operations program area in a mid-level management role.

Staff in partnership with Information Services developed and implemented a Sharepoint site for sharing and managing of information in regards to Fire Commission and its subcommittee activities. Agendas, meeting calendars, documents, audio and written minutes can be found on this site.

Completed a NFPA 1403 structural inspection of the fire training center burn building and received a passing grade.

Staff participated with the Public Safety Core Team to develop the recommendations for consideration by the Board of Commissioners for their FY2017 goals.

Fire Prevention staff participated in Operation Save-A-Life campaign with Home Depot, Kidde, ABC 11 News and North Carolina Jaycee Burn Center. The campaign provided approximately 500 smoke alarms for distribution to local fire departments throughout Wake County.

Completed the data verification for the implementation of the Fire Tax District cost-share study. Implementation of the study recommendations is scheduled for Fiscal Year 2017.

FY17 DISCUSSION

The Fire Services budget increased by $74,440 from the FY 2016 Adopted Budget to $1.77 million as a result of increases in contractual obligations and annualization of merit approved in the FY 2016 Budget.

Continue efforts to reduce backlog of occupancies not in compliance with the state mandated fire inspection schedule. The department is working to achieve compliance with the state mandated fire inspection schedule. Success will be measured by complying with the state mandated fire inspection schedule for Level 1, 2, and 3 Inspections.

Continue to support the Fire Commission as needed in the Commission's long-term planning efforts. Included in this initiative is the completion of the Staffing and Deployment study, and the update of the Long-Range Business Plan and Technology programs, such as the P25 and CAD Migration.

The Fire Services Director and other administrators will serve to coordinate activities of the Fire Commission and contracted fire departments. The primary objective will be to enable optimum service delivery, establish a staffing and deployment guideline and identify efficiencies, such as, potential mergers/consolidations of contracted fire departments. Additionally, Fire Services staff will work to develop a comprehensive annual contract compliance audit program.

Continue to work with and assist the contracted fire departments in meeting the North Carolina Response Rating Schedule. Evaluate the effect and coordinate the necessary program areas to ensure ratings are optimized.

As a result of a recently approved bond referendum, there will be an increased amount of construction and renovations at public school sites throughout the County. Staff will need to determine how the impact of this construction will impact service levels.

Fire Services staff, Wake County Budget and Management Services, Wake County Fire Commission and Wake County Fire Departments will work together to establish the appropriate service/funding levels for fire protection services.

Review existing code enforcement contracts with municipalities to evaluate the need for developing a new model for billing and collecting fees assessed for various inspections.

HORIZON ISSUES

The amount of staff time required to effectively coordinate and support the Fire Commission and its various committees has increased. Efforts to improve countywide coordination of service delivery and accountability of service providers will increase the demand on Fire Services staff to assist with coordination of service delivery, County driven Technology initiatives and updating the Wake County Fire Commission Business plan as well as attempting to monitor compliance with the Fire Commission's directives.

Continued municipal voluntary annexation of unincorporated areas and the decline in the number of active volunteers in the fire service present a number of challenges to the Fire Commission as the Commission continues its long range planning. This issue has been identified as a Public Safety initiative in the County Commissioners' FY 2017 Board Goals.

Fire Prevention staff continues to face workload challenges to obtain compliance with the state mandated fire inspection schedule. Staff will determine current level of compliance and develop a strategy to obtain continuous compliance.

Fire Training staff will work with training partners to address regional training opportunities for fire departments.

Review of the current Fire Services fee schedule for code enforcement and training services to evaluate the need for revisions. The current schedule has been in use for many years and current fees may no longer be adequate to cover costs.

Fire Services

Summary of Services and Performance Measures

Service Area: Fire Prevention Services

Description: Maintain and improve the physical and economic quality of life for those that live, work, play and travel in Wake County through comprehensive fire prevention services.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Percent of One-year Occupancies Inspected	99	99	100	200
Percent of Two-year Occupancies Inspected	38	69	50	100
Percent of Three-year Occupancies Inspected	38	29	33	66
Total Square Footage Inspected Annually (All types)	169,140,507	160,960,268	170,000,000	395,000,000
Total Square Footage Inspected Annually (Public Schools only)	100,227,291	96,437,220	105,000,000	255,000,000
Number of Fire Code Enforcement Activities	4,341	3,994	4,200	8,400
Number of Construction Plan Reviews	606	664	700	1,200
Efficiency				
Percentage of Schools Buildings Inspected on Schedule	96	96	100	200
Percentage of Plans Reviewed within Seven Calendar Days	91	89	95	185
Percent of Complaints Investigated within Two Business Days	90	94	100	200
Effectiveness				
Percentage of Fire Code Enforcement Activities that are Reinspections	11	8	10	20

Service Area: Fire Services Operations and Fire Investigation

Description: Fire Services strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.

Fire Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of Fire/Rescue calls and/or responses	172	154	200	410
Effectiveness				
Percent of calls responded to within 45 minutes or less	96	92	90	180
Percent of fire determinations listed as "under investigation"	19	25	30	60

Service Area: Contract Fire Departments (Fire Tax District)

Description: Provide a minimum recognized level of service Countywide, to the extent that 90% of Wake County is located in a rated fire insurance district with a minimum rating of 9S.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of emergency incidents responded to by contracted fire departments	32,703	34,122	34,000	64,000
Number of fire incidents responded to by contracted fire departments	16,433	17,208	17,000	29,000
Number of medical first responder incidents responded to by contracted fire departments	16,260	16,914	17,000	35,000
Effectiveness				
Percent of emergency incidents responded to by contracted fire departments within 9.2 minutes (or less)	94	95	95	185

Service Area: Fire Incident Reporting System

Description: Improve the ability of contractors and other public safety partners to communicate and transfer data with and among each other, and increase the use of data in decision support processes.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Effectiveness				
Percent of Fire Report Data that was Collected	100	100	100	200

Service Area: Fire/Rescue Training

Description: Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Fire Services

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number Student Hours	1,956	1,450	1,550	3,750
Number of Fire Training Course Hours	N/A	N/A	N/A	55,000
Number of Students	4,715	4,500	4,750	9,250
Number of Training Drills Conducted	326	300	325	625
Post Incident Review Annual Reviews	7	9	8	18
Post Incident Review Staff Hours	98	104	100	380
Effectiveness				
Percent of Course Attendees that Improved Test Scores after completing Essential Course	96	95	97	197

Service Area: County Firefighter Program

Description: The Fire Services Division strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of Daytime Rolesville Responses	863	844	850	1,550

Emergency Management

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	424,506	457,042	454,859	465,734
Contractual Services		11,113	12,011	12,011	12,011
Supplies, Materials and Other Charges		240,143	263,303	263,958	355,257
Capital Outlay		5,733	–	–	–
Expenditure Totals	$	**681,496**	**732,356**	**730,828**	**833,002**
Revenues:					
Federal	$	62,500	62,500	62,500	62,500
Revenue Totals	$	**62,500**	**62,500**	**62,500**	**62,500**
Number of FTE's		**5.00**	**5.00**	**5.00**	**5.00**

DEPARTMENT PURPOSE AND GOALS

Wake County Emergency Management serves as the governmental function that coordinates and integrates activities within the County to build, sustain, and improve communities' capability to prepare for, protect against, respond to, recover from or mitigate against actual or threatened natural and man-made incidents of high consequence.

To accomplish this purpose, Emergency Management (EM) places a heavy emphasis on planning and coordinating efforts with the private sector and municipal, regional, state, and federal partners. Through this coordination EM identifies steps to effectively accomplish its goals.

EM is available 24/7 to assist first responders, assure continuity in response efforts, activate and lead the Emergency Operations Center (EOC), and provide informed recommendations on emergency actions and procedures.

MAJOR ACCOMPLISHMENTS

Based on a comprehensive evaluation of legal requirements and industry standards, EM continued to place significant focus on its business practices; particularly in the area of establishing unified values and principles as well as realistic objectives and performance measures. EM continues to implement a multi-year strategic plan which incorporates the aforementioned legal requirements and industry standards. EM also continued to conduct its multi-year Strategic Stakeholder Value Analysis, gathering input from partner agencies and organizations in order to guide future programs, goals, and standards.

Administered the functions of the Wake County Local Emergency Planning Committee (LEPC). The LEPC remains a national model through its participation in land use planning, and assistance and oversight to private industry and community education. EM participated in the coordination of the Business Environmental Safety Training (BEST) Conference on February 11, 2016 with 514 attendees.

Collected 1,673 chemical facility reports providing locations, inventories, and other data on specific chemicals; performed quality assurance checks on less than one percent of the submitted reports and ensured information was accessible by first responders for emergency pre-planning and response activities.

All EM Staff Duty Officers participated in at least 80 hours of department initiated training including EOC Operations, Instructor Methodology, Canine Search & Rescue Operations, Nuclear Power Plant Hostile Action Based Incident Management,

deployable equipment practical training, and site visits for local critical infrastructure. EM Staff Duty Officers provided technical and resource support to local public safety organizations during 190 incidents and scheduled events including the NC State Fair, hazardous materials releases, airplane crashes, bomb threats, suspicious devices found, missing person searches, severe weather events, and others.

Administered the Capital Region All Hazard Incident Management Team (CapAHIMT) program. Training and exercises were conducted to ensure CapAHIMT participants were prepared to mobilize and manage complex emergency incidents in and around Wake County. Staff also responded with a NC Emergency Management Incident Management Team for ten days to South Carolina in support of their recovery from a historic flooding event.

Administered the mass notification system utilized by EM, Wake County Sheriff's Office, Wake County Human Services, Wake County EMS, Raleigh-Wake Emergency Communications, and several municipalities to notify key staff and the public of incidents and emergencies. This system is also a core component of the Wake County Sheriff's Office Well-Check Program. Staff participated in the evaluation process to select and recommend a replacement mass notification system that could also satisfy Wake County's enterprise-wide needs.

Continued fostering a partnership with NC State University to develop a cooperative sharing of resources to build an Emergency Operations Center and develop an educational partnership to promote the Emergency Management profession.

FY17 DISCUSSION

The Emergency Management budget increased by $100,646 from the FY 2016 Adopted Budget, primarily for EM's portion of the annual lease for a new warehouse facility shared with EMS and Fire Services. ($94,000)

HORIZON ISSUES

Emergency Management's programs are driven by a combination of consequence assessments based on risk, threat, and vulnerability, and governmental rules (federal, state, local; Statutes, Ordinances, Laws, Regulations, Rules). As the population of the County continues to grow, industry continues to move to and expand in the county, and existing and emerging risks and threats are addressed, EM will work diligently to improve communities capability to mitigate, prepare for, respond to, and recover from actual or threatened natural and man-made incidents of high consequence. Primary in these opportunities will be establishing staff to oversee a training and exercise program, continuing the Strategic Stakeholder Value Analysis, and pursuit of an Emergency Operations Center facility that is adequate to support the emergency management responsibilities of the County.

As a result of scheduled renovations at Garner Senior High School, one of six primary County emergency shelters and one of three Harris Nuclear Power Plant evacuee reception centers, staff will develop strategies to continue compliance with Federal Emergency Management Agency requirements and fulfill community needs.

Over the next several years, frequently used equipment acquired by Emergency Management through grants and other sources will reach the end of their service life, with no replacement funding. Partner public safety departments, primary the Sheriffs Office and EMS, will need to purchase their own replacement equipment or develop alternate strategies to overcome equipment shortfalls at major incidents and events.

As the economic recovery continues there is a concern over the development of land, especially sensitive land uses (such as day cares, schools, etc.) encroaching on existing sites that store and use hazardous chemicals. Through the Wake County Local Emergency Planning Committee (LEPC), community partners and stakeholders, Emergency Management will continue to guide the development and implementation of strategies to mitigate risks and improve community preparedness. With the number of existing hazardous chemical storage sites in Wake County and the projected population growth, efforts to manage the risks associated with encroachment

will increase the demand on Emergency Management staff to support the Wake County LEPC and impacted County departments.

Emergency Management

Summary of Services and Performance Measures

Service Area: Harris Nuclear Plant Responses Planning

Description: Maintain a radiological emergency preparedness radiological program for fixed nuclear facilities within the county and maintain compliance with existing contracts, regulations and laws.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of Equipment Replaced/Exchanged Prior to Expiration or Calibration Date	1,612	1,700	1,600	1,612
Number of Primary Plan and Standard Operation Guideline Updates	14	12	14	16
Effectiveness				
Percent of Coordination and participation activities with the Harris Task Force regarding information provided to the Public within the EPZ.	100	100	100	100
Percentage of verified updated databases, containing population and facilities information related to Harris Nuclear Plant.	100	100	100	100

Service Area: All Hazards Program

Description: Enhance the community's ability to deter, prevent, respond to, and recover from all risks and hazards, whether they be natural or manmade, through development of a single, common preparedness vision and strategy.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Number of Emergency Operations Center Staff Receiving Required Training	68	140	160	200
Number of Wake County Emergency Management Plans and Standard Operating Procedures Updated Annually	4	10	14	16
Number of Community Exercises that Provide Support to Requesting Agencies.	10	6	12	14
Percent completion of a Hazard Vulnerability Assessment Addressing Man-made and Natural Hazards.	N/A	N/A	100	100
Efficiency				
Number of Templates Generated by Staff to Assist with Special Event Planning	N/A	N/A	1	4
Effectiveness				
Percent of Time Maintaining the Emergency Operations Center in a "State of Readiness"	90	82	100	100

Emergency Management

Service Area: Homeland Security Program

Description: Enhance capabilities for prevention and response to Homeland Security issues.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Output				
Percent of Objectives Completed in the MMRS Grants Program	6	6	N/A	N/A
Number of sectors of the Vital Facility survey and Vulnerability Assessment Study addressed.	N/A	N/A	2	15
Evolve the Tier program	1	3	3	3
Efficiency				
Number of programs to assure preservation of secure information	2	2	2	2

Service Area: Community Right to Know Act

Description: Fulfill requirements mandated by Title III of the Superfund Amendments and Reauthorization act including developing, implementing, exercising, and reviewing a comprehensive emergency response plan and; evaluating the need for resources necessary for the emergency plan and establishing the means for providing additional resources.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Assign at least one FTE that is appropriately trained and educated to address the issues of EPCRA	1	1	1	1
Number of sites that require Quality and Assurance checks on Tier II reports submitted by required facilities.	1,625	1,673	2,100	2,100
Output				
Develop a model, including content and delivery modes in order to educate the general population about EPCRA. In FY 2014, implement the plan to reach, at a minimum, residents and businesses within 2000 feet around each RMP facility in the County.	N/A	N/A	50	100

Service Area: Preparedness Program

Description: Engage all levels and segments of society in improving and developing a culture of preparedness by developing and maintaining an all hazards disaster preparedness program for all of Wake County, including government, citizens, businesses and vulnerable populations. Expand and improve upon citizen alert, notification and Emergency Public Information processes

Emergency Management

Ensure that Wake County government is capable of maintaining continuity of government during disasters

Ensure continuity of essential services and functions during disasters

Identify the threats and hazards of the area including frequency and magnitude

Identify threats, risks, vulnerability and consequences that may impact the area

Maintain an Emergency Operations Plan that reflects the operational mode(s) of the county and adheres to industry standards and legal requirements

Develop capability to stabilize critical infrastructure functions, minimize health and safety threats and efficiently restore systems and services

Ensure the County can influence the return of economic and business activities to a healthy state following an emergency

Implement housing solutions that effectively support the needs of the community recovering from a disaster

Establish and maintain a mechanism to perform impact and damage assessments

Maintain an actionable debris management plan

Develop and implement an actionable recovery plan

Develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals

Coordinate the activity of other public and private agencies engaged in any emergency management activities and implementing disaster procedures

Identify and maintain adequate readiness of emergency support facilities and equipment
Coordinate plans for use of all facilities, equipment, manpower and resources of the County for emergency management purposes

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of Requests Received for Equipment Loans from Partnering Agencies	281	275	275	250
Output				
Number of county's shelter equipment maintained	1,320	1,400	2,000	5,000
Number of Boards Created to Efficiently Share Emergency Information to Community Partners	2	1	4	24
Number of Community Contacts used for Outreach and to Distribute Information to the General Public	5	4	12	100

Emergency Management

Service Area: Emergency Response Program

Description: Perform as the central coordinating agency for activities and programs relating to emergency and disaster response among agencies and officials in the County and with similar agencies and officials of other counties, state and federal agencies and other private quasi-official organizations.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of trainings annually to meet the required by DHS/FEMA	2	2	4	12
Efficiency				
Number of equipment loan request from partnering agencies	86	82	85	95
Effectiveness				
Percent of Warehouse Readiness to Support Response Efforts	6	6	95	95

Emergency Management

Emergency Communications

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Contractual Services	$	425,259	438,215	438,215	437,281
Supplies, Materials and Other Charges		655,878	672,861	672,861	605,502
Capital Outlay		–	85,000	85,000	80,000
Expenditure Totals	$	**1,081,137**	**1,196,076**	**1,196,076**	**1,122,783**
Revenues:					
Charges For Services	$	1,172,699	1,196,076	1,196,076	1,124,776
Interest Income		3,545	–	–	–
Revenue Totals	$	**1,176,244**	**1,196,076**	**1,196,076**	**1,124,776**
Number of FTE's		**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT PURPOSE AND GOALS

Emergency Communications is responsible for the coordination of public safety technology platforms, including the 800 MHz public safety radio communication system and the Computer Aided Dispatch (CAD) and mobile data system. The 800 MHz public safety radio system is used by municipal police, fire, county law enforcement and emergency medical services within Wake County with over 7,500 mobile and portable radios deployed. The CAD and mobile data services are also supported by this department and are in use by over 30 response agencies with 2,000 personnel and in 4 PSAPs. Emergency Communications also manages an alphanumeric and tone and voice paging system and has deployed over 3,100 pagers to public safety and non-public safety users within Wake County. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County.

MAJOR ACCOMPLISHMENTS

In 2013, the Board of Commissioners identified as a key partnership goal, working with the City of Raleigh, the Sheriff's Office and other municipalities to develop a plan to upgrade the existing Computer Aided Dispatch (CAD) system and 800 MHz public safety radio communication system. With that goal in mind, Wake County Information Services completed the following projects during FY 2016:

In 2014, County and City of Raleigh staff completed a business case detailing the need to replace the current CAD system. Based on the business case, funding was included in the County's FY 2015 - FY 2021 Community Improvement Plan (CIP) to begin the project to replacement the CAD system. During FY 2016, project team members worked with a consultant and partner agencies to gather business and technical requirements to be included in the RFP for the replacement CAD system. Additionally, Information Services staff worked with City/County Procurement and RWECC staff to develop the RFP Evaluation Committee and processes to govern the evaluation and selection process.

The County's 800 MHz public safety radio system platform is aging and in need of replacement. Because of the critical nature of the voice traffic that traverses the County 800 MHz radio system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective. In FY 2014 Wake County and the Town of Cary agreed to partner to share 800 MHz radio system infrastructure owned by the Town of Cary. Associated with the partnership, funding for replacement of the County's 800 MHz system infrastructure was included in the FY 2015 - FY 2021

CIP fund. In FY 2016 several project tasks associated with the radio system project were completed including:

- Upgraded a crucial segment of the microwave network which allows connectivity to the Cary system, and is integral to the County's upgrade migration plan.

- Replaced the radio system consoles utilized in the Raleigh-Wake Emergency Communications Center in conjunction with the opening of the City of Raleigh's new Critical Communications Center.

- Replaced the radio system consoles utilized in the Wake County Sheriff's Office Communications Center and the Wake County Emergency Operations Center.

FY17 DISCUSSION

Overall, the FY 2017 Emergency Communications operating budget decreased approximately five percent from the FY 2016 adopted budget. Individually, the FY 2017 800 MHz radio system budget costs decreased approximately nine percent over FY 2016, primarily from infrastructure maintenance cost decreases associated with the replacement of the radio system consoles. The FY 2017 CAD budget increased approximately four percent over FY 2016 from increases in training for the County CAD Administrator and increased CAD software licensing for the new positions at Raleigh-Wake ECC.

It should be noted that the Public Safety Communications budget reflects expenditures and revenues from outside agencies, and recovered costs from County departments (reflected as an expenditure offset) for CAD and 800 MHz system expenses. Therefore, fluctuations in overall expenditures and revenues from year-to-year reflect changes in cost allocation among agencies based on usage, as well as changes in total costs.

Raleigh/Wake City-County Bureau of Identification

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	4,398,705	4,686,040	4,583,561	4,885,848
Contractual Services		220,895	5,784	9,782	5,784
Supplies, Materials and Other Charges		657,768	705,751	774,936	678,130
Capital Outlay		–	–	76,156	–
Transfers Out		–	34,406	34,406	69,153
Expenditure Totals	$	**5,277,368**	**5,431,981**	**5,478,841**	**5,638,915**
Revenues:					
Charges For Services	$	1,057,020	1,075,000	1,075,000	1,075,000
Miscellaneous		(190)	–	–	–
Revenue Totals	$	**1,056,830**	**1,075,000**	**1,075,000**	**1,075,000**
Number of FTE's		**73.50**	**75.50**	**75.50**	**77.50**

DEPARTMENT PURPOSE AND GOALS

The Raleigh/Wake City-County Bureau of Identification (CCBI) is a Wake County agency that provides forensic services to agencies within the criminal justice system in Wake County. CCBI continuously strives for perfection while setting the highest standards in the delivery of forensic services. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. Services provided by CCBI fall into six general areas and include: 1) investigate crime scenes; 2) analyze controlled substances; 3) DWI blood alcohol/blood drug analysis; 4) analyze fingerprint and footwear impressions; 5) digital evidence analysis; 6) fingerprint, photograph, and collect DNA from individuals arrested in Wake County.

MAJOR ACCOMPLISHMENTS

Crime scene personnel investigated 7,064 crime scenes in 2015.

In 2015, CCBI effected 1,286 subject identifications as a result of finger and palm-prints collected from crime scenes. Calendar year 2015 was the eighth consecutive year CCBI identified in excess of 1,000 subjects.

CCBI received 792 DWI blood alcohol/blood drug cases and analyzed 950 cases in 2015.

CCBI received 834 solid dose drug cases and analyzed 806 cases in 2015.

In 2015, the CCBI Criminal Identification Unit fingerprinted and photographed 27,668 individuals charged with criminal offenses. Additionally, at the request of the public, the CCBI Civil Identification Unit fingerprinted 23,148 individuals.

Implementation of a Laboratory Information Management System (LIMS). LIMS will provide a seamless electronic transfer of information from crime scene investigation to laboratory analysis to courtroom presentation.

CCBI continues to participate in a pilot program with the Raleigh Police Department to provide facial recognition technology to the law enforcement community at no additional cost to taxpayers.

FY17 DISCUSSION

The City-County Bureau of Identification's budget for FY 2017 increases from the FY 2016 Budget by $241,340, totaling $5,638,915 from the annualization

of merit increases, one time expenditures and an increase in FTEs.

New in the FY 2017 Recommended Budget is an increase of 2.00 FTEs to fund Identification Technicians and a Live Scan Machine. The ID Techs will process fingerprints to help process an increase in conceal carry permit applications. ($120,414)

Included in the ongoing base budget for FY 2017 is funding to continue the County's participation in a state Governor's Highway Safety Program grant, which added two chemists in the DWI lab. The grant requires the county to share in 30 percent of the annual program costs in FY 2017 ($69,153). In FY 2018, the county match will increase to 50 percent.

HORIZON ISSUES

CCBI will pursue grant funding for the continuation of the facial recognition program at the conclusion of the one year pilot project.

In 2015, statutory changes required the fingerprinting of impaired driving offenses and various other charges. These changes require the presence of CCBI staff members at DWI check points throughout Wake County. In order to minimally impact current performance measures, CCBI utilizes off-duty staff members in an overtime capacity to staff these check points. In 2016, 27 check points have been scheduled and it is unclear what long term staffing/budgetary impacts these check points will have.

CCBI is seeking funding to upgrade existing scientific instrumentation with a liquid chromatograph triple quadrupole mass spectrometer (LC/MS/MS). The upgrade is necessary to identify new designer drugs and will automate toxicology/drug analysis thus reducing costs.

Sheriff

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits	$	62,368,839	64,047,051	64,043,539	66,546,178
Contractual Services		4,284,328	4,433,096	4,433,096	4,821,096
Supplies, Materials and Other Charges		8,593,517	8,620,041	8,620,041	8,487,715
Capital Outlay		7,544	53,372	53,372	–
Budget Reserves		–	125,000	125,000	–
Transfers Out		192,534	93,510	100,211	169,110
Expenditure Totals	$	**75,446,762**	**77,372,070**	**77,375,259**	**80,024,099**
Revenues:					
Federal	$	133,691	125,676	125,676	87,838
State		1,143	–	–	–
Charges For Services		5,104,430	4,631,700	4,631,700	4,140,600
Licenses & Permits		417,809	423,000	423,000	408,000
Interest Income		200	–	–	–
Miscellaneous		6,818	5,000	5,000	5,000
Other Financing Sources		–	–	6,701	–
Revenue Totals	$	**5,664,091**	**5,185,376**	**5,192,077**	**4,641,438**
Number of FTE's		**950.00**	**965.00**	**969.00**	**1,005.00**

DEPARTMENT PURPOSE AND GOALS

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law enforcement officer for the County, elected by the citizens of Wake County. The Sheriff has jurisdiction throughout the County, including both the incorporated and the unincorporated areas. The office provides primary law enforcement for the unincorporated areas of the County and serves civil process in all jurisdictions within Wake County. As the population of the County grows, demand for Sheriff's Office services increases. The Sheriff and his staff are dedicated to the philosophy that "serving the citizens is a privilege and not a right; it is the duty of all employees to serve all of the citizens of this County to the best of one's ability; serving these citizens is and will always be the purpose of the organization." The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

The Sheriff's Office is organized into seven divisions: Administration, Judicial Services, Patrol, Investigations, Special Operations, Management Services, and Detention. For budgetary purposes, detention is a separate account, while the other six divisions are consolidated into one "law enforcement" budgetary account. Assignment of deputies to various divisions in law enforcement is dynamic as rotations occur frequently.

FY17 DISCUSSION

The FY 2017 budget reflects an increase from the FY 2016 Adopted Budget of $2.6 million, primarily from the addition of 36.0 FTEs with the FY17 budget, as well as 4.0 FTEs added during FY 2016. A Paralegal of 1.00 FTE was added to provide additional support for existing Deputy Attorneys with the Sheriff's Office, and 3.00 FTE Drug/Vice Investigators were approved mid-year for Law Enforcement.

The County is continuing its participation in the Governor's Highway Safety DWI task force, and the County's portion of the grant match is also reflected in this budget. ($169,000)

Additional funding is included to support the medical and behavioral health needs of inmates. Detention Officers are included to supervise inmates within medical and detox units (12.0 FTE, $599,000). And funding for psychiatric services are expanded ($263,000).

Funding supports detention functions, providing 22.0 FTE Detention Officers to shift to a more cost-effective and sustainable staffing strategy. (22.00 FTE, $945,000)

Expansion of law enforcement includes two customer service representatives to improve County responsiveness in processing concealed carry permits. This will help address the increased demand for conceal carry firearm permits. (2.0 FTEs, $86,000)

The Sheriff's Office budget also includes additional funding for training ammunition for the Special Operations Division, which include the Drug and Vice Unit, the Canine Unit, the Special Response Team, the Impact Team, Warrant Unit and Sheriff Task Forces. ($25,000)

Sheriff

Division Summary - Law Enforcement

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		30,071,490	31,399,235	31,395,723	32,336,639
Contractual Services		517,144	781,223	781,223	906,223
Supplies, Materials and Other Charges		6,209,981	6,320,247	6,320,247	6,059,292
Capital Outlay		7,544	53,372	53,372	–
Budget Reserves		–	125,000	125,000	–
Transfers Out		192,534	93,510	100,211	169,110
Expenditure Totals	$	**36,998,693**	**38,772,587**	**38,775,776**	**39,471,264**
Revenues:					
Federal		75,676	75,676	75,676	37,838
State		1,143	–	–	–
Charges For Services		2,307,875	2,448,700	2,448,700	2,022,600
Licenses & Permits		417,809	423,000	423,000	408,000
Interest Income		200	–	–	–
Miscellaneous		6,818	5,000	5,000	5,000
Other Financing Sources		–	–	6,701	–
Revenue Totals	$	**2,809,522**	**2,952,376**	**2,959,077**	**2,473,438**
Number of FTE's		427.00	430.00	434.00	436.00

DIVISION PURPOSE AND GOALS

Law enforcement duties include patrolling, responding to civil disaster events, preventing crime, serving domestic violence protection orders, investigating violations of the law, and apprehending law violators. The Sheriff's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, and transportation of involuntarily committed persons to mental health institutions located outside Wake County.

The Sheriff's Office has the responsibility of providing school resource officers for high schools and middle schools in the unincorporated areas of the county. Additional school resource officers are also provided for middle schools in the city limits of Raleigh, Wake Forest, Fuquay-Varina, and Zebulon, and two 9th grade centers in Wake Forest. These officers are considered a vital resources in the safety and security of students, faculty, and staff of the Wake County Public School System (WCPSS). Through funding from the state, WCPSS shares in the cost of this service for the high schools.

The Sheriff's Office is responsible for serving civil and criminal processes issued by the courts. The service of these processes includes arresting persons and bringing them before the courts, seizing and selling personal and real property to satisfy court judgments, and evicting tenants to return possession of premises to landlords.

The Sheriff's Office is also responsible for courtroom security in the 31 District and Superior courtrooms in Wake County. Courtroom security includes the physical security of the courtroom, the personal safety of all who attend court proceedings, and the control and supervision of persons in custody when brought for court appearances.

Other duties of the Sheriff's Office include: issuing pistol purchase permits and concealed handgun carry

permits, registering sexual offenders and predators residing in Wake County (including investigating their current address) and issuing of parade and picketing permits in the unincorporated areas of the County.

MAJOR ACCOMPLISHMENTS

Dispatched 92,027 calls. Conducted 84,029 Community Checks and Security Checks.

Received, processed, and disposed of 163,329 emergency and non-emergency telephone calls.

Communicators dispatched 7,480 Animal Control calls for service.

Worked with Wake Emergency Communications and partnered with the Town of Cary in upgrading to the P-25 radio communication system to include the training and installation of new and updated radio console equipment.

The Sheriff's Office Boat Team had 7 emergency deployments on area lakes and conducted 615 "on the water" boat inspections. The boat team also prevented two drowning's this season.

Trained and installed updated "911" telephone system software in conjunction with the Raleigh Wake Emergency Communications (RWECC) move to a new communication center.

Updated the current emergency communications systems infrastructure at a new "back-up" emergency communications center while establishing a redundant secondary back-up communications center in conjunction with RWECC.

Evaluated the Communications Training Program to include four Communications Center staff successfully completing the Communication Training Officer program.

Continue to maintain pharmaceutical drug collection boxes at the John H. Baker Jr. Public Safety Center and the Law Enforcement Training Center as part of Operation Medicine Drop, a collaborative program with the NC Department of Justice, the US Drug Enforcement Agency, and Safe Kids North Carolina.

Continued collaboration with the High Intensity Drug Trafficking Areas (HIDTA) Program, in the areas of highway enforcement, parcel interdiction, and hydroponic marijuana enforcement.

The LETC partnered with the US Army, the US Drug Enforcement Agency, the Bureau of Alcohol, Tobacco, Firearms and Explosives, the Internal Revenue Service, the US Marshals Service, the NC State AOMP, the NC Department of Labor and many others for building use.

Collaborated with Wake County Human Services to add an additional Operation Medicine drop box at Wake County Human Services Sunnybrook Location.

Continue to serve as a main sponsor of the Drug Overdose Prevention Coalition, a program in cooperation with Wake County Health and Human Services and several invested organizations in Wake County designed to combat drug overdose and promote prevention efforts.

Continued partnership with the NC National Guard's Counter Drug Task Force to provide aviation support for drug related investigations.

Continued partnership with the State Bureau of Investigations (NCDPS) in the Fugitive and Missing Person Task Force.

Provided law enforcement experience for 72 middle school students in the 10th Annual Law Enforcement Adventure Camp.

Completed the 23nd Basic Law Enforcement Training academy with 23 graduates.

Successfully completed the data center move and upgrade to the Waverly Atkins Wake County Office Building while establishing redundancy for all Wake County Sheriff's Office software and data.

The Firearms Education & Training Center (FETC) had 923 registrants for firearms training courses for

the public. The FETC also sold 11,321 hours of range time and sold 1,749 new resident memberships.

Continued the Project Lifesaver Program with a total of 35 members and continued the Citizens' Well-Check Program with a total of 100 members.

FY17 DISCUSSION

The base budget increases above the FY 2016 Adopted Budget for the annualization of personnel adjustments, the addition of a mid-year Drug Enforcement team, continuation of the County's participation in the Governor's Highway Safety Program DWI Task Force, and a mid-year addition of a paralegal. ($588,000)

Within the Law Enforcement division, 2.00 FTE are included as additional Customer Services representatives to improve County responsiveness to applications for concealed carry permits. ($86,000)

Additional funding for ammunition is included in the budget for the Special Response Team (SRT), a group of highly skilled tactical operators who maintain high shooting skill levels. Team members shoot bi-monthly in training and attend multiple classes throughout the year to enhance this skill. The current ammunition allotment per year of 50,000 training rounds meets one team's training objectives.

A second SRT team was added in 2013. Firearms and firearms training is an integral part of SRT and requires expert skills. ($25,000)

HORIZON ISSUES

Continue to recruit highly qualified deputies.

Replace canines as they age out.

Upgrade Computer Aided Dispatch system to work more closely with law enforcement reporting programs.

Division Summary - Detention

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		32,297,349	32,647,816	32,647,816	34,209,538
Contractual Services		3,767,184	3,651,873	3,651,873	3,914,873
Supplies, Materials and Other Charges		2,383,536	2,299,794	2,299,794	2,428,423
Expenditure Totals	$	**38,448,069**	**38,599,483**	**38,599,483**	**40,552,834**
Revenues:					
Federal		58,015	50,000	50,000	50,000
Charges For Services		2,796,554	2,183,000	2,183,000	2,118,000
Revenue Totals	$	**2,854,569**	**2,233,000**	**2,233,000**	**2,168,000**
Number of FTE's		523.00	535.00	535.00	569.00

DIVISION PURPOSE AND GOALS

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention, the Wake County Detention Center on Hammond Road, and the Wake County Detention Annex on Hammond Road. The Sheriff's Office also transports prisoners to and from court appearances to the various units of the North Carolina Department of Corrections across the state, and to and from other sheriffs' offices. Medical care for the inmates is provided by a full-time physician employed by the Sheriff's Office, two physician assistants, a full-time nursing staff on duty 24 hours each day, and through contracts with external medical providers.

MAJOR ACCOMPLISHMENTS

Held four Detention Academies with a total of 111 graduates. The 58th academy was the largest on record with total of 52 graduates.

Implemented new training policies to train potential officers before they are hired by the Wake County Sheriff's Office.

FY17 DISCUSSION

The FY 2017 budget reflects a $1.95 million increase above the FY 2016 Adopted Budget for the addition of staff and contractual services within Detention, as well as the annualization of prior personnel and operating expenditures.

Funding is provided for 12.0 FTE Detention Officers within Medical Detention to supervise inmates going through detox from substance use or requiring medical supervision or treatment within the jail. ($598,940)

An increase in psychiatric care, provided through contracted medical services, is included in the budget. Since the divestiture of mental health services in Wake County, the jail has seen a steady increase of inmates requiring mental health services. Psychiatrists provide a variety of care within the jail, from stabilizing inmates in crisis to monitoring psychotropic medication. They stabilize acute inmates, while ensuring those inmates who need follow-up care are seen regularly. This increase in service has resulted in an additional 800 hours provided, equivalent to 100 days. The budget for contract medical doctors has remained at $178,000 since FY 2012 and is being increased by $263,000 to $441,000.

Additional funding also supports providing 22.0 FTE Detention Officers to shift to a more cost-effective and sustainable staffing strategy. The jail staffing model relies on overtime to cover vacant positions, as well as employee leave. The additional FTE included will meet staffing requirements and reduce reliance on more costly over-time as a staffing strategy. ($945,316)

HORIZON ISSUES

Evaluation of jail processes as they relate to staffing levels and projected jail population.

Work with Wake County Human Resources to implement strategies of improving recruitment and retention.

Summary of Services and Performance Measures

Service Area: Detention

Description: North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention facility (Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex).

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Average daily inmate population	1,189	1,190	1,200	2,500
Efficiency				
Average length of stay of inmate population in days	N/A	N/A	N/A	18

Non-departmental

Public Agencies

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
North Carolina Symphony		50,000	80,000	80,000	100,000
Wake County Arts Council		284,161	345,000	345,000	411,364
East Wake Education Foundation		40,000	45,000	45,000	50,000
Communities In Schools		60,892	65,000	65,000	65,000
Healing Transitions		406,000	600,000	600,000	600,000
Contribution to Marbles		650,000	650,000	650,000	650,000
Wake County Smart Start		–	325,728	325,728	488,592
Universal School Breakfast Program		–	90,000	90,000	130,000
Interfaith Food Shuttle		–	–	–	20,000
Expenditure Totals	$	**1,491,053**	**2,200,728**	**2,200,728**	**2,514,956**

DIVISION PURPOSE AND GOALS

Wake County contributes to not-for-profit organizations that provide services to the public. Each agency is required to submit an application and meet basic requirements and contractual obligations. A summary of each agency and its purpose is below:

Communities In Schools of Wake County - To connect students with community resources and educational opportunities to help them succeed in school and in life.

East Wake Education Foundation - To assure that children reach school age healthy and ready to learn.

Healing Transitions of Wake County - To provide a rescue, recovery and rehabilitation facility for homeless males and females in Wake County.

Marbles Kids Museum - To provide innovative, kid-powered play experiences that motivate learning, strengthen families and bring the entire community together to create bright futures for children.

North Carolina Symphony - A full-time, professional orchestra with 65 members. The symphony performs about 60 concerts a year in the Raleigh, Durham, Chapel Hill and Cary metropolitan area.

Wake County United Arts Council - To build better communities through support and advocacy of the arts.

Wake County SmartStart - Administers the statewide NC Pre-K program (formerly More at Four) within Wake County. Wake County funding allows the agency to leverage additional State funds to serve an additional 100-200 four year olds. The total amount of youth served will depend on the amount leveraged from the State.

Universal Breakfast - Program ensures that students in need at Wake County Schools receive nutritious breakfast. Funding is expanded based on growth in school system.

Interfaith Food Shuttle - This is a pilot program in several schools to ensure students have food.

Non-departmental

Memberships

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Raleigh-Durham Airport Authority		12,500	12,500	12,500	12,500
Triangle J Council of Governments		185,821	207,237	207,237	203,909
CAMPO (Capital Area Metro Planning Organization)		63,050	108,862	108,862	106,850
Institute Of Government		108,030	113,342	113,342	118,237
National Association Of Counties		12,941	12,941	12,941	12,941
NC Association Of County Commissioners		62,049	66,392	66,392	66,560
Expenditure Totals	$	**444,391**	**521,274**	**521,274**	**520,997**

DIVISION PURPOSE AND GOALS

The County takes part in various organizations wherein membership dues are charged for participation and organizational benefits. Dues for the North Carolina Association of County Commissioners, National Association of Counties, Institute of Government and Capital Area Metro Planning Organization are determined on a per capita (population) basis. Triangle J Council of Governments (TJCOG) dues are distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion are based on percentages identified in Community Development Block Grants for aging and ombudsman programs administered by TJCOG. The Raleigh Durham International Airport is a flat annual fee.

Non-departmental

Non-departmental

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Historic Preservation		125,372	127,566	127,566	127,566
Women's Commission		6,173	5,912	6,240	6,240
Non-departmental		141,255	80,000	80,000	1,214,000
Co. Mgr. Contingency		–	120,000	110,000	55,000
Salary & Benefit Reserve		–	1,376,644	1,332,663	9,875,158
Combined Campaign		680	–	–	–
Chamber of Commerce		369,290	390,000	390,000	390,000
Criminal Justice		896,929	916,846	916,846	923,359
Indirect Reimbursements		(117,176)	(140,680)	(140,680)	(140,680)
FCS Nutrition/Health Agent		4,056	–	–	–
Transit 2014		342,593	27,000	100,800	–
Expenditure Totals	$	**1,769,173**	**2,903,288**	**2,923,435**	**12,450,643**

DIVISION PURPOSE AND GOALS

Funding for organization-wide activities such as consulting services and other professional services are budgeted within this category. A summary of each significant program area is below:

Historic Preservation - To safeguard the heritage of the county, including its municipalities, by preserving districts and landmarks that embody important elements of its culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure and enrichment of the residents of the county and state.

Women's Commission - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

Non-Departmental - This unit is used for various consulting and legal fees that may have been tentatively identified and for contracts that may be entered into during the fiscal year.

Salary & Benefit Reserve - Represents funds that may be distributed throughout the County to address pending salary adjustments, such as merit increases or benefit changes.

Chamber of Commerce - The County contracts with the Greater Raleigh Chamber of Commerce for a county-wide economic development program that promotes the creation of new jobs in businesses that contribute to an appropriately vital local economy. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

Criminal Justice Partnership Planning - The purpose of the CJPP program is to ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Programs include Pretrial Release, electronic monitoring, and the "Free the People" program offered through the District Attorney's office.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

FY17 DISCUSSION

The FY 2017 budget includes funding for the County's merit plan to provide for compensation adjustments in line with employee performance. Merit for FY 2017 is budgeted at 3% of salaries and wages. In FY 2015, the County was able to provide a merit pay increase of 2.75% to employees. In FY 2016, 3% was budgeted for merit, and in FY 2015 2.75% was included. Merit pay increases for County employees start October 1, and the base budget for the following year includes the total annual cost of the prior year's pay for performance plan. The amount of the pay increase is included in the Salary and Benefits Reserve. ($5.10 million)

Human Resources has recommended adjusting County pay bands, which will be effective July 1. The amount to adjust the bands is included in the Salary and Benefits Reserve. ($1.40 million)

The FY 2017 budget includes funding to address salary compression as identified by the Human Resources department through analysis in FY 2016. ($3.03 million)

Soil & Water Conservation District

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		408,734	463,403	456,770	446,902
Contractual Services		9,000	–	5,000	9,000
Supplies, Materials and Other Charges		25,227	32,115	32,115	59,478
Expenditure Totals	$	**442,961**	**495,518**	**493,885**	**515,380**
Revenues:					
State		–	25,500	25,500	25,500
Revenue Totals	$	**–**	**25,500**	**25,500**	**25,500**

DIVISION PURPOSE AND GOALS

The Soil and Water Conservation Department works to ensure healthy watersheds and healthy communities through the science based application of best management practices primarily on agricultural farms, agribusiness, and forest parcels in Wake County. The Department's mission is to conserve Wake County's soil, water, and natural resources. It provides voluntary technical, educational, and economic incentives to farm landowners, farmers, citizens, and businesses. To achieve this mission, the Department has five broad goals in its Long Range Business Plan:

1) conservation planning and watershed management,

2) providing technical expertise in sustainable working farm and forest lands,

3) protecting natural resources,

4) promoting environmental stewardship, and

5) innovative leadership during changing times.

The Soil and Water Conservation District embraces these goals in coordination with the Wake County Board of Commissioners' goals. Work is accomplished by leveraging resources from grant sources, non-profit partnerships, and local, state, and federal agencies. The natural resources work prioritizes the delivery of services through the most effective and efficient use of department staff. The Department works to ensure abundant and reliable clean water and natural resources are available in Wake County's future.

MAJOR ACCOMPLISHMENTS

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

The Department applied conservation practices to 795 acres that reduced the amount of sediment and nutrients entering surface waters by designing and installing practices such as engineered grassed

waterways, field borders, and establishing no-till and sod-based rotation techniques during FY 2014. The Department also developed conservation plans on 1,372 acres to reduce soil erosion and improve soil quality. In livestock agriculture, the Department assisted farms with pasture renovations and provided nutrient management technical assistance to improve water quality by preventing runoff of animal waste to creeks and streams.

To assist landowners with conservation actions, the Department matches projects with outside funding sources. During FY 2014, the Department reimbursed landowners $107,885 for conservation projects from federal and state funds. The Department encumbered $93,996 of federal and state funds into contractual agreements with landowners for future conservation work. The Department visited 389 farms or problem sites in FY 2014.

The North Carolina Agricultural Cost Share Program's water quality and conservation projects require a 25 percent match on a set rate for area counties. Wake's cost is on average higher and a landowner's share typically exceeds 25 percent. Essentially all public and private lands are eligible for the programs. Eligible participants include homeowners, farm operators, businesses, schools, community groups and local governments. According to data from the NCDA&CS Division of Soil and Water Conservation, Wake's 2014 contracts prevented the loss of 1,992 tons of soil from productive fields and prevented this soil from entering streams, creeks and waterways.

An important focus of the Wake Soil and Water Conservation Department is environmental education, outreach, and volunteer coordination. The Education component consists of public events, school and group presentations, and trainings. Examples of training accomplishments include successful coordination of the Resource Conservation Workshop for high school students, Project Food Land and People, WOW: Wonders of Wetlands, and Conservation Employee Training workshops for educators. Most environmental education activities are coordinated by the Environmental Educator. The Department Conservationists also 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 partnership. A local work group planning session which provides stakeholder input is structured to determine the needs and priorities of conservation efforts for the upcoming year. The annual Keeping the Farm Workshop provides conservation and estate planning information for landowners.

The Department coordinates the Wake County Big Sweep program. In FY 2014, 1,661 volunteers removed 27,637 lbs. of litter from watersheds in Wake County. Volunteers donated 3,979 hours for the equivalent of $88,924 value to Wake County.

Wake Soil and Water Conservation Department's Environmental Educator conducted public outreach to 3,520 citizens on water quality at various events. Events include York Elementary STEM Expo, Frog Fest at Crowder County Park and Science Expo at Sycamore Creek Elementary. The Educator provided training to five high school Envirothon Teams and five middle school Envirothon Teams. Participation in the soil and water conservation Poster Contest totaled 1,125 students from 45 fifth grade classes in Wake County. WRAL-TV 5 spotlighted top "The Living Soil" posters for a week during the evening news.

FY17 DISCUSSION

The FY 2017 Soil and Water Conservation District's budget reflects a net increase of $20,000 over the FY 2016 adopted budget and reflects a combination of adjustments due to prior year one-time funding and current year expansions.

The budget includes the addition of one vehicle and funds an Americorp Service member with the Soil and Water Conservation District to bolster response to land-owners with conservation measures and complete projects throughout the County. $37,200 in Expenditures.

HORIZON ISSUES

Wake County has 186 square miles of farm and forestry parcels that are greater than 10 acres. It also has an additional 73 square miles of parcels classified as vacant and actual land use varies from farm, forestry, or in-transition use. These 259 square miles are outside of the municipalities and completely in the Soil and Water Conservation Department program area. Workload demand for technical assistance has increased consistently since the tobacco buyout. The Department's clients are no longer solely the farmer or farm manager/operator. Individual landowners personally seek natural resources assistance for services. They and their heirs have become active decision makers concerned with the management of the farm. The number of clients contacting the department has increased.

In 2014, the new "Farm Bill" passed with requirements for conservation compliance to Federal Crop Insurance. All farms will have to be in compliance with conservation measures to reduce soil loss on erosion-prone lands to participate in the insurance program. The Department expects to see a significant increase in requests for conservation plans from 2015 through 2018.

The Soil and Water Conservation Department will focus on extensive outreach to increase the amount of cover crops and no-till best management practices on cropland over the next three years. The deluge of rainfall during the spring and fall of 2014 created an increase of sediment runoff from plowed fields, which was preventable. The Department will focus on changes in farming operations to include winter cover and biodiversity in cover crops. Our goals will include seeking additional funding from state, federal and private grants to assist with this aggressive approach toward soil health, soil quality and vegetative cover.

There are several new initiatives that will be included in the Department's goals when staffing resources are increased.

1. For many years, Wake County landowners have requested technical assistance with flooding due to increased beaver activity. Unmanaged beaver populations create flooding that destroy valuable timber and endanger road traffic. Landowners will have access to BMAP (Beaver Management Assistance Program) that provide individual management resources for beaver problems. BMAP is only available through Soil and Water Conservation Districts in partnership with USDA Wildlife Services.

2. The Department will participate with the new Local Food Network for Raleigh and Wake County to provide technical support to partners developing and supporting a new local food system. This workload is in alignment with the Wake County Agriculture Economic Development Plan.

3. In partnership with AmeriCorps, the Soil and Water Conservation Department will begin a new project to map water bodies (ponds, etc.) in eastern Wake County and determine their suitability for use as Dry Hydrants. Long range outcomes for this project will provide safer homes in the community, and, a database of water bodies for future planning assistance to support diversified agricultural opportunities that may require irrigation.

Wake County has the largest public school system in the state, as well as many private and home schools. The Soil and Water Conservation Department field a number of requests for educational assistance and programs from a growing number of educators, youth leaders, and organizations. Emphasis is on science-based and hands-on instruction that aligns with North Carolina's K-12 Essential Standards.

The number of volunteer request from individuals, youth groups, schools, churches, and businesses has increased as people look for meaningful and local community improvement projects. To meet the demand for citizen's active engagement in volunteerism in their community, the Soil and Water Conservation Department will continue to coordinate Wake County Big Sweep and provide Earth Team and Junior Earth Team projects to engage Wake County citizens in practicing environmental stewardship.

Cooperative Extension

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Contractual Services		176,550	218,943	218,943	275,943
Supplies, Materials and Other Charges		21,973	20,586	20,586	20,586
Expenditure Totals	$	**198,523**	**239,529**	**239,529**	**296,529**
Revenues:					
Charges For Services		1,000	1,000	1,000	1,000
Revenue Totals	$	**1,000**	**1,000**	**1,000**	**1,000**

DIVISION PURPOSE AND GOALS

North Carolina State University's Extension program in Wake County partners with communities to deliver non-formal education that enhances the lives, land, and economy. Extension represents a partnership between Wake County Government, the State land grant universities and the community. These groups work to align resources to reflect expertise at the local and state levels within the Extension system, the strategic initiatives of both systems and the goals established by the Wake County Board of Commissioners. Recognizing there are many interdependent factors that influence priorities in any given year, 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 NC State University. County budget allocations are determined through the annual budgeting process and plans of work are developed in conjunction with departments and driven by an alignment of educational capability and local priorities.

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

MAJOR ACCOMPLISHMENTS

Cooperative Extension partnered with WCHS and the Health Promotion Team to provide technical support to two farmer's markets for electronic benefits transfer (EBT) payment processing capabilities, onsite local food education, and increased local media marketing resulting in increased marker attendance and farmer revenues with EBT sales representing 26% of total sales. The markets together recorded EBT, debit and credit sales of $18,033, with $4,725 in EBT sales.

Approximately 86 food handlers received food safety training where 69 received ServSafe Certification. In addition, 309 citizens increased skills in making healthy food choices, preparing/growing healthy food and increased knowledge about locally grown produce.

More than 30 adults and youth completed the Farm It Forward multi-session food preparation skills training for targeted youth at-risk for diabetes partnering with a community supported agriculture (CSA) farm.

Extension is also working to engage municipal leaders in policy issues by participating on Executive Board and contributing to current local food efforts for Advocates for Health in Action (AHA).

Extension also provided leadership to the burgeoning Capital Area Food Network which emerged after engaging municipal leaders and community

members in policy issues around the Food Council/ Network.

Extension provides leadership locally to promote the NC 10% Campaign in Wake County which drives market demand for locally sourced food by encouraging citizens/ business to spend 10 percent of their food dollars on NC produced foods. 157 restaurants and businesses are partners in the NC 10% campaign by promoting/serving locally sourced food options.

In Wake County, Extension focuses on providing nutrition, wellness, and physical activity education for targeted youth and adult population with an emphasis on building the capacity of families. In partnership with Wake Human Services and others, 89% of youth and adults engaged through Club CHOICE, Moovin' and Groovin' and Youth Overcoming Life Obstacles have increased physical activity and 93% of those families reported they have increased their daily fruits and vegetables intake.

Extension trained 43 volunteers to promote healthy decision making with youth and families. In fact, 85% of youth ages 13-18 who participated in serial programming related to prevention of risky behaviors reported that they would modify one or more risky behaviors in their lifestyle.

In addition, Extension hosted the Expanded Food and Nutrition Education Program (EFNEP) which uses a series of 22 lessons from its "Families Eating Smart, Moving More" curriculum to graduate 678 families including 91% who were enrolled in one or more food assistance program this past year. 72% improved in one or more food safety practices; 89% improved in one or more nutrition practices; 88% improved in one or more food resource management practices; 38% of participants increased the amount of daily physical activity and 97% of participants improved their diet including: 61% increased fruit consumption: 52% increased vegetable consumption; 39% increased consumption of calcium-rich foods.

Overall, 3,020 youth and adults adopted healthier eating or increased their physical activity level following participation in Extension programs.

Cooperative Extension, in conjunction with the Human Services Department, worked to implement Human Capital Development (HCD) efforts to help adults achieve or maintain self-sufficiency and become engaged citizens. This past year Extension staff facilitated the Human Capital Cabinet, co-led life-coach training and the delivery of strategic planning and evaluation measurement systems for HCD.

Extension staff continue to provide financial coaching for HCD participants, lead group coaching sessions and provide orientation for participants in the Middle Class Express. Staff also serve as Family Developers through the Family & Community Network, as well as helping to maintain the HCD partnership inventory and support regional strategies for partnerships.

Overall, 1,100 participants in Extension programs implemented basic financial or risk management strategies to support family economic well-being. 765 individuals from economically fragile families increased knowledge and skills in budgeting, financial record keeping, debt management, and estate planning and retirement strategies. 2,432 youth and adults demonstrated use of effective life skills in goal-setting, stress management, self-care, and healthy relationships. In addition, 472 professionals increased knowledge of human development and emerging best practices in parenting or caregiving and 70 individuals were trained in Life Coaching to support HCD activities.

Cooperative Extension collaborates with partners and stakeholders in the implementation of strategies that bolster positive youth development. Extension provided support for more than 3,720 youth and prioritized families involved in child welfare, public health, family support, and juvenile justice.

Capacity-building efforts increased the quantity and quality of youth programming by teaching best practices to 65 adults representing 15 youth serving organizations.

More than 780 volunteers have been trained to contribute 9,161 hours of service.

Staff-led educational groups teach critical skills to at-risk youth resulting in 85% of youth increasing life skills (ex. communication, decision making) and 91% reducing risky behavior (ex. court involvement, substance use).

Cooperative Extension contributed to the growth of sustainable agriculture and preservation of natural resources, specifically ensuring water quality for our growing population. 168 Extension Master Gardener Volunteers contributed 10,500 hours to supporting Wake County Extension initiatives with more than 15,000 consumer contacts through educational events, phone response lines, WaterWise demonstration gardens and other outreach methods.

1,500 Wake County residents received training in growing vegetables and herbs for home consumption using environmentally safe techniques, and more than 200 landscape professionals and 90 farmers were educated in the proper use of pesticides and environmental sustainability through training and education classes.

10,530 participants in Extension programs increased knowledge regarding gardening, landscape practices, soil management, pest or wildlife management or pesticide education with over $220,000 estimated in savings to agribusiness.

35 local producers gained skills to meet buyer demands, build relationships and understand procedure and requirements of different institutional markets at Retail Ready for Local Markets training. In addition, extension staff helped provide workshops to 757 professionals, home owners, or city officials who learned about stormwater BMP's, erosion control, stream-bank stabilization or water harvesting.

Extension trained and certified over 350 Low Impact Development practitioners. Over 2,500 stormwater engineers, receiving training and certification, reduced nitrogen, phosphorus, and sediment by 40%, 10% and 85% respectively, resulting in savings of $36,000 in portable water use annually, and over 100,000 pounds of nitrogen saved.

FY17 DISCUSSION

The Cooperative Extension budget increased by $57,000 from the FY 2016 Adopted Budget due to an expansion of funding for Youth Thrive, a community-driven, collective impact initiative for youth ages 5-19 throughout Wake County, as well as one-time funding for Capital Area Food Network to develop a comprehensive food security plan.

Youth Thrive, founded in 2010, is a community-based collaborative comprised of organizations and individuals working toward creating and maintaining a sustainable partnership to promote positive change for Wake youth ages 5-19. Through $1.25M in funding provided by the Jon Rex Endowment, the initial partners Wake County, WCPSS, United Way of the Greater Triangle and City of Raleigh, created an independent organization to provide a space for communication, alignment and sharing of resources to better serve young people in the community. A contract extension by the endowment will provide operational funding through March 31, 2016. This expansion will provide additional operating funding in the amount of $30,000 for the fourth quarter of the fiscal year 2016.

As a result of implementation of the Cooperative Extension Strategic Plan, State resources to support secretarial and administrative support to County offices were reduced to .5 FTE. In Wake County, the Extension Center lost one position, the County will provide half the cost associated with employee severance.

HORIZON ISSUES

Urban expansion caused by population growth will further strain natural resources and contribute to a loss of open space

The number of state and federally mandated environmental programs and food safety requirements continues to increase, requiring additional staff and client education.

The number of on-site wastewater systems and the growing number of new systems installed annually place demands on proper installation and

maintenance of these systems, as do the number of potentially contaminated sites in the county.

There is an increasing demand for integrated efforts in Human Services that: reach high numbers of youth and young adults who continue to be over-represented by those contracting sexually transmitted infections; engage in under age drinking and use of illegal drugs; early onset of sexual activity; are currently under active and significantly over weight, with evidence-based education.

Wake County's Commissioners remain committed to using a human capital development approach in order to help individuals and their families attain and sustain positive transformation in their lives. Human Services, Cooperative Extension along with community leaders need to work to strengthen the infrastructure for these efforts including a common agenda around priorities such as local foods, youth development, mental health and educational success.

There has recently been a significant increase in the number of children and youth entering the foster care system and those placed with kinship caregivers which calls for integrated efforts with Human Services. In addition, there is an increasing demand for community based services provided for youth with a history of significant behavioral problems. Extension is well positioned to meet those demands but it will require additional time and resources to support these strategies.

The increasing demand for locally sourced fresh foods will drive the need for local food policy councils, expansion to new markets and support for producers who will be required to pass emerging FDA food rules associated with Good Agricultural Practices and Food Safety regulations.

Non-departmental

Health Benefits

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Healthcare - County Share		(20,406,735)	(20,414,289)	(24,150,368)	(25,772,000)
Dental - County Share		(1,142,852)	(1,250,000)	(1,250,000)	(1,250,000)
Health - Employee Share		(5,526,826)	(4,964,008)	(5,368,865)	(5,752,000)
DNTL/Fringe Adj/Employee Share		(996,620)	(833,000)	(833,000)	(833,000)
Health/Cigna/Fringe Adj/Retiree share		(40)	–	–	–
Contracted Services - Diabetes Bus		51,000	51,000	–	–
Contracted Services		691,085	914,297	1,074,453	1,168,000
Health Self Insurance Admin Costs		1,862,300	1,761,736	1,911,293	1,972,000
Health Self Insurance Claims		18,617,640	18,418,277	21,549,198	22,687,000
Dental Self Insurance Claims		2,009,104	1,882,000	1,882,000	1,882,000
Dental Self Insurance Admin Costs		–	95,000	95,000	95,000
Health - Retiree Claims		4,116,618	3,828,000	4,023,556	4,236,000
Stop Loss and Othe Reimbursements		–	(704,000)	–	–
IBNR_Insurance Claims		579,778	–	–	–
RX/Administration		87,236	171,000	117,536	118,000
RX/Claims		5,074,381	4,176,000	4,955,156	5,318,000
Stop Loss Premium		806,252	796,000	1,005,457	1,124,000
Rx Reimbursements		(849,922)	(419,000)	(1,692,024)	(1,704,000)
Medicare D Subsidy		(170,440)	(168,000)	(173,992)	(174,000)
FSA Administration		61,434	70,000	70,000	70,000
COBRA Administration		9,783	11,000	11,000	75,000
RX Claims - Retirees		1,919,992	2,205,000	2,603,205	2,788,000
PPACA Fees		375,710	350,000	175,408	100,000
Office Supplies		15	–	–	–
Food - Program Purchases		7	–	–	–
Southern Bell Centrex		2,200	–	2,000	2,000
Purchased Repairs & Maint - Building		15,571	–	–	–
Service Charges/From GSA		200	–	–	–
Expenditure Totals	$	**7,186,872**	**5,977,013**	**6,007,013**	**6,150,000**

DIVISION PURPOSE AND GOALS

The County is self-insured for health and dental benefits. The source of funding for these expenditures are employer contributions and employee withholdings that are recorded as part of the payroll expenditures. These amounts are reflected as a "contra" expenditure within Non-Departmental unit of Health Benefits so that the types of actual payments may be reflected in the budget without "double-counting" the expenditures.

Risk Management - Cost of Claims

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Legal Fees/Litigation Services		247,745	90,000	90,000	90,000
Actuarial Fees		16,000	16,000	16,000	16,000
Brokerage Fees		43,950	42,500	42,500	42,500
PC Licensing/Maintenance Fee-Other		2,000	–	–	–
Claims Administration Expense		105,570	90,000	90,000	90,000
Meals		119	–	–	–
Mileage Reimbursement		29	–	–	–
Other Travel Expenses		22	–	–	–
Maintenance And Repair Of Equipment		316	–	–	–
Risk Management - Property/Theft Claims		(67,795)	–	–	–
Risk Management - Vehicle Claims		(521,317)	(350,000)	(350,000)	(400,000)
Risk Management - Liability Claims		(259,433)	–	–	–
Risk Management - Workers Comp Claims		(1,901,058)	(1,914,000)	(1,914,000)	(1,914,000)
Purchased Insurance & Bonding		806,984	799,703	799,703	799,703
Self Insurance Claims		2,470,317	2,600,000	2,911,618	2,650,000
Health care claims/year-end adjustment		(418,413)	–	–	–
Vehicle Replacements		37,448	–	–	–
Expenditure Totals	$	**562,484**	**1,374,203**	**1,685,821**	**1,374,203**

DIVISION PURPOSE AND GOALS

The County's Risk Management program is managed within three departments: County Attorney's Office, Finance and GSA. The County Attorney and his staff manage the claims, settlement and litigation of those claims. Finance manages the insurance program, administers the County driving policy and risk management reporting. GSA manages the safety program and completes the OSHA reporting. Wake County is self-insured for workers compensation, liability and vehicle claims, purchasing commercial excess insurance coverage for worker's compensation and liability claims that exceed our retention levels. Bonds are purchased to cover specific risks and officials. The County will continue posting the claims portion of the cost of risk to departments as payment for claims are made in this fiscal year.

FY17 DISCUSSION

The Risk Management budget does not change from the FY 2016 Adopted Budget and stays at $1,374,203.

In the last year this area has been adjusted by renegotiating the workers' compensation rate and annualizing a full-year of property insurance for the Justice Center. Self-insurance claims have increased in the past but are currently holding steady.

Non-departmental

Transfers

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Transfer To C/P Co Construction Fund		27,418,000	28,158,000	28,158,000	29,109,000
Transfer To C/P Schools		63,184,000	43,708,000	43,708,000	22,946,000
Transfer To Debt Service (property tax)		157,563,000	182,892,000	182,892,000	212,573,000
Intrafund Transfers		850,000	850,000	850,000	850,000
Transfer To Wake Tech Capital Fund		3,305,000	3,522,000	3,522,000	–
Transfer To Debt Service (sales tax)		34,211,000	38,150,000	38,150,000	40,066,000
Expenditure Totals	$	**286,531,000**	**297,280,000**	**297,280,000**	**305,544,000**

DIVISION PURPOSE AND GOALS

The budget includes a dedication of 19.01 cents of the 60.05 cents of property tax rate for pay-as-you-go capital funding and debt service.

Non-departmental

Non Departmental Revenue Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Revenues:					
Property Taxes	$	742,634,232	799,893,000	799,893,000	840,531,000
Sales Tax		154,509,781	163,631,000	163,631,000	172,620,000
Lease/Rental Vehicle Tax		2,927,633	2,550,000	2,550,000	2,550,000
Lease/Rental Heavy Equipment Tax		(113,681)	–	–	–
Payment in Lieu of Taxes		1,347,604	1,232,587	1,232,587	1,233,329
Beer & Wine		964,448	877,200	877,200	877,200
Human Services		(2,404,000)	–	–	–
Other		1,713,487	1,525,500	1,525,500	2,100,500
ABC Board		4,250,000	2,000,000	2,000,000	2,000,000
EMS Fees		60	–	–	–
Reimbursements		170,000	–	–	–
Other		982,052	696,000	710,000	961,000
Licenses		74,714	72,000	72,000	72,000
Interest		17,792	10,412	10,412	10,412
Miscellaneous Revenue		103,852	834,080	820,080	–
Appropriated Fund Balance		–	–	2,585,666	1,134,000
Transfers From		293,680	293,680	293,680	293,680
Revenue Totals	$	**907,471,656**	**973,615,459**	**976,201,125**	**1,024,383,121**

Non-departmental

Wake County Public School System

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Wake County Schools Allocations		341,426,400	386,000,000	386,000,000	409,911,000
Direct Appropriation		341,426,400	386,000,000	386,000,000	409,911,000
Debt Service		179,501,000	202,057,751	202,057,751	214,515,645
Expenditure Totals	$	**520,927,400**	**588,057,751**	**588,057,751**	**624,426,645**

DEPARTMENT PURPOSE AND GOALS

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina and the 16th largest nationwide, provides regular and special instructional programs for children in kindergarten through high school, as well as pre-kindergarten services for special needs students. WCPSS also provides school bus transportation, child nutrition, counseling, athletic programs, and other operations to support instructional programs. WCPSS operates 110 elementary schools, 36 middle schools, 27 high schools, one K-8 Academy and two leadership academies.

The Wake County Board of Commissioners, through the appropriation process, provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State. The Wake County Board of Commissioners provides funding for the construction and maintenance of school facilities through the operating budget appropriation and in the capital improvement plan appropriations. Other voluntary funding by the Wake County Board of Commissioners includes appropriations for increased instructional and non-instructional personnel, salary supplements, and other operating support.

FY17 DISCUSSION

The FY 2017 appropriation for the school system is $409.91 million; an increase of $23.91 million and 6.1% more than the FY 2016 Adopted Budget. With projected enrollment of 159,250 in 2016-17, this appropriation will bring WCPSS to per pupil funding of $2,574, an increase of $121 per pupil. In addition to the direct appropriation, $888,574 will be transferred from the Capital Improvement Plan to the operating budget for the Crossroads Administrative building lease.

The FY 2017 budget also includes $214.52 million for debt service in support of WCPSS' CIP 2013, CIP 2006, Plan 2004, and Plan 2000 building programs, which is a 6.2%percent increase from FY 2016.

WCPSS will be opening Beaverdam, Oakview, Pleasant Grove and White Oak elementary schools and Pine Hollow Middle School in 2016-17. This budget includes the operating costs of maintaining these buildings.

HORIZON ISSUES

Over the next four years, WCPSS operating costs will increase as a result of new and renovated school construction work in CIP 2013.

Wake Technical Community College

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Wake Technical College Allocation		16,183,000	19,121,000	19,121,000	17,535,917
Communities In Schools		295,000	295,000	295,000	295,000
Educational Programs		–	–	–	1,969,083
Direct Appropriation		16,478,000	19,416,000	19,416,000	19,800,000
Debt Service		24,811,264	26,074,537	26,074,537	28,740,735
Expenditure Totals	$	**41,289,264**	**45,490,537**	**45,490,537**	**48,540,735**

DEPARTMENT PURPOSE AND GOALS

Wake Technical Community College (Wake Tech) is the largest of the 58 community colleges in North Carolina. The college serves all of Wake County through eight primary sites and an extensive array of courses and programs offered online. Wake Tech's mission is to provide education and training for the workforce and to serve as an instrument of job creation and economic growth for the county. Curriculum (for-credit) programs in a variety of career preparation and college transfer specialties offer more than 200 options that lead to two-year associate's degrees, one-year diplomas, or two-semester certificates. Workforce continuing education programs include training for public safety officers (law enforcement, fire protection, and emergency medical services), literacy and high school equivalency classes, entrepreneurship and small business training and support, customized workforce training for new and expanding industries, and a wide variety of courses for professional development and personal enrichment.

Wake Tech's five campuses and three centers include (1) Main Campus on U.S. Highway 401 (Fayetteville Road), south of Garner; (2) Northern Wake Campus on U.S. 401 (Louisburg Road), just north of I-540; (3) Western Wake Campus on Kildaire Farm Road in Cary; (4) Public Safety Education Campus on Chapanoke Road south of I-440; (5) Perry Health Sciences Campus, adjacent to WakeMed in Raleigh; (6) the Beltline Education Center on Bush Street (opened January 2015); (7) the Eastern Wake Education Center in Zebulon; and (8) the Vernon Malone College and Career Academy in Raleigh. The college also offers classes at more than 40 community sites across the county, including public schools, churches, chambers of commerce, and senior centers.

Wake Tech Online offers an extensive array of degree, diploma, and certificate programs in online and hybrid formats, serving students throughout the region. Wake Tech has more online students than any other North Carolina community college.

Wake Tech's new RTP Campus is slated to open in the fall of 2017 in Morrisville, NC, on a 94-acre site on NC Highway 54 (near I-540). This next-generation learning environment will be dedicated to the needs of individuals and corporations in western Wake County and the Research Triangle Park. The first phase of construction will include a 3.5 story classroom/administration building, a regional energy plant, and 720 surface parking spaces.

Priorities for Wake Technical Community College are to (1) promote job creation and economic growth in Wake County through educational partnerships with business and industry; (2) re-train unemployed and displaced workers; (3) maximize the use of existing facilities and develop additional facilities to serve the county's growing population; (4) locate new facilities more convenient to the population base; and (5) ensure that Wake County citizens have the knowledge and skills to compete successfully in the global economy.

Wake Technical Community College

MAJOR ACCOMPLISHMENTS

Facilities: Main Campus completed construction of the Holding Hall renovation and conversion to classroom space and began construction for the Parking Lot Repaving project. Northern Wake Campus completed construction of Building F (library), Parking Deck 2, Pedestrian Bridges, Regional Energy Plant 2, and the Building L Health Sciences project; and continued construction of the Applied Technology building, Regional Energy Plant 3, and Building M projects. Public Safety Education Campus completed construction of Phase III renovation of the Public Safety Education Building. RTP Campus completed design and began construction of the new RTP Campus Classroom Building.

Instruction: Served more than 70,000 students in Wake County. Curriculum Education Services (for-credit courses) is adding Associate in Applied Science (AAS) degree programs in Human Services Technology: Mental Health and in Facilities Technology: Multi-Trades, the latter to be offered on Main Campus with a component at Vernon Malone College and Career Academy. Curriculum Education is also offering a new certificate program in Computer Controlled Welding (part of the AAS degree in Welding Technology). The following AAS degree programs have been expanded to the Western Wake Campus (as of January 2016): Computer Information Technology, Computer Programming, Networking Technology, Database Management, and Web Technologies. The North Carolina State Board of Community Colleges granted preliminary approval to Wake Tech's request for its RTP campus to be designated as a multi-campus center.

Collegewide: An increase in the number of students graduating required the college to move its spring 2013 graduation ceremony to the Raleigh Convention Center. In October 2014, Wake Tech hosted a three-day site visit by the Reaccreditation Committee of the Southern Association of Colleges and Schools-Commission on Colleges (SACSCOC), as part of the college's 10-year reaffirmation of SACSCOC accreditation. Wake Tech received a report of "no recommendations" for improvement from the committee - a very rare occurrence in the reaccreditation process - indicating that the college is compliant in all areas and that no problems were identified. In July 2015, Wake Tech was notified by the SACSCOC Board of Trustees that the college's accreditation had been reaffirmed through 2025. The college will be required to submit a Fifth Year Interim Report in 2020 which will include an executive summary on our Quality Enhancement Plan (EPIC) and an on-site review of our new RTP Campus. Wake Tech is a member of Cooperating Raleigh Colleges (CRC), where it collaborates with Meredith College, NC State University, Saint Augustine's University, Shaw University, and William Peace University on education, transportation, emergency management, and community projects that benefit county residents. Wake Tech's Applied Benchmarking initiative, first launched in 2010, continues to engage employees in finding creative and innovative solutions to improve instruction, operations, and management throughout the college. More than 1,263 Applied Benchmarking projects have been submitted to the college database; the first Applied Benchmarking Project of the Year was awarded in April 2015.

FY17 DISCUSSION

The FY 2017 Budget for Wake Technical Community College is $19,800,000 of which $295,000 is appropriated for lifelong learning and community use of school in conjunction with WCPSS. The FY 2017 budget is a $1,969,083 increase from the FY 2016 due two new classroom buildings and one regional plant opening on the Northern Wake Campus and the ongoing operations and maintenance costs associated with these new buildings. The Skilled Trades building will house classrooms and lab space for skilled trades and equipment for welding, plumbing, HVAC and building automation systems classes. Building M will be a multipurpose building and will house classroom space for physical education classes, culinary arts programs, a wellness center, gym and general education classrooms. Part of this year's increase also includes one-time personnel costs for faculty and staff to teach and support the programming in these new buildings. Additionally, County funding will go towards a Security Engineer for the ITS Department who will be responsible for network security, data security and the data back up

systems across all campuses. This position is vital as Wake Tech expands and adds campuses and increases online course offerings.

Facilities: Due to the economic recession and continued population growth in Wake County, the number of students turning to Wake Tech for training has steadily increased. Further, the rate of full-time equivalent student (FTE) growth has increased faster than headcount growth, indicating that students are taking more hours per semester than in the past. For the past four years, more than 5,500 students on a waiting list each semester were unable to register for classes at the times and places they requested. Wake Tech has updated its master plan and will continue to revise the plan to prepare for the future county construction bond and accelerate future buildings and parking facilities to meet enrollment demand.

Instruction: Wake Tech continues to balance the use of seated, hybrid, and online course offerings to expand student access to courses and programs that lead to jobs and further education; it is also engaged in numerous local, state, and national reforms to improve student success. The college received approval to offer Associate in Applied Science degree programs in Global Logistics & Distribution Management Technology, Global Logistics & Distribution Management Technology/Distribution Management, Business Administration/Human Resources Management, Business Administration/ Global Business Management, and Business Administration/Marketing. Additionally, the college approved the following stackable and latticed certificates that enable students to complete a 12-18 credit hour credential that leads to an AAS degree: Homeland Security; Intelligence Analysis; Accounting Software Application; CPA Exam Prep-Financial; CPA Exam Prep-Regulation; CPA Exam Prep-Audit; Forklift: Fuel Injection & Electrical Systems; Forklift: Hydraulics, Engines & Transmissions; Fabrication Design (Welding); Architectural and Landscape Illustration; Landscape Design; Logistics Core; Global Supply Chain; Distribution Management Core; Transportation Management; Global Business Core; Business Administration/Marketing & Sales; and Business Administration/Public Administration. Wake Tech also completed its first year of partnership with WCPSS on the Vernon Malone College and Career Academy, a cooperative/innovative CTE (Career Technical Education) high school on South Wilmington Street. The programs offered to high school students include Simulation and Game Development; Air Conditioning, Heating, and Refrigeration; Biopharmaceutical Technology; Collision and Refinishing Technology; Cosmetology; Geomatics; Nurse Aide; and Facilities Maintenance.

As a key contributor in statewide and nationwide community college reform, Wake Tech continues to focus on college readiness, orientation, goal setting, proactive advising, developmental education acceleration, math mastery, structured pathways, and stackable credentials to assure the effective use of student time and resources and college resources. The college's Applied Benchmarking program has engaged full-time employees in seeking best practices nationwide, fueling Wake Tech's growing reputation as a leader in innovation. The college continues to develop ways to keep personnel motivated in the face of limited prospects for salary increases. To recognize and reward high-performing, high-quality instructors, Wake Tech has implemented a Faculty Rank program. The college also continues to explore additional funding streams from the federal government and private foundations to help offset reductions in state and county budgets, and to seek resources to expand "green technology" training and incorporate sustainability into all curriculum and continuing education programs.

Two grants from the U.S. Department of Labor TAACCCT program, for $2.9 million each: Business Analytics and Mission Critical Operations.

Two awards from the U.S. Department of Education: $1.7 million from Title III Strengthening Institutions, and First in the World grant of $2.7 million.

Two grants from the National Science Foundation: $826,000 for MODEL 3D, and $429,000 for GEOPATHS.

Two grants from the Duke Energy Foundation: $250,000 for Mission Critical Operations, and $125,000 for Welding.

Three grants for veterans projects from the Walmart Foundation totaling $210,000.

HORIZON ISSUES

Facilities: Accelerate completion of projects funded by the 2012 Wake Tech bond referendum, including: Main Campus parking lot repaving; completion of construction at the Northern Wake Campus for the Applied Technology building, Building M, and Regional Energy Plant 3; completion of construction for the new RTP Campus Classroom Building; design and construct various building, roof, and elevator upgrade projects at the various campuses. Work with the Board of Commissioners and the County Budget Office to manage funding for the 2012 Wake Tech Building Program, continually update the College Master Plan, and plan for and seek passage of the next county construction bond program.

Instruction: Curriculum Education will continue to build upon existing partnerships and establish new relationships to expand learning opportunities for students through Career and College Promise, cooperative/innovative high schools, apprenticeships, accelerated credentials, non-credit-to-credit transitions, prior learning assessments, and competency-based education. It will continue to pursue multiple reform efforts and grants that focus on increasing the number of student completers, especially through initiatives such as Reverse Transfer, and stackable credentials that will allow students who have transferred to four-year colleges without having earned an associate's degree to do so while in a bachelor's degree program; to provide increased job placement assistance to students; and to keep students informed of new and expanded financial aid options available to them. As part of the college's innovation efforts, Curriculum Education will continue to support the individual Applied Benchmarking initiatives of all employees.

Wake Technical Community College

Debt Service

Department Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Debt Service Principal	$	152,115,583	170,121,289	170,121,289	189,513,156
Debt Service Interest		89,608,508	94,509,566	94,509,566	87,728,764
Debt Service Fees		1,343,951	1,217,912	1,217,912	3,183,573
Salary / Benefits		219,554	229,080	229,080	237,354
Contractual Services		143,666	133,000	133,000	118,000
Supplies, Materials and Other Charges		9,036	9,153	9,153	9,153
Expenditure Totals	$	**243,440,298**	**266,220,000**	**266,220,000**	**280,790,000**
Revenues:					
Federal	$	2,783,029	2,783,015	2,783,015	2,783,015
State		12,649,187	10,000,000	10,000,000	10,000,000
Charges For Services		11,800	–	–	–
Interest Income		1,471,480	2,314,000	2,314,000	3,854,000
Other Financing Sources		50,974,523	29,039,985	29,039,985	10,554,985
Transfers		194,172,000	222,083,000	222,083,000	253,598,000
Revenue Totals	$	**262,062,019**	**266,220,000**	**266,220,000**	**280,790,000**
Number of FTE's		**2.00**	**2.00**	**2.00**	**2.00**

Debt Service Expenditures by Entity

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
WCPS Debt Service		179,501,000	202,057,751	202,057,751	214,515,645
WTCC Debt Service		24,811,264	26,074,537	26,074,537	28,740,735
Criminal Justice Debt Service		25,114,039	26,092,049	26,092,049	24,249,863
Open Space Debt Service		95	–	–	–
Libraries Debt Service		156	–	–	–
Other Debt Service		13,022,885	11,995,663	11,995,663	13,283,757
Debt Service/5 County Stadium		990,860	–	–	–
Expenditure Totals	$	**243,440,298**	**266,220,000**	**266,220,000**	**280,790,000**

Debt Service

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assesses the future impact of plan variables, is a strong management tool that is key to Wake County's continued success as a triple-A rated government, as determined by the three rating agencies.

Debt service payments are made routinely for interest on long-term debt outstanding and to retire debt principal as it matures. Interest expenditures are annual costs that are directly proportional to the principal amount of debt outstanding. As of May 1, 2016, the outstanding general obligation principal indebtedness of the County totaled $1.8 billion and the County's total outstanding debt, totaling general obligation bonds, limited obligation bonds, and installment purchases totaled $2.07 billion.

On October 8, 2013, voters approved the issuance of $810 million of general obligation school bonds in support of the WCPSS CIP 2013 Building Program, of which $370.24 million has been issued as bonds and $1.301 million has been issued as bond anticipation notes. CIP 2013 includes these bonds, plus $129.9 million of cash funding, and also includes previously available funds totaling $58.4 million for a total building program of $998.4 million. Other building programs supported by bonds currently being issued by the County include Wake Tech's 2012 building program totaling $210.2 million and the October 2007 $45 million library building program.

During FY 2016, the County began the issuance of bond anticipation notes and a bank draw program as a way to cover contractual commitments and provide short-term financing during the construction period for projects to be funded with general obligation bonds approved by voters in prior bond referendum. The County entered into two bond anticipation notes totaling $400 million for the initial design and construction payments for $344.44 million of WCPSS, $37.75 million of Wake Tech, and $17.9 million of library projects. The County will draw on the notes bi-monthly, and then will repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt. The amount of the bond anticipation notes equals the amount of contractual commitments of the projects, and the amount drawn is for the actual project expenditures. This allows the County to limit debt issuance to actual expenditures while ensuring contractual commitments are covered, eliminating project financing risk and reducing debt service costs during the construction period. The FY 2017 debt service budget includes the short-term financing associated with the two bond anticipation notes.

The Finance Department, in conjunction with the County's financial advisor, monitors the County's existing debt portfolio. Also in FY 2016, the County refunded a portion of its outstanding Limited Obligation Bonds issued in 2009 and 2010 to support the expansion of the Hammond Road Detention Center and the construction of the Wake County Justice Center. The savings will be amortized through the life of the debt, but reflect savings in excess of $1 million annually through 2037.

The budget for debt service payments and related expenditures for FY 2017 totals approximately $280.79 million. It reflects debt service expenditures in support of WCPSS and Wake Tech which comprise 87 percent of the 2017 debt service budget; the remaining 13 percent is attributable to county debt service costs for criminal justice, open space, and libraries.

During the first half of 2016, the Board of Commissioners received several updates regarding the County's debt policies and guidelines, and timing considerations regarding the County's debt capacity. For FY 2017, the County plans on entering into an additional bond anticipation note to support the remainder of the contractual commitments for the WCPSS CIP 2013 building program, issue bonds to take-out the first year of short term debt drawn from the 2016 bond anticipation note, and issue the remainder of general obligation bonds authorized and not issued for libraries as voter authorization for those bonds expires in October 2017.

Debt Service

There exists some debt and cash funding capacity for future capital projects without a tax increase in the future. The County will work to allocate the capacity available without a tax increase in FY 2017 amongst Wake Tech and WCPSS to support additional projects beyond those in their current building programs. The time frame and scope of those projects will be refined during the summer and early fall of 2016; it is anticipated that those projects will be funded by a combination of cash funding and bond anticipation notes to be authorized by early Spring 2017. More information related to projected future years debt service expenditures may be found under the Financial Model section of the budget book.

Debt Service

Legal Debt Margin Information
Historical Information

	Fiscal Years 2010	2011	2012	2013	2014	2015
Assessed Value of Property	$119,158,250,199	$119,535,621,641	$120,555,400,651	$122,450,151,129	$127,426,491,226	$127,947,523,008
Debt Limit, 8.0% of Assessed Value(Statutory Limitation)	$9,532,660,016	$9,562,849,731	$9,644,432,052	$9,796,012,090	$10,194,119,298	$10,235,801,841
Amount of Debt Applicable to Limit General Obligation Bonds	$1,794,370,000	$1,831,620,000	$1,754,870,000	$1,801,325,000	$1,664,875,000	$1,967,590,000
General Obligation Commercial Paper	-	-	-	-	-	-
Other Long Term Debt	313,263,004	311,595,642	303,938,059	291,217,436	278,885,802	266,887,940
Bonds Authorized not Issued	391,870.000	239,070,000	65,700,000	145,450,000	950,450,000	511,210,000
Total net debt applicable to limit	2,499,503,004	2,382,285,642	2,124,508,059	2,237,992,436	2,894,210,802	2,745,687,940
Legal Debt Margin	$7,033,157,012	$7,180,564,089	$7,519,923,993	$7,558,019,654	$7,229,908,496	$7,409,113,901
Total net debt applicable to limit as a percentage of debt limit	26.22%	24.91%	22.03%	22.85%	28.39%	26.82%

Note:
A revaluation of real property is required by NC General Statutes at least every eight years. The last revaluation was completed in tax year 2016 and will take effect in FY 2017.
The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to eight percent of the appraised value of property subject to taxation. The legal debt margin is the difference between the debt limit and the county's net debt outstanding applicable to the limit, and represents the county's legal borrowing authority.

Debt Service

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT
As of June 30, 2015

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2014	Net Additions (Retirements)	Debt Outstanding June 30, 2015
GENERAL OBLIGATION BONDS:						
2003B Public Improvement	04/08/03	variable	55,000,000	55,000,000	-	55,000,000
2003C Public Improvement	04/08/03	variable	45,000,000	45,000,000	-	45,000,000
Refunding Series 2004	11/01/04	4.00-5.00%	114,380,000	2,865,000	(2,865,000)	-
Refunding Series 2005	04/01/05	3.00-5.00%	33,020,000	32,235,000	(135,000)	32,100,000
2005 School Bonds	11/01/05	3.25-5.00%	41,000,000	1,500,000	(1,500,000)	-
2007 Public Improvement Bonds	03/08/07	4.25-5.00%	455,000,000	69,000,000	(23,000,000)	46,000,000
School 2007A	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
School 2007B	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
2009A Public Improvement Bonds	04/01/09	4.00-5.00%	135,000,000	30,000,000	(6,000,000)	24,000,000
2009B Public Improvement Bonds	04/01/09	4.00-5.00%	300,000,000	238,000,000	(10,000,000)	228,000,000
2009C Refunding	04/01/09	4.00-5.00%	66,320,000	10,990,000	(10,990,000)	-
2009D Refunding	06/16/09	3.00-4.00%	168,980,000	110,770,000	(36,945,000)	73,825,000
2010A Public Improvement Bonds	03/30/10	3.00 -5.00%	86,295,000	59,715,000	(6,635,000)	53,080,000
2010B Public improvement RZEDB Bonds	03/30/10	4.80-5.30%	39,505,000	39,505,000	-	39,505,000
2010C Refunding	05/13/10	2.00 -5.00%	383,420,000	377,725,000	(16,010,000)	361,265,000
2010D Public Improvement QSCBs	06/09/10	5.10%	34,910,000	34,910,000	-	34,910,000
2010E Public Improvement	08/05/10	2.5% - 4.00%	18,945,000	13,265,000	(1,895,000)	11,370,000
2010F Public Improvement	08/05/10	4.15%-5.40%	17,055,000	17,055,000	-	17,055,000
2011 Public Improvement	03/30/11	3.00-5.00%	116,800,000	98,400,000	(6,150,000)	92,250,000
2012A School Bonds	02/08/12	3.00-5.00%	96,790,000	86,700,000	(5,100,000)	81,600,000
2012B Refunding	02/08/12	5.00%	75,290,000	75,290,000	-	75,290,000
2013A School Bonds	05/06/13	2.50-5.00%	51,165,000	48,600,000	(2,700,000)	45,900,000
2013B Public Improvement	05/07/13	3.00-5.00%	125,250,000	118,800,000	(6,600,000)	112,200,000
2014 Public Improvement	09/02/14	3.25-5.00%	345,240,000	-	345,240,000	345,240,000
2015	04/15/15	3.00-5.00%	94,000,000	-	94,000,000	94,000,000
Total General Obligation Bonds				1,664,875,000	302,715,000	1,967,590,000
OTHER LONG-TERM DEBT:						
Installment Purchase				5,329,121	(406,611)	4,922,510
Limited Obligation Bonds				273,015,000	(12,140,000)	260,875,000
Qualified Zone Academy Bonds				490,389	(163,461)	326,928
Capitalized Equipment Leases				51,293	712,209	763,502

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2015

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2014	Net Additions (Retirements)	Debt Outstanding June 30, 2015
Compensated Absences				11,129,883	398,631	11,528,514
Other Post-employment Benefits				97,807,565	13,377,626	111,185,191
Total Other Long-term Debt				387,823,251	1,778,394	389,601,645
TOTAL GOVERNMENTAL LONG-TERM DEBT				$2,052,698,251	$304,493,394	$2,357,191,645

SCHEDULE OF LONG-TERM DEBT MATURITIES AND
ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES
As of June 30, 2015

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS Principal	PUBLIC SCHOOLS Principal and Interest	OTHER Principal	OTHER Principal and Interest	TOTAL Principal	TOTAL Principal and Interest
2016	132,284,375	198,826,022	7,771,572	12,125,418	155,055,000	236,959,573
2017	149,295,920	209,723,083	8,602,555	12,566,768	176,065,000	250,847,530
2018	139,374,465	193,374,465	6,493,836	10,043,826	163,775,000	231,195,634
2019	140,790,397	190,119,696	6,012,878	9,242,903	164,435,000	225,631,397
2020	128,447,569	172,423,720	6,925,530	9,854,912	152,255,000	206,934,970
2021	106,311,666	144,365,090	8,312,209	10,895,314	132,730,000	180,315,821
2022	118,852,690	151,612,099	7,982,377	10,149,871	144,650,000	185,678,091
2023	116,214,791	143,891,092	7,710,394	9,478,769	141,500,000	176,210,899
2024	114,967,874	137,793,516	7,600,319	9,003,455	137,915,000	166,641,976
2025	114,079,447	131,990,556	7,611,650	8,651,101	136,980,000	159,732,459
2026-2030	256,736,576	299,252,438	12,611,024	14,875,529	322,930,000	378,718,604
2031-2035	107,934,070	117,011,951	5,107,827	5,493,899	139,300,000	151,011,375
Total	1,625,289,840	2,090,743,591	92,742,171	122,381,765	1,967,590,000	2,549,878,329
OTHER LONG-TERM DEBT:						
Qualified zone academy bonds, Five County Stadium debt, installment purchase agreements, & limited obligation bonds						
2016	163,461	163,461	13,433,309	26,059,388	13,596,770	26,222,849
2017	163,461	163,461	13,363,509	25,518,482	13,526,970	25,681,943
2018	-	-	12,905,718	24,552,203	12,905,718	24,552,203
2019	-	-	12,615,482	23,705,817	12,615,482	23,705,817
2020	-	-	12,512,000	23,053,757	12,512,000	23,053,757
2021-2025	-	-	62,246,000	105,859,074	62,246,000	105,859,074
2026-2030	-	-	60,700,000	89,296,375	60,700,000	89,296,375
2031-2035	-	-	60,700,000	74,295,950	60,700,000	74,295,950
2036-2037	-	-	18,085,000	19,278,350	18,085,000	19,278,350
Total	326,922	326,922	266,561,018	411,619,396	266,887,940	411,946,318
TOTAL LONG-TERM DEBT	$1,625,616,762	$2,091,070,513	$359,303,189	$534,001,161	$2,234,477,940	$2,961,824,647

1 Interest rate on variable rate bonds assumed to range from 0.20% to 1.35%. Actual results may vary.

Debt Service

Capital Area Workforce Development

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		1,107,472	1,320,732	1,067,917	1,192,471
Contractual Services		5,282,929	3,899,721	4,460,111	3,175,418
Supplies, Materials and Other Charges		828,441	625,547	728,539	829,111
Budget Reserves		–	–	(410,569)	–
Expenditure Totals	$	**7,218,842**	**5,846,000**	**5,845,998**	**5,197,000**
Revenues:					
Federal		7,271,827	5,846,000	5,846,001	5,197,000
Charges For Services		34,766	–	–	–
Revenue Totals	$	**7,306,594**	**5,846,000**	**5,846,001**	**5,197,000**
Number of FTE's		**22.00**	**18.00**	**18.00**	**18.00**

DEPARTMENT PURPOSE AND GOALS

The Capital Area Workforce Development (CAWDB) fund was established to account for U.S. Department of Labor and North Carolina Department of Commerce employment and training grant activities as they relate to the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), and various other federal and state initiatives. The Boards of Commissioners of the Counties of Wake and Johnston reestablished the Capital Area Workforce Development Consortium in 2015. The Consortium plans and administers federal and state workforce programs; competitively procures services; conducts quality assurance; and reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board.

The Capital Area Workforce Development Board is charged with implementing workforce investment activities throughout Wake and Johnston Counties. Generally these include (1) Promoting business partnering to enhance regional competitiveness, (2) Facilitating employment success for adults and youth, (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives, (4) Expanding resources through strategic leadership and collaborative engagement.

Additionally, responsibilities include certifying and providing oversight for the area's One Stop Centers; Administration of Incumbent Worker Training grant funds; and partnering with economic development in providing assistance with new and expanding business and industry. Twenty three boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Organizationally, Workforce Development is part of the County Manager's Office. Funding for these grants follows federal and state appropriations and is received throughout the year. Amendments to the project ordinance to include new funds are periodically presented to the Board of Commissioners.

The Workforce Board's vision is to be the leader in providing innovative solutions to match workforce skills with employer needs. The mission of Workforce Development is to create a highly skilled workforce system. The system provides employers with productive, skilled workers, and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishments of this mission will enable all citizens to contribute to prosperity of the community.

Capital Area Workforce Development

MAJOR ACCOMPLISHMENTS

72 percent of adults exiting the Workforce Investment Act program entered full time employment.

82 percent of dislocated workers exiting the Workforce Investment Act program entered full time employment.

55 percent of the youth exiting the Workforce Investment Act program received a degree or credential.

61 percent of youth exiting the Workforce Investment Act program entered employment or post-secondary education.

Opened new NCWorks Career Center in Raleigh.

Seven Capital Area NCWorks Career Centers certified by the NCWorks Commission.

FY17 DISCUSSION

The Capital Area Workforce Development department budget decreased by $649,000 from the FY 2016 Adopted budget of $5.85 million from decreased allocations from one-time initiatives and a decrease in Federal funding.

HORIZON ISSUES

The Workforce Investment Act of 1998, the grant that has funded Capital Area Workforce Development board activities since 1998, will be replaced with the Workforce Innovation and Opportunity Act of 2014 (WIOA) effective July 2015. Even though many of the same criteria and program design elements will stay available, there are still several changes and new emphasis such as the age for youth increases from 21 to 24. Programs must use 75% of their youth funding on out-of-school youth. 20% of funding for youth must be used for work-based learning. For adults, the sequencing of services is no longer required and there is a new emphasis on career pathways.

Fire Tax District

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Contractual Services		17,656,811	18,233,483	18,236,093	20,497,558
Supplies, Materials and Other Charges		913,506	914,517	914,517	959,442
Budget Reserves		–	–	–	171,547
Transfers Out		2,691,000	3,013,000	3,013,000	3,809,453
Expenditure Totals	$	**21,261,317**	**22,161,000**	**22,163,610**	**25,438,000**
Revenues:					
Taxes		21,251,764	21,523,000	21,523,000	25,423,000
Interest Income		31,647	15,000	15,000	15,000
Other Financing Sources		–	623,000	625,610	–
Revenue Totals	$	**21,283,410**	**22,161,000**	**22,163,610**	**25,438,000**
Number of FTE's		**0.00**	**0.00**	**0.00**	**0.00**

DIVISION PURPOSE AND GOALS

The County contracts with 19 departments to provide fire suppression and emergency services in the Fire Tax District. Thirteen departments are nonprofit corporations and six are municipal fire departments. Eight departments are considered "cost-share" departments that receive a portion of their funding from the Fire Tax Fund. The remainder of their funding is provided by the municipalities they serve. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell. Departments use a combination of full-time staff, part-time staff, and partially compensated volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, provide fire prevention services, and assist other emergency and law enforcement agencies in their districts. Each department also strives to maintain high insurance ratings to save property owners on fire insurance premiums.

MAJOR ACCOMPLISHMENTS

County staff gathered the data needed to implement a more equitable, reasonable and defensible funding methodology for the cost-share departments. Beginning in FY 2017, the cost-share departments will be funded based on a formula consisting of five key elements that drive the costs of fire protection including service demand, population, property valuation, heated square footage and land area. The cost-share formula will be updated annually as part of the budget process to ensure funding levels reflect the most recent data.

For years, the County worked to develop a data-driven funding formula that could be applied to the cost-share departments to establish funding levels that more accurately reflect the County's share of costs. In 2013, a consultant was hired to assist in the development of a cost-share funding formula. A cost-share committee consisting of cost share and non-cost share chiefs, Fire Commission members, a neutral non-Fire Tax district representative and County staff was also established to participate in the process and consider the consultant's recommendations. With input from the consultant, the committee and the public, the Fire Commission ultimately approved a weighted formula with the following elements: service demand (35% weight), population (30% weight), property valuation (20% weight), heated square footage (7.5% weight) and land area (7.5% weight). The final step, completed this year, was gathering and validating the data inputs to be included in the formula.

Fire Services staff has been working directly with the contract fire departments to develop a more accurate inventory of fire apparatus, vehicles, and equipment. This data will be used to inform the various replacement schedules funded through the Fire Tax Capital Fund.

Fire Services staff assisted the Cary, Durham Highway, Western Wake, Rolesville, and Wendell Fire Departments with their North Carolina Response Rating/ISO Inspections that were conducted to evaluate many aspects of the departments response, record keeping, training. and community risk reduction. All departments that have received grades improved their rating, ultimately saving money for property owners through lower fire insurance premiums.

FY17 DISCUSSION

The Fire Tax District tax revenue increased by $3.90 million to $25.44 million, an 18 percent increase over the FY 2016 Adopted Budget. The revenue increase is attributable to a 1.48 cent tax increase, which brings the total rate to $.096 for FY 2017.

Expenditures totaling $25.44 million include direct appropriations to contract departments ($20.23 million), system-wide operating expenses such as dispatch services and hazardous materials response ($1.35 million), as well as a transfer to the Fire CIP ($2.85 million) to provide funds for cash funded purchases of apparatus, replacement equipment and facilities upkeep. A transfer to the Debt Service Fund is included for debt service on fire apparatus ($959,000). Total expenditures increased by $3.29 million due to several expansions highlighted below.

An additional $1.67 million is included for the implementation of the cost-share funding formula beginning in FY 2017.

Funding to bring fire personnel pay in line with peer fire protection agencies is also included ($856,000). A 2016 labor market study conducted by Wake County Human Resources found pay in the district was 16 to 42 percent below market depending on position.

The budget also funds expansions at eight of the contract fire departments ($450,000). The expansions include increased funds for part-time salaries, volunteer compensation, and vehicle maintenance.

The remaining increases are attributable to merit increases ($284,000) and system-wide cost increases for dispatch services, hazardous materials response and radio maintenance (46,000).

HORIZON ISSUES

A Staffing and Deployment study is expected to be completed in Fiscal Year 2017. The study will include an in-depth analysis of current staffing levels, station locations and apparatus deployment throughout the fire district, providing an overall picture of the current service level. The study may also highlight gaps that should be addressed with new resources or realignment of existing resources. Funds may be needed in future years to address recommendations stemming from the study.

Many fire departments that rely on volunteers are continuing to experience a decline in volunteer rosters. If volunteer member shortages intensify, the Fire Commission will need to identify strategies to provide manpower through full-time career staff, part-time staff, or other compensation programs. This issue has been identified as a Public Safety initiative in the County Commissioners' FY 2017 Board Goals

Fire Tax District

FY 2017 Fire Tax Summary	FY 2015 Actual	FY 2016 Adopted	FY 2016 Amended	FY 2017 Budget
Fire Tax Revenue				
Operating	18,289,159	18,510,000	18,510,000	21,512,000
Capital	2,962,605	3,013,000	3,013,000	3,911,000
Subtotal, Taxes	21,251,764	21,523,000	21,523,000	25,423,000
Apparatus Sales (b)	-	-	-	-
Appropriated Fund Balance		623,000	625,610	
Interest	31,647	15,000	15,000	15,000
Other Revenue				
Total Revenues	**21,283,411**	**22,161,000**	**22,163,610**	**25,438,000**
Expenditures				
Department Appropriations				
Personnel and Operating	17,632,971	18,213,484	18,213,484	20,226,282
Subtotal, Department Appropriations	17,632,971	18,213,484	18,213,484	20,226,282
Systemwide Costs				
800 MHz Fire Costs	129,270	130,941	130,941	149,001
CAD Fire Costs	9,849	9,596	9,596	10,121
County-owned Station Utilities	24,292	24,224	24,224	24,242
Fire Service Training	326,378	343,126	343,126	343,279
HAZMAT Program	87,595	77,927	77,927	79,397
NC Forestry - Wildfire Prevention Programs	77,594	67,929	67,929	66,548
Pager & Radio Maintenance	18,189	15,000	15,000	15,500
Dispatch Services	187,858	195,773	195,773	221,353
Contracted Services	20,964	20,000	22,610	21,276
Office Supply Costs	15,178			
DMV Motor Vehicle Tax Collection Fees	40,457	50,000	50,000	50,000
Contribution to Fund Balance				171,547
Subtotal, Systemwide Costs	**937,356**	**934,516**	**937,126**	**1,402,264**
Capital				
Appropriation to Capital	1,323,168	2,051,000	2,051,000	2,850,453
Transfer to Debt Service Fund	1,367,832	962,000	962,000	959,000

NOTES:
(a) Sale of replaced fire apparatus is dedicated to future capital purchases.
(b) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.

Fire Tax District

FY 2017 Fire Tax Summary	FY 2015 Actual	FY 2016 Adopted	FY 2016 Amended	FY 2017 Budget
Subtotal, Capital	**2,691,000**	**3,013,000**	**3,013,000**	**3,809,453**
Total Expenditures	**21,261,317**	**22,161,000**	**22,163,610**	**25,438,000**
Change in Fund Balance (b)	**22,094**	**(623,000)**	**(623,000)**	**171,547**

NOTES:
(a) Sale of replaced fire apparatus is dedicated to future capital purchases.
(b) If the difference between actual revenues and expenditures is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years. This number represents the total above, less appropriated fund balance or contribution to fund balance.

Fire Tax District

Summary of Appropriations by Department

Fund Summary

Department	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Bay Leaf FD	1,568,390	1,609,979	1,609,979	1,754,967
Durham Highway FD	755,394	773,844	773,844	905,623
Eastern Wake FD	1,532,407	1,618,084	1,618,084	1,775,071
Fairview FD	1,174,766	1,196,539	1,196,539	1,305,512
Garner FD	1,689,738	1,736,668	1,736,668	1,872,709
Hopkins FD	752,967	785,959	785,959	909,251
Rolesville FD	726,592	761,301	761,301	808,556
Stony Hill FD	1,004,926	1,019,273	1,019,273	1,111,620
Swift Creek FD	489,060	489,587	489,587	605,143
Wake Forest FD	697,597	713,540	713,540	871,615
Wake-New Hope FD	1,116,231	1,147,297	1,147,297	1,414,413
Wendell FD	1,425,792	1,477,033	1,477,033	1,612,859
Western Wake FD	524,834	525,885	525,885	688,512
Total - Rural	**13,458,694**	**13,854,989**	**13,854,989**	**15,635,851**
Apex FD	717,851	741,083	741,083	912,792
Cary FD	74,765	85,000	85,000	58,000
Fuquay Varina FD	1,421,823	1,499,639	1,499,639	1,586,867
Holly Springs FD	585,277	603,207	603,207	603,207
Morrisville FD	831,306	846,120	846,120	846,120
Zebulon FD	543,245	583,445	583,445	583,445
Total - Municipal	**4,174,267**	**4,358,494**	**4,358,494**	**4,590,431**
TOTALS:	**17,632,961**	**18,213,483**	**18,213,483**	**20,226,282**

Grants and Donations

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		1,556,606	1,522,463	1,458,551	1,519,225
Contractual Services		1,789,718	992,428	1,238,651	788,575
Supplies, Materials and Other Charges		844,603	109,109	1,039,692	189,432
Capital Outlay		483,980	–	–	–
Debt		2,742	–	–	–
Budget Reserves		–	–	125,981	–
Expenditure Totals	$	**4,677,650**	**2,624,000**	**3,862,875**	**2,497,232**
Revenues:					
Federal		2,076,103	1,264,523	2,151,248	873,492
State		1,155,273	788,454	698,454	606,467
Local		826,266	443,107	744,239	475,010
Charges For Services		119,075	–	–	–
Fines & Forfeitures		1,852	–	–	–
Interest Income		4,293	–	8	–
Miscellaneous		4,948	–	134,309	–
Transfers		67,534	127,916	134,617	542,263
Revenue Totals	$	**4,255,343**	**2,624,000**	**3,862,875**	**2,497,232**
Number of FTE's		**23.55**	**22.80**	**27.80**	**27.80**

Summary by Source and Department

Department	Grants	Forfeitures	Totals
CCBI	$230,510		$230,510
Emergency Management	$202,510		$202,510
Human Services	$1,725,992		$1,725,992
Sheriff	$338,220		$338,220
Totals	**$2,497,232**		**$2,497,232**

Grants and Donations

Planned Use of Funds in FY 2017

Revenue Source	Description	FY 2017 Budget
Grants		
Emergency Management		
Duke Energy	Duke Energy funds two positions and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plant.	202,510
Human Services		
Casey Family Services a Direct Service Agency of the Anne E. Casey Foundation	The grant enables Child Welfare staff to expand their efforts to support reunification and reintegration services to families prior to return of child to birth parents; and promote promising practices preventing child placements.	150,000
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.	406,467
United States Department of Health and Human Services - Health Resources and Services Administration	Ryan White Title III Early Intervention Services grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing, primary care, mental health and substance abuse assessment and treatment, medication adherence education and counseling, nutrition education and counseling, emotional support and linkage for clients of HIV test sites and private providers to the HIV Clinic.	503,025
North Carolina Department of Public Safety - Division of Juvenile Justice	The grant supports the Level II Community Intervention Program for Wake County Juveniles that have been adjudicated. This program provides cognitive behavioral therapy, skill-building and family counseling, and utilizes and leverages the existing continuum of services within Wake County to achieve the goals of reduced subsequent complaints, reduced violations of community supervision, reduced subsequent juvenile court convictions, and increased parental involvement and support.	50,000
North Carolina Department of Public Safety - Division of Juvenile Justice	The grant supports the Community Alternative Program (CAP) for Wake County Juveniles at risk for placement in detention. CAP provides opportunities for youth to practice effective problem-solving skills, improve interpersonal and communication skills and work towards goals of enhanced self-esteem while improving behaviors through participation in pro-social activities.	150,000
NC Department of Health and Human Services, Division of Social Services	Family Support Services utilizes this grant to enhance its kinship care services and family case management services by providing respite opportunities for relative caregivers and at-risk families. The respite opportunities will promote protective factors that strengthen and support families resulting in a reduction of child victimization risk factors.	40,000

Grants and Donations

Planned Use of Funds in FY 2017

	Revenue Source	Description	FY 2017 Budget
	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.	50,000
	ABC Funds	Drug Treatment Court. One-time allocation of designated funds. The purpose of the drug treatment court program is to assist chemically dependent adults with becoming and remaining drug free, reduce criminality and recidivism, provide effective treatment outcomes using evidence based treatment, and reduce drug and alcohol usage and dependence.	304,000
	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.	65,500
	Private Donations	The Foster Care Book Bag Drive Fund is supported by donations and external contributions to support activities related to youth in foster care	5,000
	Private Donations	The HIV Clinic Donations Fund is supported by donations and external contributions to support clinic activities.	2,000
Sheriff			
	Governor's Highway Safety Program	The NC Governor's Safety Program was established to provide funding for initiatives to improve on roadways. The Wake County Sheriff's Office was awarded a multi-year grant for the establishment of a DWI task force. This group is tasked with enforcing the laws within Wake County and works in coordination with various other local law enforcement agencies.	338,220
CCBI			
	Governor's Highway Safety Program	The Wake County Sheriff's Office and other local municipalities were awarded grants to establish DWI task forces. Grant funds were awarded to CCBI in order to process the laboratory cases which serve to provide evidence in courts.	230,510
	FUND TOTAL		$2,497,232

Housing and Community Revitalization

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		495,494	607,186	440,014	614,821
Contractual Services		3,375,315	5,207,474	5,380,984	5,890,269
Supplies, Materials and Other Charges		67,125	80,340	74,004	83,910
Capital Outlay		13,195	–	–	–
Expenditure Totals	$	**3,951,130**	**5,895,000**	**5,895,002**	**6,589,000**
Revenues:					
Federal		4,301,879	4,570,328	4,570,328	5,274,194
Charges For Services		589,620	494,672	494,672	314,806
Interest Income		594	–	–	–
Transfers		830,000	830,000	830,000	1,000,000
Revenue Totals	$	**5,722,093**	**5,895,000**	**5,895,000**	**6,589,000**
Number of FTE's		**7.75**	**8.00**	**8.00**	**8.00**

DEPARTMENT PURPOSE AND GOALS

The Housing and Community Revitalization (HCR) program receives federal and county funds to mitigate the affordable housing need within the community. The HCR Fund has three primary revenue sources: Federal Community Development Block Grant (CDBG) funds, Federal Home Investment Partnership Program (HOME) funds, and Wake County capital funds. In addition, the Fund receives Federal Emergency Shelter Grant and Housing Opportunities for Persons with AIDS (HOPWA) funds. Finally, HCR fund earns program income on its CDBG, HOME, and County funds.

Every five years, HCR creates a five-year action plan which it submits to the federal government and the Board of Commissioners. The most recent plan was submitted May 2016. In addition, HCR annually creates a one-year action plan to pursue the goals outlined in the five-year plan.

Since the demand for affordable housing in Wake County exceeds the production capability of the HCR program budget, the five-year plan establishes priorities for spending. These programs are for homeowners and renters earning less than 40 percent Annual Median Income (AMI) per year, homeless individuals and families, and non-homeless individuals and families with special needs.

These populations were selected for the following reasons: they have the greatest demand for housing; the market generally is not producing housing for them; and this coordinates with other efforts such as the Ten Year Plan to End Homelessness.

To address the housing and community development needs of these population groups, Housing and Community Revitalization administers programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

MAJOR ACCOMPLISHMENTS

HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 23 very low-income families and made 5 emergency grants to very-low income families to help with emergency repairs to their homes. The Anderson Street sidewalk project was completed in Wendell. Funds were provided for paving this street. Funding was provided to the Towns of Knightdale, Apex, Wake Forest, Morrisville, Zebulon and Rolesville for sidewalk projects. Additional funds were provided for job training through the Homeless Employment Initiative Program.

HOME & HOPWA: Completed Timber Spring Apartments (48 units in Garner).

CIP: Funded 42 rental subsidies for persons with a mental illness. Completed Sunnybrook Apartments (10 units for Veterans in Raleigh).

Other Projects: Shelter Plus Care funds provide approximately 200 rental subsidies for homeless persons with a mental illness. HOPWA funds provide approximately 54 rental subsidies for persons with HIV/AIDS.

FY17 DISCUSSION

The Housing and Community Revitalization budget increased by $695,000 from the FY 2016 Adopted budget due to an increase in HOME and Shelter Plus Care funding. In FY 2017, HCR will administer the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary:

Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 40 families in FY 2016 through rental unit production.

Housing Rehabilitation: HCR makes grants to help homeowners and repair their sub-standard houses. Grants are for emergency repairs of up to $5,000 and up to $15,000 for elderly and disabled persons for repairs that assist with accessibility and mobility. This program operates on a scattered site basis and provides assistance for up to 30 families per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 700 families in FY 2016 through public facility improvements.

Rental Subsidies: HCR funds 52 rental subsidies for persons with mental illness. This enables people who are disabled and very low-income to afford safe, decent, stable housing.

Major Facilities

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Cary Hold Harmless - Occupancy		1,035,772	1,056,000	1,056,000	1,181,000
Cary Sports Venues		1,000,000	1,300,000	1,300,000	1,700,000
Centennial - Debt Service		5,203,831	5,209,000	5,209,000	5,210,000
Centennial Authority Facility Improvements		2,820,645	1,000,000	1,500,000	1,000,000
Centennial Authority Operation 7%		2,636,965	2,716,000	2,716,000	3,007,000
Convention Center		22,235,261	23,894,000	23,894,000	27,249,000
Greater Raleigh Convention And Visitors Bureau		5,426,109	5,527,000	5,527,000	6,151,000
Green Square		200,000	400,000	400,000	400,000
NC Museum of Art		1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Annual Distribution - $1M		1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Hold Harmless - Occupancy		680,000	680,000	680,000	680,000
St. Augustine's		100,000	100,000	100,000	100,000
Transfer To Debt Service		991,000	79,000	79,000	–
Transfer to GF-Food Admin		724,249	750,000	750,000	750,000
Transfer to GF-Occ Admin		640,684	653,000	653,000	650,000
Unallocated and Other		–	418,000	418,000	764,000
Wake Annual Transfer To CIP		1,000,000	1,000,000	1,000,000	1,000,000
Expenditure Totals	$	**46,694,515**	**46,782,000**	**47,282,000**	**51,842,000**
Revenues:					
Convention Center		1,820,645	–	500,000	–
Occupancy Rev and 3% Adm		21,356,118	21,774,000	21,774,000	24,345,000
Prepared Food & Beverage Tax Div		24,141,622	25,008,000	25,008,000	27,497,000
Revenue Totals	$	**47,318,385**	**46,782,000**	**47,282,000**	**51,842,000**
Number of FTE's		**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT PURPOSE AND GOALS

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

Revenues are distributed based on criteria established in the enabling legislation. Agencies receiving direct contributions include the City of Raleigh, Centennial Authority, Greater Raleigh Convention and Visitors Bureau, Town of Cary, and Wake County. Remaining proceeds are distributed through Interlocal Agreements and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, 19 amendments have been approved to determine the use of uncommitted funds.

Projects that have received or scheduled to receive funds include: the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art, North Carolina Museum of Natural Science, the Performing Arts Center, the new Raleigh Convention Center, PNC Arena (formally known as the RBC Center), the Saint Augustine College Track, WakeMed Soccer Park, Cary Sports Facility, and Yates Mill Pond Park.

Major Facilities

MAJOR ACCOMPLISHMENTS

Interlocal Agreement amendments approved by the Raleigh City Council and County Board of Commissioners direct the distribution of revenues for projects; some of which affect the current fiscal year. For example, the second amendment authorizes debt service for the PNC Arena (formerly RBC Center) through Fiscal Year 2020 and the third amendment authorizes debt service for Five County Stadium through Fiscal Year 2016.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a new Raleigh Convention Center. The tenth amendment distributes the remaining 15 percent to other projects. The table titled "Major Facilities Fund Projects to be Funded from 15 percent Uncommitted Funds (May 2015)" summarizes approved projects and payment schedule.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review regarding the distribution of uncommitted funds. The public review was held between February 2011 and March 2012 and included representatives from the following agencies: Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina State University, Raleigh Chamber of Commerce, Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

Information gathered during the process and reviewed by representatives includes a capital maintenance plan for the Raleigh Convention Center, an update to the PNC Arena capital maintenance plan, and benchmarking data comparing the Raleigh Convention Center's funding sources and operational expenses to other similar convention center facilities. The review included several recommendations that required approval of the Raleigh City Council and the Wake County Board of Commissioners. The approved recommendations, among others, will include: 1) setting aside funds from Raleigh's 85 percent to fund the capital maintenance program; 2) reaffirming the funding schedule for the 15 percent Uncommitted Funds; and 3) updated revenue projections for Occupancy and Prepared Food and Beverage tax revenues. The budget includes all of these aforementioned recommendations. Another interlocal review is scheduled to be started in calendar year 2016.

FY17 DISCUSSION

Occupancy tax revenues are projected to increase in FY 2016 by almost 10.0 percent compared to prior year actuals and are expected to continue to show increases into FY 2017. Occupancy revenues are budgeted with an increase by three percent in FY 2017 over the FY 2016 projections. Prepared food and beverages revenues are expected to increase 9.0 percent in FY 2016 and increase by an additional 5.0 percent in FY 2017. All revenue estimates were generated with significant input from stakeholders during the last interlocal review during 2012.

In FY 2017, the fund equals $51.8 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statues. Required distributions total about $15 million with the following agencies receiving a significant portion: $6.1 million to the Greater Raleigh Convention and Visitors Bureau, $3 million to the Centennial Authority (PNC Arena, formerly known as RBC Center), and $1.2 million to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2017, significant amounts will be directed to the following agencies: $27 million to the Raleigh Convention Center, debt service for the PNC Arena (formerly known as the RBC Center) at $5.2 million, $1.0 million to the North Carolina Museum of Art, $1.0 million to the PNC Arena for capital maintenance, $1.7 million to the Town of Cary for its sports facilities, and $400,000 to the North Carolina Museum of Natural Sciences.

Major Facilities

Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (May 2016)

Fiscal Year	Cary Sports Facilities*	NC Art Museum	NC Ballet	NC Museum of Natural Sciences	PNC Center	St. Augustine's College Track	Whitewater Park**
2008	-	6,000,000	150,000	-	1,000,000	-	-
2009	-	1,000,000	100,000	1,900,000	1,500,000	300,000	150,000
2010	-	1,000,000	-	700,000	1,000,000	100,000	-
2011	-	1,000,000	-	900,000	1,000,000	100,000	-
2012	-	1,000,000	-	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	-	800,000	1,679,355	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,500,000	100,000	-
2015	1,000,000	1,000,000	-	200,000	2,820,645	100,000	-
2016	1,300,000	1,000,000	-	400,000	1,500,000	100,000	-
2017	1,700,000	1,000,000	-	-	1,000,000	-	-
2018	2,600,000	-	-	-	2,000,000	-	-
2019	2,000,000	-	-	-	2,000,000	-	-
2020	-	-	-	-	5,000,000	-	-
2021	-	-	-	-	3,000,000	-	-
2022	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-
Total	10,000,000	15,000,000	250,000	6,000,000	26,000,000	1,000,000	150,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

** Appropriations have not yet been made and are pending executed funding agreements.

Transportation

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		–	280,992	243,492	229,232
Contractual Services		–	8,797,339	8,612,505	5,132,766
Supplies, Materials and Other Charges		–	890,358	920,035	917,579
Capital Outlay		–	881,311	1,139,422	1,139,423
Expenditure Totals	$	**–**	**10,850,000**	**10,915,454**	**7,419,000**
Revenues:					
Federal		–	–	311,413	311,193
State		–	1,908,976	1,776,203	1,728,615
Local		–	384,466	50,159	40,000
Charges For Services		–	8,507,904	8,663,571	5,302,538
Interest Income		–	23,654	23,654	11,654
Miscellaneous		–	25,000	25,000	25,000
Other Financing Sources		–	–	65,454	–
Revenue Totals	$	**–**	**10,850,000**	**10,915,454**	**7,419,000**
Number of FTE's		**0.00**	**3.00**	**3.00**	**3.00**

DEPARTMENT PURPOSE AND GOALS

The Transportation Division provides access options and supports transportation infrastructure for Wake County Human Services divisions and other human service organizations which enter into sponsoring agreements for services. The transportation provided primarily includes services for mandated Medicaid transportation, as well as for Work First, Health Department, Wake County Resources for Seniors, and also for limited rural public transportation options. These services are performed on a shared ride/shared cost basis as a method for efficient use of limited resources and cost controls. The Transportation Division is designed to be self sufficient, and covers all costs either through grants received or through fees for services provided. Transportation is provided by service contracts with multiple private vendors with staff assuring compliance, efficiency, quality and safety of service. The Transportation Advisory Board (TAB) is appointed by the County Manager and provides staff with feedback on services. Transportation services that are planned as part of the Recommended Wake County Transit Plan, a significant portion of which are tied to the 1/2 cent sales tax for transit as provided for in N.C.G.S. 105-509, are not contemplated to be budgeted as part of this special revenue fund.

MAJOR ACCOMPLISHMENTS

Transportation covered all program costs operating self sufficiently for the sixteenth consecutive year, and did so without raising rates for services.

In FY 2016 it is estimated that transportation services will have been provided or arranged for 220,000 trips for the elderly, disabled, low income and others lacking access and mobility options.

The City of Raleigh requested to continue and plans to further our new ILA service agreement which extends the innovative new Mobility Management services for their accessible Raleigh transit program.

Contracts for vendors were extended for an additional fiscal year.

Transportation

Transportation successfully completed a Medicaid Transportation Review for the Division of Medical Assistance.

Transportation operated in support of the Emergency Operations Center during the weather event in January, providing critical trips for people in need of dialysis and also moved people in unsafe conditions to/from shelters.

Completed an new NCDOT required Success Planning process in coordination with the Transportation Advisory Board.

Transportation program was recognized with an award for Innovation in Mobility Management at a national software conference.

FY17 DISCUSSION

The Human Services Transportation budget decreased by $3.43 million from the FY 2016 Adopted budget due to a change in budget structure and reporting. Service levels remain constant. The Transportation Fund is expected to total $7.42 million in FY 2017.

HORIZON ISSUES

There will be a new budget format and process used for transportation in the coming fiscal year.

The division plans to complete an RFP process to address cost, quality, and capacity demands.

State decisions on how to perform Medicaid may impact how transportation performs services, including a recently announced provider enrollment process to be implemented.

The planned Wake Transit referendum could provide additional resources for our shared ride/shared cost demand response (coverage) service model.

Changes in how the NCDOT allocates funding based upon urban and rural area designations will impact funding levels within current grants and opportunities for funding in other newly grants.

Transportation

Corporate Fleet Fund

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		957,270	1,133,821	1,133,821	1,183,790
Contractual Services		181,484	147,538	147,538	154,538
Supplies, Materials and Other Charges		3,756,592	4,176,501	4,182,261	3,596,254
Capital Outlay		3,852,723	4,468,140	4,975,871	3,405,079
Budget Reserves		–	–	–	99,339
Expenditure Totals	$	**8,748,069**	**9,926,000**	**10,439,491**	**8,439,000**
Revenues:					
State		–	58,498	58,498	–
Charges For Services		8,059,500	8,453,972	8,453,972	7,852,752
Interest Income		12,953	20,000	20,000	20,000
Miscellaneous		554,950	653,766	653,766	351,135
Other Financing Sources		–	739,764	1,253,255	215,113
Transfers		125,000	–	–	–
Revenue Totals	$	**8,752,403**	**9,926,000**	**10,439,491**	**8,439,000**
Number of FTE's		**15.00**	**17.00**	**17.00**	**17.00**

DIVISION PURPOSE AND GOALS

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible Fleet to Wake County and its customers, consistent with the Corporate Fleet Plan. Fleet Operations is a Division of the General Services Administration department.

Fleet Services Division provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset, Service, and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.

MAJOR ACCOMPLISHMENTS

Achieved ASE (Automotive Service Excellence) Blue Seal Certification: ASE offers a recognition opportunity for highly qualified repair facilities, which allows them to showcase their technicians and their commitment to excellence. The program's emphasis is to identify establishments with a large percentage of ASE-certified professionals. It is a recognition program for businesses striving to be the best, and willing to prove their commitment.

Achieved EVT (Emergency Vehicle Technician Certification Commission) training and certification for technicians who are primarily dedicated to working on ambulances. Training enhances skills required to service and repair ambulance chassis and modules. Efficiencies allow reduce down time for ambulance repairs.

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. This was the fifth consecutive year receiving this recognition.

Transitioned tire management function to NAPA to increase efficiency and cost savings.

Bid and awarded Fleet Management System. This is one of the items from the Fleet Market Analysis to

increase transparency and to increase reporting and benchmarking capability.

Awarded CFAT Grant to install 153 telematic devices onto County vehicles. Telematics was recommended in the Fleet Market Analysis. Issued an RFP and partnered with EMS to test multiple service providers. Awarded RFP for telematics devices and service. Installed all 153 units.

Applied for phase II grant for additional telematics in an effort to have all non-law enforcement vehicles equipped with telematics.

FY17 DISCUSSION

The FY 2017 Fleet budget decreases by $1.49 million from the FY 2016 Adopted budget. This decrease largely because of a reduction in the fuel rate for FY 2017, as well as periodic fluctuation in the replacement of vehicles.

GSA and Fleet Management staff have examined historic fuel rates and identified a downward trend that has held steady for both unleaded and diesel fuel. The rates projected for FY 2017 are $1.80 for unleaded and $2.25 for diesel.

Fleet plans to address the following areas in FY17:

Implement new Fleet Management System and roll out to departmental users in an effort to increase efficiencies, and create and monitor key performance indicators.

Provide idle data to our departments to allow opportunity for development of their own fleet idle policy and for an overall goal of a 15% reduction in idle time.

Initiate Fleet Advisory Board made up of staff from partnering departments to assist in monitoring standard Fleet key performance indicators, vehicle replacement budgeting, departmental vehicle expansion requests and any recommended changes in vehicle class.

Evaluate DEF fuel site options to allow EMS ambulances a safe and efficient location to maintain their diesel emission fueling systems.

Evaluate opportunity to outsource emergency equipment parts management.

HORIZON ISSUES

Achieving fuel reduction through conservation techniques and alternative energy vehicles.

Continuing evaluating Market Analysis recommendations for future enhancements.

Corporate Fleet Fund

Summary of Services and Performance Measures

Service Area: Fleet: Asset Management/ Service/ Fuel

Description: To provide a well managed, low cost, environmentally friendly Fleet to Wake County and its customers.

Key Measures	FY15 Actual	FY16 Estimated	FY17 Target	Desired Level
Input				
Number of gallons of fuel consumed	1,018,972	1,021,801	1,010,000	N/A
Number of vehicles per mechanic	116	105	105	100
Number of vehicles owned by County	930	947	947	N/A

Corporate Fleet Fund

Solid Waste Management

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		1,242,612	1,392,389	1,392,389	1,375,724
Contractual Services		7,934,485	10,093,654	10,093,654	11,186,450
Supplies, Materials and Other Charges		455,543	934,956	934,956	962,007
Capital Outlay		–	37,000	37,000	–
Debt		2,183	2,823	2,823	2,819
Budget Reserves		–	1,004,178	1,004,178	–
Transfers Out		450,000	450,000	450,000	1,250,000
Expenditure Totals	$	**10,084,823**	**13,915,000**	**13,915,000**	**14,777,000**
Revenues:					
State		1,760,881	1,660,936	1,660,936	1,853,313
Charges For Services		8,342,131	8,827,646	8,827,646	9,069,827
Licenses & Permits		6,900	4,800	4,800	6,900
Interest Income		93,881	130,564	130,564	90,059
Miscellaneous		1,518,245	2,268,255	2,268,255	2,216,470
Other Financing Sources		–	–	–	508,042
Transfers		1,009,459	1,022,799	1,022,799	1,032,389
Revenue Totals	$	**12,731,497**	**13,915,000**	**13,915,000**	**14,777,000**
Number of FTE's		**15.00**	**15.00**	**15.00**	**15.00**

DEPARTMENT PURPOSE AND GOALS

The mission of the Solid Waste Management Division 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 SWMD works collaboratively with all Wake County municipalities to plan and implement a comprehensive, integrated, county-wide solid waste management system which addresses the community needs without costly duplication of efforts.

The Solid Waste Management Division (SWMD):

Provides the maximum opportunity practicable for waste reduction, reuse, and recycling with a variety of incentives, policies and ordinances. Offers convenient waste and recycling facilities for residents allowing the recycling of a wide range of materials. Provides a wide range of recycling opportunities to businesses. Monitors and enforces illegal dumping and littering. Regularly collects and disposes of roadside litter. Is responsible for the maintenance of several closed (and one open) County landfills. A team of environmental specialists regularly monitor and maintain the sites according to regulations specified by the North Carolina Department of Environmental Quality (DEQ). Groundwater protection, landfill gas management and erosion control are the most important aspects of closed landfill maintenance. Has a staff of environmental educators to ensure the Wake County residents of all ages are informed and educated about the importance of recycling, landfill operations and other solid waste related environmental issues. Has a secure, transparent and equitable funding system to cover the cost of the current and future solid waste management programs addressing waste disposal and recycling.

Solid Waste Management

The Solid Waste Management Division operates 15 sites conveniently located throughout the county offering easy access for solid waste disposal and the recycling of numerous materials.

Eleven convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction debris from homeowners' remodeling projects;

Two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses;

Two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

MAJOR ACCOMPLISHMENTS

During FY 2016 the following projects or activities were undertaken and/or completed:

Construction started and finished on the North Wake Multi-Materials (MMRF) and Household Hazardous Waste (HHW) facilities expansion, providing office and bathroom facilities, expanded loading dock space and improved material processing resources.

The North Wake landfill gas system was acquired by SWMD thru the issuance of an RFP and negotiating a new contract with Wake Gas Producers/DTE. This acquisition not only will allow SWMD to have better control for regulatory purposes, but provide substantially more funding for SWMD activities.

The 86-it campaign was able to have a strong presence at the 2015 State Fair and began to work jointly with the new Abbott's Creek school on some environmental education activities associated with the closed North Wake landfill and park.

A pilot organics collection program was started at 2 convenience centers and after a slow start the interest has begun to pick up.

SWMD outreach staff continued to conduct a significant number of landfill tours and outreach to the local community thru development of a South Wake Landfill bi-monthly email newsletter.

Community service litter pick up events were conducted most weekends during the year as well as approximately 30 miles of roadways received two litter sweeps by our litter contractor.

The Gas to Energy project at the South Wake Landfill (SWLF) had its first expansion from a capacity of 4.5 MWh to 6 MWh (4500 homes served to 6000+).

The landfill gas collection and control system at the SWLF was expanded during FY16 from approximately 1500 SCFM to 2000 SCFM.

FY17 DISCUSSION

During FY 2017 Solid Waste anticipates several other RFP processes, both for existing contracts that are expiring (groundwater/leachate lab services, litter pick up, disaster debris, etc.) and for potential new programs (mattress recycling, plastic film, shingles). There are some expected convenience center and multi-material projects anticipated to be designed and built through the FD&C Department, with our assistance, including a rebuild of the SWLF convenience center/MMRF/HHW and significant expansion of the convenience center in Wendell (#11). An evaluation of the construction & demolition (C&D) collection program at convenience centers will be completed for ways to minimize abuse by commercial contractors as well as out of county waste. SWMD will continue to monitor the electronics recycling environment, including legislative changes and/or market changes.

HORIZON ISSUES

During the next few fiscal years, the SWMD will be dealing with significant expansion/renovation of numerous convenience center sites as well as Multi-Material and HHW facilities. These efforts will bring about the potential for new and different contracts with potentially varying cost structures as some facility operations will be changed based upon the expansions and renovations. There will be some

opportunities for cost savings through consolidation of operations, but there will also be the potential for additional costs where some additional services are added such as Household Hazardous Waste (HHW) collection at two of our convenience centers. Also, due to a significant downturn in the recycling revenue market over the past year plus and the increases in electronics recycling costs, continued monitoring of the SWMD funding is important and will be continued. As the SWLF continues to fill, the SWMD continues to evaluate potential options once the SWLF is full (currently projected around 2045) thru a model provided by NCSU's Civil Engineering Department.

Solid Waste Management

Summary of Services and Performance Measures

Service Area: Solid Waste - County Operations

Description: The Solid Waste Management Division operates 15 sites conveniently located throughout the county offering easy access for solid waste disposal and the recycling of numerous materials. The County manages and operates 11 convenience centers specifically designed for residents' solid waste disposal and recycling needs, as well as construction debris from homeowners' house remodeling projects; two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses; and two household hazardous waste sites managed by staff trained to safely dispose of paint, herbicides, pesticides and other household hazardous wastes.

South Wake Landfill

Fund Summary

		FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Recommended
Expenditures:					
Salary / Benefits		241,685	261,634	261,634	261,638
Contractual Services		9,029,656	9,527,846	9,527,846	9,763,003
Supplies, Materials and Other Charges		5,423,455	4,519,721	4,519,721	5,142,969
Transfers Out		7,595,524	1,022,799	1,022,799	1,032,390
Expenditure Totals	$	**22,290,320**	**15,332,000**	**15,332,000**	**16,200,000**
Revenues:					
Charges For Services		15,674,317	15,332,000	15,332,000	16,124,549
Interest Income		46,008	–	–	75,451
Transfers		6,586,065	–	–	–
Revenue Totals	$	**22,306,391**	**15,332,000**	**15,332,000**	**16,200,000**
Number of FTE's		**5.00**	**5.00**	**5.00**	**5.00**

DEPARTMENT PURPOSE AND GOALS

The South Wake Landfill Partnership was created in 2006 to provide the most efficient, effective and sustainable long-term waste disposal services to all the citizens of Wake County. This system ensures the availability of economical long-term municipal solid waste disposal capacity and involves the operating and maintenance of the South Wake Landfill (SWLF) and the East Wake Transfer Station (EWTS).

The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Quality (DEQ). The facilities accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement, along with 11 other Wake County local governments.

MAJOR ACCOMPLISHMENTS

During FY 2016 the following projects or activities were undertaken and/or completed:

Phase 2A of the landfill opened for use. Based upon the current waste volumes and projected capacity, the SWLF is anticipated to last until approximately 2045.

Continued evaluation of potential solutions to odor related issues due to the proximity of recent development in Holly Springs. Use of odor neutralizers along with operational modifications are all being used to minimize odors.

Continued design of the Phase 1 partial closure.

The borrow site for the Phase 1 closure was completed and accepting soil for use during construction.

A generator, along with some paving improvements, occurred at the EWTS.

FY17 DISCUSSION

Construction of the Phase 1 closure will be undertaken and completed during FY2017. Additional repairs of the EWTS floor will be undertaken as well as continued monitoring of the floor wear in anticipation of future improvements.

HORIZON ISSUES

Soil for future phases of the landfill will continue to be a primary importance. As long as 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.

South Wake Landfill

Summary of Services and Performance Measures

Service Area: Solid Waste - Partnership Operations

Description: The Solid Waste Management Division's Partnership Section is responsible for the operations and financial management of two sites that are regulated by the North Carolina Department of Environmental Services. They accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement, along with 11 other Wake County local governments.

South Wake Landfill

Introduction and Highlights

Introduction

Capital facilities and adequate infrastructure are critical for the County's continuing growth. Wake County has a proud legacy of long-term planning to serve current and future generations of citizens. Continuing this tradition, the FY 2017 - 2023 Community Improvement Plan (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost $100,000 or more and that require longer than one year to complete. The acquisition of land is also considered a capital expenditure, even if the land is acquired to preserve Open Space, and not designated as part of a capital improvement project.

The CIP shown in these pages is a seven-year plan for capital expenditures totaling $446.55 million. The FY 2017 - 2023 CIP represents a continuum of projects. The FY 2017 capital budget, or $446.55 million, represents funded commitments. The remaining projects shown in FY 2018 - 2023 represent planned projects. For planned projects, revenues are assigned, but projects are continually vetted, may change, or ultimately may not be funded. Horizon projects are not included in the CIP; these projects are those in which project timing, priority, or funding are still being determined.

Wake County's capital program is funded through a variety of sources including transfer from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding from the Fire Tax, Major Facilities Fund, and the Solid Waste Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are the result of state statutes. Other sources are in accordance with the Board of Commissioners' financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Wake County does not appropriate funds for debt funded projects until financing has been secured. Appropriations for bond funded projects, while shown in the CIP, will be appropriated by the Board of Commissioners once financing has been approved for the project. This approach ensures that the County has sufficient financing commitments prior to award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. Debt funded projects for county, WCPSS and Wake Technical Community College are anticipated to be financed through bond anticipation notes. The County will then repay the amount drawn on a yearly basis when it goes to the bond market for fixed rate general obligation debt.

The FY 2017 - 2023 CIP maintains the County's strategic, long-term approach to capital facilities and policy regarding the ratio of debt-to-cash financing of capital projects and maintains sustainable debt repayment schedules. The FY 2017 - 2023 CIP is a funded CIP. Future debt or cash capacity that is shown in the financial model for FY 2018 and beyond is not included in the CIP as those funds have not been authorized nor have specific programs been approved.

Highlights of the FY 2017 - 2023 CIP

The $446.55 million FY 2017 - 2023 CIP is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements Element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of a Regional Library. Most non-routine capital projects in the CIP are driven by the County's rapid growth.

Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

Wake County Public School System

The FY 2017 - 2023 CIP of $118.4 million includes the balance of $810 million of general obligation

bonds approved by the voters on October 8, 2013 and $129.0 million of cash funding. The first $370.24 million of bonds to be issued for the building program were issued in FY 2015 and another $344.44 million was entered into as a bond anticipation note in FY 2016. The WCPSS CIP 2013 building program contemplates commitments through fiscal year 2017.

The WCPSS CIP 2013 building program will provide for ten new elementary schools, three middle schools and two high schools. Additionally the plan includes five major renovations, start-up renovation cost at three other schools, life cycle equipment replacement, education equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

The FY 2017 - 2023 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

Wake Technical Community College

In November 2012, voters approved $200 million of general obligation bonds, combined with $10.2 million in cash, to support this program. The $210.2 million Wake Tech Building Program included additional facilities at Northern Wake Campus, expansion of the Public Safety Campus, construction at the Research Triangle Park (RTP) Campus and repairs and renovations college-wide. The last major appropriation for this program took place in April 2016 for the first building on RTP campus, The FY 2017 - 2023 CIP also includes funding of $1.5 million per year for repair, renovations and minor capital for Wake Tech.

Automation

The FY 2017 - 2023 CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure; of desktop and laptop computers and associated peripherals; and technical solutions for the County's business units. The CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Included in the funds for Major Projects are dollars for Human Services Document Management projects and implementation of Master Address Repository.

Community Capital

The FY 2017 - 2023 CIP totals $3.8 million over the seven year period. These funds are meant to go towards partnering with community organizations who have identified capital projects that address county-wide problems. During the summer of FY 14, a process was undertaken to evaluate and recommend projects to be funded from 2014 - 2018. The following projects and are shown in the FY 2017 - 2023 CIP: Boys and Girls Club's Teen Center, Hospice of Wake County's 10 bed expansion to their Cary Facility, Advance Community Health's new Medical Office Building, Food Bank of Central and Easter NC's new food distribution center and funds to upfit a medical clinic run by Dorcas Ministries.

County Buildings

The FY 2017 - 2023 CIP maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The CIP includes funds for lifecycle upgrades at county facilities which includes re-roofing and building systems projects, repaving projects at county facilities, for minor renovations, for repairs to dams in the Crabtree Creek Watershed and for improvements identified in facility condition assessments.

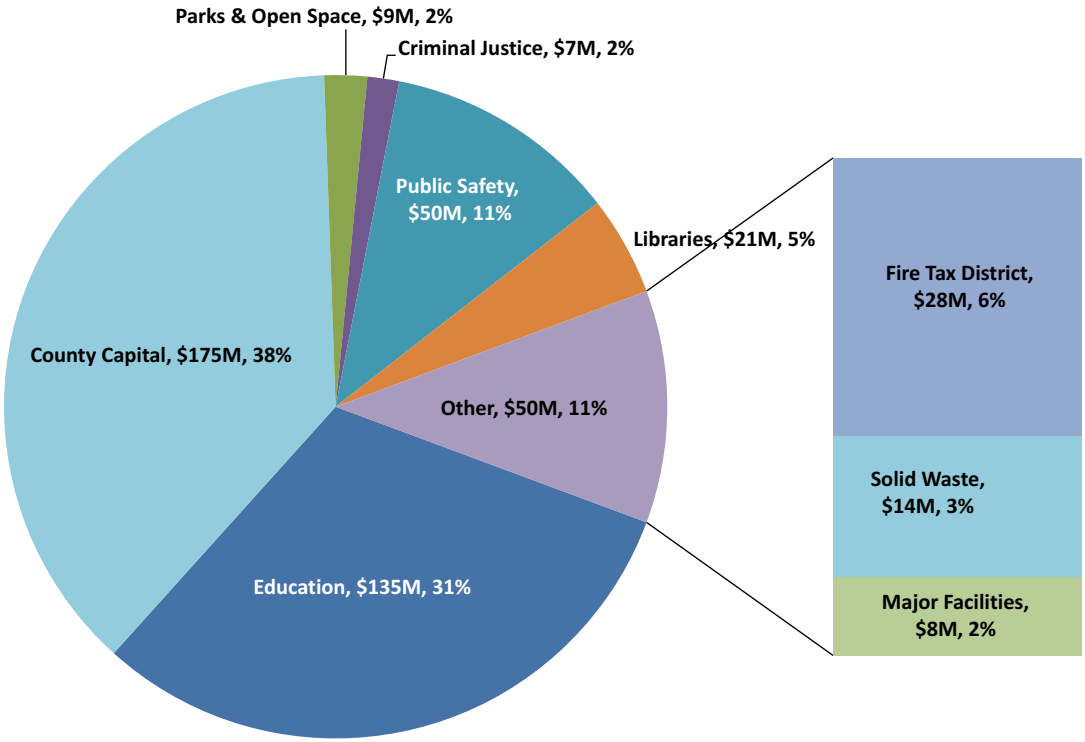
Criminal Justice

The FY 2017 - 2023 CIP includes $6.7 million to fund capital projects related to Criminal Justice facilities and needs in the County. The County's rapidly growing population will likely place increasing demands on the County detention and court facilities. In FY 17, upgrades to DWI blood testing equipment are being shown in the CIP and funding through ABC funds.

Libraries

The FY 2017 - 2023 CIP includes $21.2 million in bond funds in support of new library projects and upgrades to existing libraries. $5.4 million will be appropriated in FY 2017 for design and construction of Fuquay-Varina Community Library, Cary Regional Library, design funds for the expansion of Wake

FY 2017 – 2023 Capital Improvement Plan: $447 Million



Forest Library and new construction for Morrisville Library and upgrades to East Regional Library. Bonds will be issued in FY 2018 to complete the final projects by FY 2019.

Open Space

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water for years to come.

During November 2007 the voters of Wake County approved a $50 million bond referendum to continue the program's efforts and maintain exemplary status as one of the nation's best Open Space preservation initiatives. In FY 2017, Wake County will continue to work towards using the remaining bond funds to acquire additional open space and proceed with partnerships to construct green ways with municipalities. The FY 2017 - 2023 CIP includes annual reimbursements from the City of Raleigh ($500,000) and Town of Wendell ($20,000).

Parks

The FY 2017 - 2023 CIP includes $5.5 million for the Parks system. This includes $2.1 million representing the County's contribution towards the Community Use of School Parks Program and $3.35 million for existing facility improvements at various County parks and school/park facilities.

Public Safety & Public Safety Communications

The FY 2017 - 2023 CIP includes $49.8 million in planned EMS facilities, equipment and emergency communication systems. Planned facilities include upfitting a lease space for a Public Safety Warehouse and Training Center, Wendell Falls Fire/EMS co-location, New Hope, Fuquay-North, Knightdale South and Garner Fire/EMS co-location. Funding for the second of two replacement cycles for defibrillators is also included in the CIP. Also, a project to replace 800

MHz radios and infrastructure is included in this plan

Economic Development

The FY 2017 - 2023 CIP includes $12.2 million to go towards economic development strategies within Wake County. These include water and sewer system upgrades and economic development business development grants. Phase 1 of the Jordan Lake Water Reclamation project was completed in FY 2013, phase 2 of this project will be completed by the Town of Cary and Phase 3 of this project is budgeted in the CIP in FY 2020. Also, On-Site Water and Sewer funding for companies moving to the Wake County portion of RTP are budgeted for FY 2019 - 2021. 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 2017 - 2023 CIP includes funding to provide business development grants to the following companies: Seqirus (formerly Novartis), Red Hat, NetApp, MetLife and Xellia Pharmaceuticals.

Capital Budget Process

The County develops and manages its long-term community improvement plan in three steps: Needs assessment, project prioritization and in-depth cost estimation and funding capacity analysis.

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 2017 - 2023 CIP are driven by master plans. The "History/Background" section within each capital element of this document discusses relevant master plans that have driven that element's capital expenditures. One example of a project driven by a master planning process is the County's planned investment in detention facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County's long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement plan.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from Budget and Management Services, Facilities Design and Construction, Information Services, General Services Administration, Community Services, Human Services, Emergency Management and Finance (CIP Core Team) meet annually with other County departments who are requesting that new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery.

Project Prioritization

Within limited funding available for capital projects, the County annually must prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans' assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical user teams such as the Court Facility Space Planning Committee, and by the County's Senior Management Team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

Ensure life, safety, and basic environmental concerns. Investments in public safety communications, building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.

Provide operating expense savings. Investments such as energy-saving projects in buildings, technology infrastructure or constructing libraries instead of leasing space provide long-term operating costs savings.

Maintain the integrity of current capital assets. Projects such as roof replacements, building system replacements, enterprise infrastructure replacement and space renovations that improve service delivery illustrate these types of projects.

Improve existing facilities, technology systems and infrastructure to meet emerging needs and higher service levels.

Without expanding the County's existing role, add new facilities and systems based on approved plans. These types of investments include new, libraries, detention facilities, technology systems, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation and school and community college construction.

Expand the County's service delivery role with investments in facilities, infrastructure, and new technology based on Board Goals and/or State and/or Federal Mandates..

Match contributions by partners to support community and systems infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

In-Depth Cost Estimation and Funding Capacity Analysis

On an annual basis, staff from Budget and Management Services, Facilities Design and Construction, General Services Administration and Finance conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, Budget and Management Services and Finance uses the County's long-term financial planning model to assess the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated two funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from the General Fund to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments. Specifically, funds are set aside each year in a debt service fund to make current year debt service payments and new debt service payments as debt is incurred in the future years of the CIP planning period.

Debt Funding

The County also funds the capital plan with long-term debt. The majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

Financial Planning Model

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact of decisions on three primary goals:

Maintain the debt service fund balance at a minimum level of 19 percent of the next year's debt service expenditures;

Maintain a combined general fund and debt service fund total fund balance of at least 30 percent of

general fund and debt service fund combined reveneus.

Maintain a debt-to-cash funding ratio that does not exceed 80 percent in a given year; and

Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A further discussion of the financial planning model is behind the "Financial Planning Model" tab within this book.

How to Read the Community Improvement Plan

This CIP document groups the capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called "elements" (e.g., the Education category contains two elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category's primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with *Ad Valorem* tax revenues, general obligation bonds, or limited obligation bonds. Other revenue sources may include grants, water/sewer loan repayments, and payments from municipal partners.	Affordable Housing Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	These projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

Throughout the document, the following information is presented for each element:

Financial Summary: Presents the FY 2017 appropriation (a financial commitment by the Board of Commissioners), FY 2018-2023 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY 2018-2023 will be refined as design, engineering, and cost studies are completed during FY 2017 and beyond.

Seven-Year CIP Summary: A synopsis of each element's physical and financial scope, and the timeframe for completing major projects and phases.

History/Background: This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.

Project Accomplishments in FY 2016

Horizon Issues: Potential future projects not funded in the current CIP.

Operating Impact: Future costs that will need to be paid from the County's operating budget to operate the facility.

Project Pages: Where useful, detailed pages about individual projects within an element are included to provide more information about each planned project and how the capital dollars will be spent.

How to Read the Community Improvement Plan

How to Read the Community Improvement Plan

Operating Budget Impact

New General Fund Operating Impact

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
County Capital Elements								
Automation	$450,000	$219,474	$204,000	$6,000	$6,000	$6,000	$6,000	$897,474
Criminal Justice		$49,000	$2,000	$1,000	$2,000	$1,000	$2,000	$57,000
Libraries	$566,000	$1,217,000	$1,029,000	$1,188,000	-	--	--	$4,000,000
Public Safety	--	$200,000		--	--	--	--	$200,000
Total Operating Budget Impact	**$1,016,000**	**$1,685,000**	**$1,235,000**	**$1,266,000**	**$8,000**	**$7,000**	**$8,000**	**$5,154,474**

When developing the seven-year Community Improvement Plan, the County must carefully evaluate the financial impacts of each project; this includes not only the initial capital cost but also the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The table above shows the new operating impact on the General Fund for the projects planned in the FY 2017 - 2023 CIP; more detailed information is shown on individual project pages within this document. These costs are assumed to be recurring within the relevant department's operating budget. The above chart shows the first year impact to operating costs and subsequent increases in operating costs because of the capital project. When possible, these estimates have been based on current operating costs for comparable facilities. Operating costs associated with certain elements, such as Fire Tax District and Solid Waste are not borne by the General Fund and are, therefore, not shown in the above chart.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvement project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of libraries requires new operating budget dollars for both staff and facility maintenance which have been included in the FY 2017 Budget. In some cases, operating impacts are provided for equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

Horizon Issues

The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as Horizon Issues for future Community Improvement Plans. Typically, these are projects for which business cases, timing and project cost estimates need to be better defined. More discussion of horizon issues may be found on some of the respective element pages.

Element	Project
Automation	Future Business Needs
County Building Improvements	Human Services Facilities Master Plan Future Space County Buildings Lifecycle Improvements Annual Funding
Public Safety	Future EMS Stations
Criminal Justice	Hammond Road Detention Center Phase 3 Wake County Justice Center 6th Floor Build-out
Libraries	Future Library Project
Open Space	Open Space Land Acquisitions
Parks	Future Parks/Greenway projects
Education	Wake Tech Capital Improvement Plan Wake County Public School System Capital Improvement Program

Community Improvement Plan Projects

The FY 2017 - 2023 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2017 Budget Book. For example, project 240A, eWake Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2017 - FY 2023 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 11, 2016 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under actual balance indicates that grant funded revenues have not yet been realized. Some negative actual balances represent a project unit code that is for salary and benefit costs, and there will always be another related project with the same unit code for non-salary and benefit costs.

Fund: 4100 County Capital Improvement Fund

Department 62 Automation CIP

Division 6210 Major Automation Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
210A	Major Systems - Property Tax	$810,000.00	$0.00	$810,000.00	$584,165.26	$170,721.40	$754,886.66	$55,113.34
237A	DSS Document Management	$1,420,000.00	$0.00	$1,420,000.00	$1,259,098.08	$18,742.72	$1,277,840.80	$142,159.20
238A	Public Health System Replacement	$4,055,500.00	$600,000.00	$3,444,449.90	$2,401,848.98	$334,530.74	$2,736,379.72	$719,120.28
238A	Public Health System Replacement	$0.00	$0.00	$11,050.10	$6,786.25	$0.00	$6,786.25	($6,786.25)
240A	eWake Upgrade	$6,701,065.94	$462,870.12	$6,701,065.94	$6,449,336.71	$0.00	$6,449,336.71	($211,140.89)
241A	CCBI Lab Information Management System	$300,000.00	$0.00	$300,000.00	$270,502.04	$0.00	$270,502.04	$29,497.96
243A	Automated Call Distribution Platform Replacement	$181,600.00	$0.00	$181,600.00	$143,153.46	$37,966.17	$181,119.63	$480.37
244A	Jail & Records Management System Upgrade	$310,790.00	($425.00)	$310,790.00	$255,998.01	$4,566.24	$260,564.25	$50,650.75
246A	ROD Books	$1,539,000.00	$0.00	$1,539,000.00	$1,389,952.59	$148,623.33	$1,538,575.92	$424.08
247A	Reval Projects	$855,000.00	$0.00	$650,000.00	$188,837.67	$5,391.15	$194,228.82	$660,771.18
247A	Reval Projects	$0.00	$0.00	$205,000.00	$295,562.45	$0.00	$295,562.45	($295,562.45)
278A	Planning & Permitting System	$2,878,992.00	$0.00	$2,878,992.00	$291,695.04	$1,043,808.83	$1,335,503.87	$1,543,488.13
279A	DSS Document Management - Child Welfare	$1,475,000.00	$0.00	$1,475,000.00	$1,073,092.50	$129,608.84	$1,202,701.34	$272,298.66
279A	DSS Document Management - Child Welfare	$0.00	$0.00	$0.00	$4,196.56	$0.00	$4,196.56	($4,196.56)
295A	eWake Pilot Document Management	$1,020,000.00	$0.00	$1,020,000.00	$213,620.14	$0.00	$213,620.14	$806,379.86
296A	Telecommunications Infrastructure	$3,242,000.00	$0.00	$3,242,000.00	$486,977.64	$134,625.70	$621,603.34	$2,620,396.66
297A	Video Conferencing Platform	$100,000.00	$100,000.00	$0.00	$0.00	$0.00	$0.00	$0.00
311A	AT&T Dark Fiber Replacement	$2,200,000.00	$0.00	$2,200,000.00	$138,821.00	$1,696,560.00	$1,835,381.00	$364,619.00
312A	VoIP System Acquisition and Implementation	$750,000.00	$0.00	$750,000.00	$740,834.27	$0.00	$740,834.27	$9,165.73
313A	Enterprise Infrastructue - WCSO Infrastructure	$435,000.00	$0.00	$435,000.00	$435,000.00	$0.00	$435,000.00	$0.00
314A	BoC Agenda & Video Project	$100,000.00	$0.00	$100,000.00	$40,773.33	$10,665.32	$51,438.65	$48,561.35
315A	Document Management - Adult Services	$316,000.00	$0.00	$316,000.00	$24,608.73	$135,208.77	$159,817.50	$156,182.50
316A	Document Management - Program Integrity	$291,000.00	$0.00	$291,000.00	$22,994.77	$126,341.23	$149,336.00	$141,664.00
317A	GIS MAR Implementation	$230,000.00	$0.00	$230,000.00	$65,359.00	$164,641.00	$230,000.00	$0.00
Total Division 6210 Major Automation Projects		$29,210,947.94	$1,162,445.12	$28,510,947.94	$16,783,214.48	$4,162,001.44	$20,945,215.92	$7,103,286.90

Division 6220 Business Applications

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
052A	WCSO Automation Upgrades	$902,929.00	($0.77)	$902,929.00	$886,437.28	($0.00)	$886,437.28	$16,492.49
204A	Risk Management System	$110,400.00	$0.00	$110,400.00	$106,858.75	$2,086.25	$108,945.00	$1,455.00
Total Division 6220 Business Applications		$1,013,329.00	($0.77)	$1,013,329.00	$993,296.03	$2,086.25	$995,382.28	$17,947.49

Division 6230 Computer Equipment

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
059A	General Computer Equipments Replacement	$62,162.25	($0.00)	$62,162.25	$546.20	$0.00	$546.20	$61,616.05
265A	New Equipment 2013	$1,657,770.92	$0.00	$1,657,770.92	$1,657,770.92	$0.00	$1,657,770.92	$0.00
266A	Maintenance Libraries 2013	$17,504.69	$0.00	$17,504.69	$17,504.69	$0.00	$17,504.69	$0.00
268A	Maintenance Repairs 2013	$9,990.39	$0.00	$9,990.39	$9,990.39	$0.00	$9,990.39	$0.00
269A	Telephone Equipment 2013	$50,000.00	$0.00	$50,000.00	$50,000.00	$0.00	$50,000.00	$0.00
283A	New Equipment 2014	$1,660,000.00	$0.00	$1,660,000.00	$1,660,000.00	($0.00)	$1,660,000.00	$0.00
284A	Maintence Libraries 2014	$11,441.14	$0.00	$11,441.14	$11,441.14	$0.00	$11,441.14	$0.00
285A	Maintence Upgrades 2014	$7,511.34	$0.00	$7,511.34	$7,511.34	$0.00	$7,511.34	$0.00
286A	Maintence Repairs 2014	$9,111.44	$0.00	$9,111.44	$9,111.44	$0.00	$9,111.44	$0.00
287A	Telephone Equipment 2014	$39,754.83	$0.00	$39,754.83	$39,754.83	$0.00	$39,754.83	$0.00
298A	New Equipment 2015	$1,890,000.00	$0.00	$1,890,000.00	$1,882,449.82	$60.00	$1,882,509.82	$7,490.18
299A	Maintenance Libraries 2015	$8,295.00	$0.00	$8,295.00	$8,295.00	$0.00	$8,295.00	$0.00
300A	Maintence Upgrades 2015	$9,914.18	$0.00	$9,914.18	$9,914.18	$0.00	$9,914.18	$0.00
301A	Maintence Repairs 2015	$11,923.94	$0.00	$11,923.94	$11,923.94	$0.00	$11,923.94	$0.00
302A	Telephone Equipment 2015	$45,166.39	$0.00	$45,166.39	$45,166.39	$0.00	$45,166.39	$0.00
318A	New Equipment 2016	$1,890,000.00	($1,745.00)	$1,890,000.00	$1,424,378.28	$287,136.43	$1,711,514.71	$180,230.29
319A	Maintenance Libraries 2016	$25,000.00	$0.00	$25,000.00	$8,452.60	$0.00	$8,452.60	$16,547.40
320A	Maintence Upgrades 2016	$10,000.00	$0.00	$10,000.00	$1,017.68	$0.00	$1,017.68	$8,982.32
321A	Maintence Repairs 2016	$25,000.00	$0.00	$25,000.00	$5,594.93	$0.00	$5,594.93	$19,405.07
322A	Telephone Equipment 2016	$50,000.00	$0.00	$50,000.00	$21,746.18	$0.00	$21,746.18	$28,253.82
Total Division 6230 Computer Equipment		$7,490,546.51	($1,745.00)	$7,490,546.51	$6,882,569.95	$287,196.43	$7,169,766.38	$322,525.13

Division 6240 Enterprise Network

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
085A	Enterprise Network General	$0.00	$0.00	$0.00	$0.08	$0.00	$0.08	($0.08)
085A	Enterprise Network General	$30,713.81	$0.00	$30,713.81	$17,806.25	$0.00	$17,806.25	$12,907.56
188A	Security Strategy Implementation	$198,420.84	$0.00	$198,420.84	$168,746.34	$15,455.00	$184,201.34	$14,219.50
288A	Application Hardware/Software 2014	$325,000.00	$0.00	$325,000.00	$219,687.50	($0.00)	$219,687.50	$105,312.50
291A	GIS Infrastructure 2014	$46,000.00	$0.00	$46,000.00	$46,000.00	$0.00	$46,000.00	$0.00
292A	Network Services 2014	$297,000.00	$0.00	$297,000.00	$293,775.00	$3,225.00	$297,000.00	$0.00

Community Improvement Plan Projects

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293A	**Security Services 2014**	$37,000.00	$0.00	$37,000.00	$37,000.00	$0.00	$37,000.00	$0.00
294A	**Server Services 2014**	$808,000.00	$0.00	$808,000.00	$808,000.00	($0.00)	$808,000.00	$0.00
303A	**Application Hardware/Software 2015**	$325,000.00	$0.00	$325,000.00	$156,999.12	$70,280.00	$227,279.12	$97,720.88
304A	**CCBI and Sheriff Infrastructure 2015**	$68,000.00	$0.00	$68,000.00	$15,690.00	$7,500.00	$23,190.00	$44,810.00
306A	**GIS Infrastructure 2015**	$60,650.00	$0.00	$60,650.00	$0.00	$0.00	$0.00	$60,650.00
307A	**Libraries Infrastructure 2015**	$90,000.00	$0.00	$90,000.00	$39,499.92	$0.00	$39,499.92	$50,500.08
308A	**Network Services 2015**	$8,350.00	$0.00	$8,350.00	$7,918.01	$0.00	$7,918.01	$431.99
310A	**Server Services 2015**	$380,000.00	$0.00	$380,000.00	$144,763.24	$10,608.00	$155,371.24	$224,628.76
323A	**Application Hardware/Software 2016**	$258,000.00	$0.00	$258,000.00	$226,873.16	$0.00	$226,873.16	$31,126.84
324A	**CCBI and Sheriff Infrastructure 2016**	$80,000.00	$0.00	$80,000.00	$5,751.00	$13,331.00	$19,082.00	$60,918.00
325A	**Database Operations 2016**	$37,000.00	$0.00	$37,000.00	$5,472.52	$0.00	$5,472.52	$31,527.48
326A	**GIS Infrastructure 2016**	$33,000.00	$0.00	$33,000.00	$0.00	$0.00	$0.00	$33,000.00
327A	**Libraries Infrastructure 2016**	$15,000.00	$0.00	$15,000.00	$0.00	$0.00	$0.00	$15,000.00
328A	**Network Services 2016**	$239,000.00	$0.00	$239,000.00	$147,385.84	$2,199.66	$149,585.50	$89,414.50
329A	**Security Services 2016**	$163,000.00	$0.00	$163,000.00	$95,653.96	$0.00	$95,653.96	$67,346.04
330A	**Server Services 2016**	$699,000.00	$0.00	$699,000.00	$318,328.92	$0.00	$318,328.92	$380,671.08
331A	**Telecom/Desktop/Helpdesk Tools 2016**	$94,000.00	$0.00	$94,000.00	$76,214.85	$17,785.15	$94,000.00	$0.00
Total Division 6240 Enterprise Network		$4,292,134.65	$0.00	$4,292,134.65	$2,831,565.71	$140,383.81	$2,971,949.52	$1,320,185.13
Total Department 62 Automation CIP		$42,006,958.10	$1,160,699.35	$41,306,958.10	$27,490,646.17	$4,591,667.93	$32,082,314.10	$8,763,944.65

Department 64 Community Capital Projects

Division 6400 Community Capital Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
012C	**Boys and Girls Club - Teen Center**	$765,000.00	$0.00	$765,000.00	$765,000.00	$0.00	$765,000.00	$0.00
013C	**Inter-faith Food Shuttle-Urban Agricultural Training Cent**	$140,000.00	$0.00	$140,000.00	$0.00	$0.00	$0.00	$140,000.00
014C	**Wake Health Services - Medical Office Building**	$400,000.00	$0.00	$400,000.00	$400,000.00	$0.00	$400,000.00	$0.00
015C	**Southlight Healthcare - Integrated Care/Med Respite**	$200,000.00	$0.00	$200,000.00	$0.00	$0.00	$0.00	$200,000.00
016C	**Hospice of Wake County - 10 bed expansion**	$100,000.00	$0.00	$100,000.00	$100,000.00	$0.00	$100,000.00	$0.00
Total Division 6400 Community Capital Projects		$1,605,000.00	$0.00	$1,605,000.00	$1,265,000.00	$0.00	$1,265,000.00	$340,000.00
Total Department 64 Community Capital Projects		$1,605,000.00	$0.00	$1,605,000.00	$1,265,000.00	$0.00	$1,265,000.00	$340,000.00

Department 66 County Building Improvements

Division 6610 Major County Building Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
019B	**Facilities Condition Assessment**	$754,148.28	($0.00)	$754,148.28	$611,163.91	$9,561.86	$620,725.77	$133,422.51
200B	**Mental Health Continuum**	$28,450,000.00	$666,964.28	$28,450,000.00	$27,298,642.25	$462,255.56	$27,751,567.98	$31,467.74
249B	**Community Services Center Renovation**	$370,000.00	$0.00	$370,000.00	$368,917.41	($0.00)	$368,917.41	$1,082.59
250B	**Restack Renovations and Upgrades**	$104,000.00	$0.00	$104,000.00	$82,336.20	$21,665.00	$104,001.20	($1.20)
281B	**Board of Elections**	$68,000.00	$0.00	$68,000.00	$25,739.13	$11,740.79	$37,479.92	$30,520.08
282B	**WCOB Life Safety/Egress Renovations**	$517,000.00	$0.00	$517,000.00	$19,243.88	$0.00	$19,243.88	$497,756.12
283B	**Animal Control Center**	$283,567.00	$0.00	$283,567.00	$277,553.41	$6,016.83	$283,570.24	($3.24)
284B	**Swinburne Intake Area Renovation**	$573,000.00	$0.00	$573,000.00	$570,343.92	$2,845.19	$573,189.11	($189.11)
285B	**Public Health Center**	$1,568,964.13	($0.87)	$1,568,964.13	$1,562,929.02	$6,196.11	$1,569,125.13	($160.13)
308B	**Animal Control Center Renovations 2014**	$560,000.00	$0.00	$560,000.00	$525,523.06	$1,631.53	$527,154.59	$32,845.41
329B	**WCOB Renovations**	$2,800,000.00	$0.00	$2,800,000.00	$1,224,023.80	$1,052,627.80	$2,276,664.03	$523,335.97
330B	**Community Services Center FCA Upgrades**	$299,931.39	$0.00	$299,931.39	$299,931.39	$0.00	$299,931.39	$0.00
349B	**Cameron Village Library - Life Cycle Finishes Upgrades**	$560,000.00	$0.00	$560,000.00	$41,561.72	$16,715.00	$58,276.72	$501,723.28
353B	**Human Service Master Planning**	$250,000.00	$0.00	$250,000.00	$1,831.09	$0.00	$1,831.09	$248,168.91
358B	**Sunnybrook Elevator Modernization**	$9,000.00	$0.00	$9,000.00	$4,351.20	$3,100.00	$7,451.20	$1,548.80
Total Division 6610 Major County Building Projects		$37,167,610.80	$666,963.41	$37,167,610.80	$32,914,091.39	$1,594,355.67	$34,499,129.66	$2,001,517.73

Division 6630 County Building Security Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
222B	**Security Improvements - Phase 7**	$315,090.93	$0.00	$315,090.93	$286,938.34	$28,152.59	$315,090.93	$0.00
255B	**Security Improvements-Phase 8**	$318,814.83	$0.00	$318,814.83	$243,574.96	$70,095.97	$313,670.93	$5,143.90
280B	**Security Improvements - Ph 9**	$817,000.00	$0.00	$817,000.00	$175,389.49	$35,364.67	$210,754.16	$606,245.84
Total Division 6630 County Building Security Projects		$1,450,905.76	$0.00	$1,450,905.76	$705,902.79	$133,613.23	$839,516.02	$611,389.74

Community Improvement Plan Projects

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Division 6640 Minor CIP Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
037B	General Bld Renov - Minor-General	$489,595.21	$370,661.49	$489,595.21	$0.00	$0.00	$0.00	$118,933.72
148B	Willow Springs FD Well, Pump & Tank	$28,525.37	$0.00	$28,525.37	$27,625.37	$0.00	$27,625.37	$900.00
240B	PSC Data Center UPS Life Cycle Replacement	$80,000.00	$0.00	$80,000.00	$43,754.81	$7,978.75	$51,733.56	$28,266.44
268B	RR - WCOB Boiler Room Sump Pump Replacement	$59,080.50	$0.00	$59,080.50	$59,080.50	$0.00	$59,080.50	$0.00
269B	RR - WCOP Exterior Waterproofing	$23,500.00	$0.00	$23,500.00	$0.00	$0.00	$0.00	$23,500.00
290B	AR - Animal Control Workflow Modifications (Security)	$92,275.98	$0.00	$92,275.98	$87,146.25	$5,129.73	$92,275.98	$0.00
294B	RR - PSC VAV Replacement - Floors 1 & 2	$96,000.00	$0.00	$96,000.00	$87,691.00	$0.00	$87,691.00	$8,309.00
295B	RR - WCOB Life Safety/Fire/ADA/Elevator Improvements	$6,000.00	($90,000.00)	$6,000.00	$0.00	$0.00	$0.00	$96,000.00
296B	RR - Sunnybrook Mechanical Test and Balance	$23,200.00	$0.00	$23,200.00	$0.00	$22,550.00	$22,550.00	$650.00
297B	RR - PSC Domestic Water Booster Pump Replacement	$137,016.40	$0.00	$137,016.40	$137,016.40	$0.00	$137,016.40	$0.00
298B	RR - WCOB Basement Interior Finishes Upgrade	$84,754.83	$0.00	$84,754.83	$44,110.83	$0.00	$44,110.83	$40,644.00
312B	AR - EMS Training/Storage Facility Study	$30,004.13	$0.00	$30,004.13	$27,894.63	$709.50	$28,604.13	$1,400.00
317B	RR - CSC Exterior Building Envelope Upgrades	$164,050.43	($80,661.49)	$164,050.43	$164,050.43	$0.00	$164,050.43	$80,661.49
318B	RR - ATC 2nd Floor Demolition	$199,254.01	$0.00	$199,254.01	$199,254.01	$0.00	$199,254.01	$0.00
320B	RR - Fellowship Home Partnership Reimbursement Acco	$55,000.00	$27.65	$55,000.00	$54,068.64	($0.00)	$54,068.64	$903.71
321B	RR - Swinburne 1st Floor Intake Mech Upgrade	$39,875.00	$0.00	$39,875.00	$1.40	$475.00	$476.40	$39,398.60
333B	RR - GSA Training upfit for HR Training	$225,304.13	$0.00	$225,304.13	$178,878.23	$46,133.42	$225,011.65	$292.48
334B	RR - WCCH Parking Deck Structural Repairs	$47,547.56	$0.00	$47,547.56	$46,145.06	$1,402.50	$47,547.56	$0.00
337B	AR - Library Administration Bldg Programming Study	$30,865.94	$0.00	$30,865.94	$30,865.94	$0.00	$30,865.94	$0.00
338B	AR - CCBI Lab Renovation	$12,949.39	$0.00	$12,949.39	$12,949.39	($0.00)	$12,949.39	$0.00
339B	AR - WC Animal Control Facility Needs Assessment	$25,001.61	$0.00	$25,001.61	$17,751.61	$0.00	$17,751.61	$7,250.00
340B	RR - CSC Exterior Building Tuck Pointing	$231,812.72	$0.00	$231,812.72	$231,812.72	$0.00	$231,812.72	$0.00
341B	RR - WCOB Boiler Sub-system Replacement Project	$105,500.00	$0.00	$105,500.00	$101,153.75	$0.00	$101,153.75	$4,346.25
342B	AR - 4th Floor Attorney_Guardian Ad Litem Renov	$127,248.64	$0.00	$127,248.64	$127,248.64	$0.00	$127,248.64	$0.00
343B	RR - WCOB Data Center UPS_Sheriff Data Center Reloca	$259,779.00	$0.00	$259,779.00	$214,890.66	$13,040.82	$227,931.48	$31,847.52
344B	AR - Animal Control Dog Play Area	$122,435.00	$0.00	$122,435.00	$6,603.32	$105,635.00	$112,238.32	$10,196.68
345B	AR - ERC Renovation & Finish Upgrade	$375,635.00	$0.00	$375,635.00	$317,125.35	$39,675.05	$356,800.40	$18,834.60
347B	RR - Lake Crabtree Boat Rental/Bathroom Mod (ADA)	$150,820.00	$0.00	$150,820.00	$98,852.11	$15,210.69	$113,367.55	$37,452.45
348B	AR - WCOB BOE_IS Re-stack Modifications	$48,000.00	$0.00	$48,000.00	$21,132.00	$0.00	$21,132.00	$26,868.00
359B	RR - PSC North Side Glazing Film	$63,730.00	$0.00	$63,730.00	$58,094.01	$0.00	$58,094.01	$5,635.99
360B	RR - FY16 Mulit Site Paving Repairs	$137,400.00	$0.00	$137,400.00	$0.00	$42,400.00	$42,400.00	$95,000.00
361B	RR - Hammond Annex Behavioral Health	$25,001.42	$0.00	$25,001.42	$14,006.42	$10,995.00	$25,001.42	$0.00
362B	RR - SE Regional Lighting Replacement	$89,253.00	$0.00	$89,253.00	$0.00	$0.00	$0.00	$89,253.00
363B	RR - Wake Detention Reclaim Boiler Replacement	$172,000.00	$0.00	$172,000.00	$0.00	$165,700.00	$165,700.00	$6,300.00
364B	AR - PS Warehouse_EMS Training Security Upfit	$60,000.00	$0.00	$60,000.00	$3,294.00	$15,050.00	$18,344.00	$41,656.00
365B	PSC Radio Tower Structural Upgrades	$80,000.00	$0.00	$80,000.00	$0.00	$0.00	$0.00	$80,000.00
Total Division 6640 Minor CIP Projects		$3,998,415.27	$200,027.65	$3,998,415.27	$2,412,497.48	$492,085.46	$2,903,887.69	$894,499.93

Division 6650 Mechanical, Electrical And Plumbing

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
080B	Mechanical, Electrical & Plumbing - Gen	$129,384.91	$0.00	$129,384.91	$119,367.35	$0.00	$119,367.35	$10,017.56
277B	Community Services Center - Elec/Fire Alarm	$231,460.17	$0.00	$231,460.17	$231,461.11	($0.00)	$231,461.11	($0.94)
303B	WCOB Boiler/Heating Plant Replacement	$675,634.59	$0.00	$675,634.59	$637,475.42	$35,224.24	$672,692.65	$2,941.94
304B	WCOB Building Systems Upgrades	$1,058,096.87	$0.87	$1,058,096.87	$915,347.51	$135,485.37	$1,050,832.88	$7,263.12
322B	Sunnybrook HVAC	$775,862.00	$0.00	$775,862.00	$11,631.79	$6,235.00	$17,866.79	$757,995.21
351B	MEP - Willow Springs Fire Station Waterline	$400,000.00	$0.00	$400,000.00	$48,916.48	$1,700.00	$50,616.48	$349,383.52
354B	MEP - Fire Training Center - HVAC/Fire Loop Pump	$200,000.00	$0.00	$200,000.00	$10,127.88	$129,290.00	$139,417.88	$60,582.12
355B	MEP - Cameron Village Library Chiller	$225,050.85	$0.00	$225,050.85	$11,532.28	$207,127.00	$218,659.28	$6,391.57
357B	MEP - Direct Digital System Migration	$115,000.00	$0.00	$115,000.00	$0.00	$0.00	$0.00	$115,000.00
Total Division 6650 Mechanical, Electrical And Plumbing		$3,810,489.39	$0.87	$3,810,489.39	$1,985,859.82	$515,061.61	$2,500,914.42	$1,309,574.10

Division 6660 Roofing Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
098B	Roof Replacements - General	$95,705.25	$0.00	$95,705.25	$3.23	$0.00	$3.23	$95,702.02
305B	Blue Jay Point - Roof Replacements	$116,179.49	$0.00	$116,179.49	$116,179.49	$0.00	$116,179.49	$0.00
306B	Swinburne Roof Replacement	$794,859.00	$0.00	$794,859.00	$783,203.84	$4,500.00	$787,703.84	$7,155.16
307B	Lake Crabtree Roof Replacements	$24,600.00	$0.00	$24,600.00	$24,600.00	$0.00	$24,600.00	$0.00
324B	GSA Parking Deck Recoating	$199,368.00	$0.00	$199,368.00	$189,260.00	$0.00	$189,260.00	$10,108.00
325B	Oakview Historic Park Roof	$220,057.00	$0.00	$220,057.00	$214,187.05	($0.00)	$214,187.05	$5,869.95
326B	Agriculture Services Building	$8,575.00	$0.00	$8,575.00	$0.00	$0.00	$0.00	$8,575.00
350B	Roofing - East Regional	$500,000.00	$0.00	$500,000.00	$0.00	$38,735.00	$38,735.00	$461,265.00
356B	Roofing - WCOB	$172,000.00	$0.00	$172,000.00	$51,105.15	$101,860.00	$152,965.15	$19,034.85
Total Division 6660 Roofing Projects		$2,131,343.74	$0.00	$2,131,343.74	$1,378,538.76	$145,095.00	$1,523,633.76	$607,709.98

Community Improvement Plan Projects

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Division 6680 Crabtree Creek Flood Control Structures

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
256B	Site 1 - Sorrell's Grove	$128,277.83	$0.00	$128,277.83	$128,277.83	($0.00)	$128,277.83	$0.00
257B	Site 2 - Hatcher's Grove	$232,737.69	$0.00	$232,737.69	$231,337.09	$1,400.60	$232,737.69	$0.00
258B	Site 3 - Bond Lake	$177,174.00	$0.00	$177,174.00	$167,833.94	$960.00	$168,793.94	$8,380.06
259B	Site 20A - Brier Creek	$67,000.00	$0.00	$67,000.00	$9,770.14	$19,933.50	$29,703.64	$37,296.36
311B	Site 5A - Page Lake	$263,442.00	$0.00	$263,442.00	$49,781.60	$15,671.00	$65,452.60	$197,989.40
327B	Site 18 - Cole's Branch Reservoir	$184,884.00	$0.00	$184,884.00	$22,538.66	$2,890.00	$25,428.66	$159,455.34
335B	CCWP - General	$24,984.48	$0.00	$24,984.48	$0.00	$0.00	$0.00	$24,984.48
Total Division 6680 Crabtree Creek Flood Control Struct		$1,078,500.00	$0.00	$1,078,500.00	$609,539.26	$40,855.10	$650,394.36	$428,105.64

Division 6685 Infrastructure Paving

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
310B	Blue Jay Point Paving Projects	$611,747.00	$0.00	$611,747.00	$593,447.31	$1,430.00	$594,877.31	$16,869.69
328B	Southeast Regional Library	$155,253.00	$0.00	$155,253.00	$0.00	$0.00	$0.00	$155,253.00
336B	Infrastructure Paving - General	$13,000.00	$0.00	$13,000.00	$0.00	$0.00	$0.00	$13,000.00
352B	IP - Sunnybrook Surface Parking Areas	$250,000.00	$0.00	$250,000.00	$12,572.74	$180,861.52	$193,434.26	$56,565.74
Total Division 6685 Infrastructure Paving		$1,030,000.00	$0.00	$1,030,000.00	$606,020.05	$182,291.52	$788,311.57	$241,688.43
Total Department 66 County Building Improvements		$50,667,264.96	$866,991.93	$50,667,264.96	$40,612,449.55	$3,103,357.59	$43,705,787.48	$6,094,485.55

Department 68 Criminal Justice CIP

Division 6810 Detention Facilities

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
007J	Detention Phase 2 Hammond Site	$144,933,097.59	$0.00	$144,933,097.59	$144,905,697.59	$27,400.03	$144,933,097.62	($0.03)
066J	CCBI Alcohol/Drug Analysis Renovation at Hammond Rd	$190,000.00	$0.00	$190,000.00	$189,997.73	($0.00)	$189,997.73	$2.27
070J	WCSO Detention Center Detox Beds	$120,000.00	$0.00	$120,000.00	$31,412.74	$32,100.00	$63,512.74	$56,487.26
071J	Hammond Population/Inmate Projection Study	$100,000.00	$0.00	$100,000.00	$20,000.00	$70,840.00	$90,840.00	$9,160.00
Total Division 6810 Detention Facilities		$145,343,097.59	$0.00	$145,343,097.59	$145,147,108.06	$130,340.03	$145,277,448.09	$65,649.50

Division 6820 Criminal Justice Security

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
013J	Programmable Controller	$936,901.07	$0.00	$936,901.07	$744,946.71	$191,695.23	$936,641.94	$259.13
054J	Detention and Security Assessment Improvements	$2,124,249.13	$0.00	$2,124,249.13	$967,795.64	$337,958.82	$1,305,754.46	$818,494.67
Total Division 6820 Criminal Justice Security		$3,061,150.20	$0.00	$3,061,150.20	$1,712,742.35	$529,654.05	$2,242,396.40	$818,753.80

Division 6830 Judicial Facilities

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
018J	General Judicial Facilities Planned Proj	$743,439.50	$0.00	$743,439.50	$714,754.87	($0.00)	$714,754.87	$28,684.63
031J	Davie St Parking Deck	$29,750,608.85	$0.00	$29,750,608.85	$29,732,353.60	$17,847.98	$29,750,201.58	$407.27
034J	CTHS Elevator Upgrade/Reburbishment	$2,613,137.65	$0.00	$2,613,137.65	$1,272,849.42	$1,208,184.76	$2,481,034.18	$132,103.47
041J	Justice Facilities Displacements	$8,411,788.88	$0.00	$8,411,788.88	$8,380,220.50	$31,568.38	$8,411,788.88	$0.00
042J	Justice Center	$176,517,269.55	$0.00	$176,517,269.55	$175,997,562.17	$517,473.90	$176,515,036.07	$2,233.48
043J	CTHS Partial Renov - Fl. 7,8,9&12	$4,770,577.00	$6,959.00	$4,763,618.00	$4,739,292.18	$24,200.30	$4,763,492.48	$125.52
062J	Upper Parking Deck Abatement	$650,000.00	$0.00	$650,000.00	$645,298.84	$3,369.42	$648,668.26	$1,331.74
063J	Stairwell/Elevator Security	$191,600.00	$0.00	$191,600.00	$46,160.00	$37,635.04	$83,795.04	$107,804.96
064J	CTHS Renovations - Floors 1 - 5	$250,000.00	$0.00	$250,000.00	$198,553.26	$21,919.68	$220,472.94	$29,527.06
065J	CTHS - Skywalk Repair	$200,000.00	$0.00	$200,000.00	$6,655.00	$18,645.00	$25,300.00	$174,700.00
067J	NC Business Court Upfit	$100,000.00	$0.00	$100,000.00	$73,801.88	$0.00	$73,801.88	$26,198.12
068J	Salisbury Street Lobby Renovation	$1,976,973.00	$0.00	$1,976,973.00	$1,774,544.70	$101,948.27	$1,876,492.97	$100,480.03
069J	EOC and PSC Tunnel Fire Sprinkler	$400,000.00	$0.00	$400,000.00	$59,822.88	$323,780.16	$383,603.04	$16,396.96
Total Division 6830 Judicial Facilities		$226,575,394.43	$6,959.00	$226,568,435.43	$223,641,869.30	$2,306,572.89	$225,948,442.19	$619,993.24

Community Improvement Plan Projects

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Division 6840 Public Safety Center

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
060J	Public Safety Center Renovations	$8,547,474.96	$28,047.00	$8,519,427.96	$8,511,064.45	$8,363.41	$8,519,427.86	$0.10
Total Division 6840 Public Safety Center		$8,547,474.96	$28,047.00	$8,519,427.96	$8,511,064.45	$8,363.41	$8,519,427.86	$0.10
Total Department 68 Criminal Justice CIP		$383,527,117.18	$35,006.00	$383,492,111.18	$379,012,784.16	$2,974,930.38	$381,987,714.54	$1,504,396.64

Department 70 Public Libraries CIP

Division 7000 Library Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
003L	Master Libraries	$143,744.38	$0.00	$143,744.38	$136,897.75	$1,358.75	$138,256.50	$5,487.88
009L	Northeast Regional Library	$9,602,834.81	$0.00	$9,602,834.81	$8,738,382.96	$508,804.57	$9,247,187.53	$355,647.28
014L	Northeastern Regional Library - Books	$2,435,001.00	$0.00	$2,435,001.00	$2,105,218.98	$329,781.03	$2,435,000.01	$0.99
023L	Wake Forest Library	$327,155.85	($0.00)	$327,155.85	$275,336.20	$51,819.65	$327,155.85	$0.00
025L	Middle Creek Library (Construction)	$4,250,000.00	$0.00	$5,165,000.00	$990,959.36	$2,471,345.20	$3,462,304.56	$787,695.44
026L	Fuquay Varina Library (Construction)	$1,050,000.00	$0.00	$1,050,000.00	$29,528.21	$7,875.00	$37,403.21	$1,012,596.79
029L	Olivia Raney Library FCA	$510,000.00	$0.00	$510,000.00	$0.00	$0.00	$0.00	$510,000.00
032L	Middle Creek Library - Books	$915,000.00	$0.00	$0.00	$0.00	$915,000.00	$915,000.00	$0.00
041L	Zebulon Library Upgrade FCA	$344,938.23	$0.00	$344,938.23	$344,938.23	($0.00)	$344,938.23	$0.00
051L	Cary Regional Library (Land & Construction)	$12,865,000.00	$12,514,000.00	$12,865,000.00	$93,483.25	$558,521.25	$652,004.50	($301,004.50)
052L	Southeast Regional Library Upgrade	$875,000.00	$0.00	$875,000.00	$698,032.94	$152,033.53	$850,079.52	$24,920.48
053L	East Regional Library Upgrade	$235,000.00	$0.00	$235,000.00	$89,632.47	$0.00	$89,632.47	$145,367.53
054L	Cary Regional Library - Parking Deck	$134,150.00	$134,150.00	$134,150.00	$0.00	$0.00	$0.00	$0.00
Total Division 7000 Library Projects		$33,687,824.27	$12,648,150.00	$33,687,824.27	$13,502,410.35	$4,996,538.98	$18,498,962.38	$2,540,711.89

Division 7010 Library Materials & Collections

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
050L	Library Materials & Collection Development	$4,200,000.00	$0.00	$4,200,000.00	$3,899,816.65	$300,100.93	$4,199,917.58	$82.42
Total Division 7010 Library Materials & Collections		$4,200,000.00	$0.00	$4,200,000.00	$3,899,816.65	$300,100.93	$4,199,917.58	$82.42
Total Department 70 Public Libraries CIP		$37,887,824.27	$12,648,150.00	$37,887,824.27	$17,402,227.00	$5,296,639.91	$22,698,879.96	$2,540,794.31

Department 72 Open Space

Division 7200 Open Space

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
036G	Unallocated Open Space	$0.00	($3,529,308.62)	$0.00	$0.00	$0.00	$0.00	$3,529,308.62
046G	Little River Reimbursement - Raleigh	$3,000,000.00	$0.00	$3,000,000.00	$0.00	$0.00	$0.00	$3,000,000.00
047G	TOW - Open Space Loan Agreement	$80,000.00	($6,463.65)	$80,000.00	$0.00	$0.00	$0.00	$86,463.65
054G	Morrisville/Crabtree/Hatcher Creek Greenway	$570,000.00	$0.00	$570,000.00	$23,407.43	$452,962.83	$476,370.26	$93,629.74
062G	HL Medlin Farms Property	$400,000.00	$0.00	$400,000.00	$394,853.99	$0.00	$394,853.99	$5,146.01
063G	Procter Farm Preserve	$11,500.00	$0.00	$11,500.00	$7,500.00	$0.00	$7,500.00	$4,000.00
064G	Robertson's Mill Pond Preserve	$426,503.00	$0.00	$426,503.00	$410,551.53	$4,175.55	$414,727.08	$11,775.92
065G	Turnipseed Preserve	$135,365.00	$0.00	$135,365.00	$119,779.20	$9,766.30	$129,545.50	$5,819.50
066G	Buffalo Creek Assemblage	$6,300,000.00	$0.00	$6,300,000.00	$6,257,939.55	$0.00	$6,257,939.55	$42,060.45
067G	Frances Parham Property	$50,000.00	$0.00	$50,000.00	$44,923.44	$0.00	$44,923.44	$5,076.56
068G	Sonya Tongue Property	$60,000.00	$0.00	$60,000.00	$48,901.75	$0.00	$48,901.75	$11,098.25
069G	County-wide Greenway Master Planning	$120,000.00	$0.00	$120,000.00	$68,866.64	$48,135.00	$117,001.64	$2,998.36
070G	Liles Property	$60,000.00	$0.00	$60,000.00	$47,184.23	$0.00	$47,184.23	$12,815.77
071G	Todd Property	$400,000.00	$0.00	$400,000.00	$376,091.52	$0.00	$376,091.52	$23,908.48
072G	Shugart Property	$1,645,000.00	$0.00	$1,645,000.00	$1,599,915.30	$0.00	$1,599,915.30	$45,084.70
073G	Crabtree Creek Greenway - Cary Portion	$500,000.00	$0.00	$500,000.00	$0.00	$500,000.00	$500,000.00	$0.00
074G	Yeager Property	$1,200,000.00	$0.00	$1,200,000.00	$1,173,764.11	$0.00	$1,173,764.11	$26,235.89
075G	Beaver Creek Greenway	$160,000.00	$0.00	$160,000.00	$0.00	$160,000.00	$160,000.00	$0.00
076G	Middle Creek Greenway	$140,000.00	$0.00	$140,000.00	$0.00	$140,000.00	$140,000.00	$0.00
077G	Smith Creek Greenway	$941,000.00	$0.00	$941,000.00	$0.00	$0.00	$0.00	$941,000.00
100G	Open Space Administration	$200,000.00	$0.00	$200,000.00	$136,166.72	$16,702.25	$152,868.97	$47,131.03
999G	Open Space Bond/BAN revenue	($0.00)	($4,965,766.75)	$0.00	$0.00	$0.00	$0.00	$4,965,766.75
Total Division 7200 Open Space		$16,399,368.00	($8,501,539.02)	$16,399,368.00	$10,709,845.41	$1,331,741.93	$12,041,587.34	$12,859,319.68
Total Department 72 Open Space		$16,399,368.00	($8,501,539.02)	$16,399,368.00	$10,709,845.41	$1,331,741.93	$12,041,587.34	$12,859,319.68

Department 74 Parks And Recreation CIP

Division 7410 County Parks

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
035R	Southeast Regional Wake Co Park	$2,466,089.64	$0.00	$2,466,089.64	$2,022,865.83	$0.00	$2,022,865.83	$443,223.81
074R	Randleigh Farm	$25,000.00	($562.50)	$25,000.00	$0.00	$0.00	$0.00	$25,562.50
077R	Parks Facility Master Planning	$100,000.00	$0.00	$100,000.00	$87,038.69	$11,966.77	$99,005.46	$994.54
Total Division 7410 County Parks		$2,591,089.64	($562.50)	$2,591,089.64	$2,109,904.52	$11,966.77	$2,121,871.29	$469,780.85

Community Improvement Plan Projects

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Division 7420 Community Use Of School/Parks

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
004R	General Community Use Of Schools	$605,534.55	$0.00	$605,534.55	$2,995.05	$0.00	$2,995.05	$602,539.50
Total Division 7420 Community Use Of School/Parks		$605,534.55	$0.00	$605,534.55	$2,995.05	$0.00	$2,995.05	$602,539.50

Division 7430 Other Park Projects

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
033R	Recreation Fees	$0.00	($1,554,881.36)	$0.00	$0.00	$0.00	$0.00	$1,554,881.36
Total Division 7430 Other Park Projects		$0.00	($1,554,881.36)	$0.00	$0.00	$0.00	$0.00	$1,554,881.36

Division 7490 Existing Park Facility Improvements

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
052R	PARK FACILITY IMPROVEMENTS	$3,047,085.72	$0.00	$3,047,085.72	$2,639,571.85	$173,854.00	$2,813,425.85	$233,659.87
078R	ADA Compliance - Lake Crabtree	$464,000.00	$0.00	$464,000.00	$85,777.53	$368,393.30	$454,170.83	$9,829.17
Total Division 7490 Existing Park Facility Improvements		$3,511,085.72	$0.00	$3,511,085.72	$2,725,349.38	$542,247.30	$3,267,596.68	$243,489.04
Total Department 74 Parks And Recreation CIP		$6,707,709.91	($1,555,443.86)	$6,707,709.91	$4,838,248.95	$554,214.07	$5,392,463.02	$2,870,690.75

Department 76 Public Safety CIP

Division 7620 Computer Aided Dispatch

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
070P	CAD System Replacement	$4,100,000.00	$0.00	$4,100,000.00	$46,460.81	$369,763.19	$416,224.00	$3,683,776.00
Total Division 7620 Computer Aided Dispatch		$4,100,000.00	$0.00	$4,100,000.00	$46,460.81	$369,763.19	$416,224.00	$3,683,776.00

Division 7630 800 MHZ Radio Communications

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
044P	Sprint/Nextel - Rebanding Project	$2,517,731.00	($1,780.66)	$2,517,731.00	$208,610.20	$215,072.37	$423,682.57	$2,095,829.09
052P	800Mhz Infrastructure Study	$100,000.00	$0.00	$100,000.00	$98,605.75	$0.00	$98,605.75	$1,394.25
068P	800 MHz Radio System Infrastructure Replacement	$14,258,000.00	($761,345.39)	$14,258,000.00	$5,242,867.11	$1,050,864.61	$6,293,731.72	$8,725,613.67
Total Division 7630 800 MHZ Radio Communications		$16,875,731.00	($763,126.05)	$16,875,731.00	$5,550,083.06	$1,265,936.98	$6,816,020.04	$10,822,837.01

Division 7640 EMS

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
012P	EMS Defibrillators	$6,176,534.96	$0.00	$6,176,534.96	$5,052,195.96	$603,686.03	$5,655,881.99	$520,652.97
059P	Brier Creek EMS	$1,699,000.00	$0.00	$1,699,000.00	$1,660,567.76	$26,946.37	$1,687,514.13	$11,485.87
064P	Bay Leaf Station 3	$388,000.00	$0.00	$388,000.00	$374,852.79	$195.00	$375,047.79	$12,952.21
067P	New Hope (EMS)	$340,000.00	($1,755,000.00)	$340,000.00	$3,685.00	$0.00	$3,685.00	$2,091,315.00
069P	Hilltop/Fuquay Fire Station #2 (EMS) Bay Expansion	$313,827.00	($86,173.00)	$313,827.00	$313,826.38	$0.00	$313,826.38	$86,173.62
072P	Emergency Operations Center	$100,000.00	$0.00	$100,000.00	$53,787.08	$0.00	$53,787.08	$46,212.92
073P	Fuquay North EMS Station Co-Location	$205,000.00	$0.00	$205,000.00	$0.00	$0.00	$0.00	$205,000.00
074P	Wendell Main EMS Station Replacement	$1,955,000.00	$1,755,000.00	$1,955,000.00	$12,832.10	$134,808.00	$147,640.10	$52,359.90
075P	Public Safety Warehouse	$134,000.00	$74,000.00	$134,000.00	$0.00	$46,888.00	$46,888.00	$13,112.00
999P	EMS Holding Account	$34,692.04	$12,173.00	$34,692.04	$0.00	$0.00	$0.00	$22,519.04
Total Division 7640 EMS		$11,346,054.00	$0.00	$11,346,054.00	$7,471,747.07	$812,523.40	$8,284,270.47	$3,061,783.53

Community Improvement Plan Projects

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Division 7650 Public Safety

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
026P	Former 911 Emergency Fund	$315,965.83	$551.07	$315,965.83	$314,865.83	$0.00	$314,865.83	$548.93
065P	EOC Commons Study	$15,000.00	$0.00	$15,000.00	$12,802.59	$0.00	$12,802.59	$2,197.41
066P	WC & TOC CAD-to-CAD Interface	$206,292.00	$0.00	$206,292.00	$82,074.19	$123,985.81	$206,060.00	$232.00
Total Division 7650 Public Safety		$537,257.83	$551.07	$537,257.83	$409,742.61	$123,985.81	$533,728.42	$2,978.34

Division 7660 Sheriff

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
056P	Sheriff's Communication Center	$1,877,480.96	$0.00	$1,877,480.96	$1,877,480.96	($0.00)	$1,877,480.96	$0.00
Total Division 7660 Sheriff		$1,877,480.96	$0.00	$1,877,480.96	$1,877,480.96	($0.00)	$1,877,480.96	$0.00
Total Department 76 Public Safety CIP		$34,736,523.79	($762,574.98)	$34,736,523.79	$15,355,514.51	$2,572,209.38	$17,927,723.89	$17,571,374.88

Department 78 Water And Sewer

Division 7860 Watershed Planning

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
015S	Jordan Lake Water Reclamation	$5,487,895.49	$0.00	$5,487,895.49	$5,487,895.49	$0.00	$5,487,895.49	$0.00
Total Division 7860 Watershed Planning		$5,487,895.49	$0.00	$5,487,895.49	$5,487,895.49	($0.00)	$5,487,895.49	$0.00
Total Department 78 Water And Sewer		$5,487,895.49	$0.00	$5,487,895.49	$5,487,895.49	($0.00)	$5,487,895.49	$0.00

Department 79 Economic Devolopment

Division 7910 On-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
001D	On-Site Water and Sewer Unallocated in RTP	$724,822.29	$0.00	$724,822.29	$704,386.49	$0.00	$704,386.49	$20,435.80
Total Division 7910 On-Site Water and Sewer		$724,822.29	$0.00	$724,822.29	$704,386.49	$0.00	$704,386.49	$20,435.80

Division 7920 Off-Site Water and Sewer

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
010D	RTP Off-Site Water and Sewer Unallocated	$1,324,974.46	$328,021.93	$1,324,974.46	$110,662.17	($0.00)	$110,662.17	$886,290.36
011D	Jordan Lake Water Allocation	$40,767.00	$0.00	$40,767.00	$21,511.56	$14,363.00	$35,874.56	$4,892.44
012D	RTP Phase 2 - Cape Fear Sanitary Sewer Line	$1,272,188.07	($0.89)	$1,272,188.07	$1,272,188.07	($0.00)	$1,272,188.07	$0.89
Total Division 7920 Off-Site Water and Sewer		$2,637,929.53	$328,021.04	$2,637,929.53	$1,404,361.80	$14,363.00	$1,418,724.80	$891,183.69

Community Improvement Plan Projects

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Division 7930 Economic Incentives

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
020D	Economic Incentives Unallocated	$471,279.77	$0.00	$471,279.77	$1,423.66	$0.00	$1,423.66	$469,856.11
021D	Credit Suisse	$3,941,715.87	$0.00	$3,941,715.87	$3,925,091.05	$0.00	$3,925,091.05	$16,624.82
022D	Novartis	$5,791,696.00	$0.00	$5,791,696.00	$4,991,695.85	$0.00	$4,991,695.85	$800,000.15
023D	NetApp	$2,640,805.23	$0.00	$2,640,805.23	$2,637,888.32	$0.00	$2,637,888.32	$2,916.91
024D	MetLife	$2,141,000.00	$595,000.00	$2,141,000.00	$1,535,863.00	$0.00	$1,535,863.00	$10,137.00
025D	Red Hat	$117,000.00	$0.00	$117,000.00	$107,345.27	$0.00	$107,345.27	$9,654.73
027D	NetApp 2	$262,000.00	$0.00	$262,000.00	$140,489.63	$0.00	$140,489.63	$121,510.37
Total Division 7930 Economic Incentives		$15,365,496.87	$595,000.00	$15,365,496.87	$13,339,796.78	$0.00	$13,339,796.78	$1,430,700.09

Division 7940 Watershed Nutrient Management

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
040D	Nutrient Reduction Study	$100,000.00	$0.00	$100,000.00	$0.00	$0.00	$0.00	$100,000.00
Total Division 7940 Watershed Nutrient Management		$100,000.00	$0.00	$100,000.00	$0.00	$0.00	$0.00	$100,000.00

Division 7950 Water, Sewer & Road Improvements

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
050D	Banks Pointe Road Improvements	$962,908.00	$0.00	$962,908.00	$24,800.00	$98,800.00	$123,600.00	$839,308.00
Total Division 7950 Water, Sewer & Road Improvements		$962,908.00	$0.00	$962,908.00	$24,800.00	$98,800.00	$123,600.00	$839,308.00
Total Department 79 Economic Devolopment		$19,791,156.69	$923,021.04	$19,791,156.69	$15,473,345.07	$113,163.00	$15,586,508.07	$3,281,627.58

Department 88 Program Wide Projects

Division 8810 440 Co Construction - General - Revenue

Unit	Unit Name	Budgeted Revenues	Revenues (Over) / Under Budget	Current Expenditure Budget	Actual Expenses to Date	Commitments	Actual Expenses to Date with Commitments and Pending	Actual Balance
001W	Revenue Subfund For CIP	$0.03	($2,544,611.79)	$0.00	$0.00	$0.00	$0.00	$2,544,611.82
004W	Transfer to Affordable Housing	$8,950,000.00	$0.00	$8,950,000.00	$8,950,000.00	$0.00	$8,950,000.00	$0.00
005W	RESERVED FOR FUTURE PROJECTS	$20,358,000.00	$13,919,888.76	$20,358,000.00	$0.00	$0.00	$0.00	$6,438,111.24
006W	Transfer to Wake Tech Capital Fund	$12,000,000.00	$0.00	$12,000,000.00	$12,000,000.00	$0.00	$12,000,000.00	$0.00
007W	Transfer to General Fund	$1,257,182.00	$0.00	$1,257,182.00	$1,257,182.00	$0.00	$1,257,182.00	$0.00
008W	Transfer to Debt Service Fund	$7,666,901.93	$0.00	$7,666,901.93	$7,666,901.93	$0.00	$7,666,901.93	$0.00
009W	Transfer to Fire CIP	$940,000.00	$0.00	$940,000.00	$940,000.00	$0.00	$940,000.00	$0.00
010W	Transfer to Major Facilities CIP	$1,295,000.00	$0.00	$1,295,000.00	$1,295,000.00	$0.00	$1,295,000.00	$0.00
100W	Cisco Lease - Accounting entries only	$0.00	($1,077,786.46)	$0.00	$1,077,786.46	$0.00	$1,077,786.46	$0.00
Total Division 8810 440 Co Construction - General - Rev		$52,467,083.96	$10,297,490.51	$52,467,083.93	$33,186,870.39	$0.00	$33,186,870.39	$8,982,723.06
Total Department 88 Program Wide Projects		$52,467,083.96	$10,297,490.51	$52,467,083.93	$33,186,870.39	$0.00	$33,186,870.39	$8,982,723.06
Total Fund: 4100 County Capital Improvement Fund		$651,283,902.35	$15,111,800.97	$650,548,896.32	$550,834,826.70	$20,537,924.19	$571,362,744.28	$64,809,357.10

Seven-Year Summary of Sources and Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
FY17 - FY23 CIP Uses								
County Capital	51,013,000	39,090,000	36,344,000	32,745,000	33,232,000	34,338,000	35,312,000	262,074,000
Education	120,750,574	2,399,014	2,409,362	2,419,604	2,429,728	2,388,050	2,435,944	135,232,276
Fire Rescue	6,444,000	4,898,000	5,910,000	1,578,000	2,741,000	5,074,000	1,013,000	27,658,000
Major Facilities	1,158,000	1,130,000	1,315,000	1,159,000	1,000,000	1,000,000	1,000,000	7,762,000
Solid Waste	3,149,000	3,374,000	775,000	3,525,000	1,832,000	1,369,000	–	14,024,000
Total Uses	**182,514,574**	**50,891,014**	**46,753,362**	**41,426,604**	**41,234,728**	**44,169,050**	**39,760,944**	**446,750,276**
FY17 - FY23 CIP Sources								
Pooled Investments	888,574	899,014	909,362	919,604	929,728	888,050	935,944	**6,370,276**
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**10,500,000**
Debt to be Authorized	1,688,000	1,325,060	4,050,124	–	1,162,706	3,868,149	–	**12,094,039**
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Appropriated Fund Balance	12,972,047	4,819,756	185,000	553,572	1,664,769	1,425,085	42,928	**21,663,157**
Authorized and Unissued	3,656,000	7,142,000	4,996,000	–	–	–	–	**15,794,000**
Transfers From Major Facilities CIP	804,000	233,000	–	–	–	–	–	**1,037,000**
Transfers From General Fund	52,885,000	29,922,000	30,822,000	31,749,000	32,706,000	33,689,000	34,702,000	**246,475,000**
Transfers From Special Districts Fund	3,627,453	3,028,684	1,829,376	1,522,928	1,452,025	1,149,766	970,072	**13,580,304**
Miscellaneous	130,000	130,000	905,000	3,155,000	263,000	–	–	**4,583,000**
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	**3,640,000**
Municipalities	370,000	240,000	–	–	–	105,000	–	**715,000**
Transfers From Solid Waste Enterprise	800,000	–	–	–	–	–	–	**800,000**
Fire Protection	30,500	30,500	30,500	30,500	30,500	–	–	**152,500**
Generic Bond Issuance	95,416,000	–	–	–	–	–	–	**95,416,000**
Bond Anticipation Notes	5,392,000	–	–	–	–	–	–	**5,392,000**
Outside Agencies	835,000	101,000	6,000	476,000	6,000	24,000	90,000	**1,538,000**
Total Sources	**182,514,574**	**50,891,014**	**46,753,362**	**41,426,604**	**41,234,728**	**44,169,050**	**39,760,944**	**446,750,276**

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Affordable Housing								
Affordable Housing Transfer	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Subtotal: Affordable Housing	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
Automation								
Computer Equipment	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	2,300,000	**15,204,000**
Enterprise Infrastructure	1,555,000	1,375,000	1,995,000	2,261,000	2,025,000	1,190,000	2,580,000	**12,981,000**
Major Projects	7,396,000	4,504,000	4,463,000	3,640,000	2,763,000	2,414,000	2,083,000	**27,263,000**
Subtotal: Automation	**11,047,000**	**8,085,000**	**8,758,000**	**7,901,000**	**6,884,000**	**5,810,000**	**6,963,000**	**55,448,000**
Community Capital Grants								
Boys and Girls Club	50,000	–	–	–	–	–	–	**50,000**
Dorcas Ministries	50,000	–	–	–	–	–	–	**50,000**
Food Bank of Central & Eastern NC	500,000	–	–	–	–	–	–	**500,000**
Transitions LifeCare	150,000	200,000	–	–	–	–	–	**350,000**
Reserved for Future Community Capital Projects	40,000	–	250,000	300,000	500,000	500,000	500,000	**2,090,000**
SouthLight Healthcare	–	300,000	250,000	200,000	–	–	–	**750,000**
Advance Community Health	50,000	–	–	–	–	–	–	**50,000**
Subtotal: Community Capital Grants	**840,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,840,000**
County Building Improvements								
Crabtree Creek Flood Control Structures	187,000	341,000	186,000	217,000	458,000	–	–	**1,389,000**
Infrastructure Paving	556,000	1,157,000	705,000	368,000	391,000	581,000	343,000	**4,101,000**
Major Building Renovations	2,670,000	2,938,000	4,725,000	3,800,000	3,930,000	4,240,000	3,500,000	**25,803,000**
Building Systems Replacements	2,427,000	1,254,000	1,823,000	660,000	450,000	797,000	857,000	**8,268,000**
Minor Building Projects	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	**8,400,000**
Roofing Projects	555,000	1,155,000	887,000	1,699,000	447,000	884,000	401,000	**6,028,000**
Corporate Security	348,000	258,000	280,000	305,000	340,000	365,000	298,000	**2,194,000**

County Capital: Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Subtotal: County Building Improvements	**7,943,000**	**8,303,000**	**9,806,000**	**8,249,000**	**7,216,000**	**8,067,000**	**6,599,000**	**56,183,000**
Criminal Justice								
Detention Facilities	–	100,000	200,000	200,000	200,000	200,000	–	**900,000**
Criminal Justice Security	520,000	829,000	399,000	451,000	644,000	595,000	698,000	**4,136,000**
DWI Lab Equipment Upgrade	830,000	–	–	–	–	–	–	**830,000**
Existing Courthouse Renovations	–	–	850,000	–	–	–	–	**850,000**
Subtotal: Criminal Justice	**1,350,000**	**929,000**	**1,449,000**	**651,000**	**844,000**	**795,000**	**698,000**	**6,716,000**
Economic Development								
Business Development Grants	1,822,000	1,760,000	1,474,000	946,000	916,000	871,000	823,000	**8,612,000**
Jordan Lake Reclaimed Water Project	–	–	–	2,649,000	–	–	–	**2,649,000**
On-site Water and Sewer	–	–	300,000	300,000	300,000	–	–	**900,000**
Subtotal: Economic Development	**1,822,000**	**1,760,000**	**1,774,000**	**3,895,000**	**1,216,000**	**871,000**	**823,000**	**12,161,000**
Libraries								
Upgrades to Existing Library Facilities	400,000	105,000	–	–	–	–	–	**505,000**
Fuquay-Varina Library	4,784,000	–	–	–	–	–	–	**4,784,000**
Morrisville Library	108,000	5,520,000	–	–	–	–	–	**5,628,000**
North Hills Library	–	1,517,000	4,764,000	–	–	–	–	**6,281,000**
Reserved for Future Library Projects	–	–	232,000	–	–	–	–	**232,000**
Wake Forest Library	3,756,000	–	–	–	–	–	–	**3,756,000**
Subtotal: Libraries	**9,048,000**	**7,142,000**	**4,996,000**	**–**	**–**	**–**	**–**	**21,186,000**
Open Space								
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	**3,640,000**
Subtotal: Open Space	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**3,640,000**
Parks								
Existing Parks Facility Improvements	400,000	450,000	500,000	500,000	500,000	500,000	500,000	**3,350,000**

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	**2,100,000**
Subtotal: Parks	**700,000**	**750,000**	**800,000**	**800,000**	**800,000**	**800,000**	**800,000**	**5,450,000**
Program-wide Projects								
Reserve for Future Projects	–	–	1,595,000	719,000	1,003,000	14,125,000	12,734,000	**30,176,000**
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**10,500,000**
Subtotal: Program-wide Projects	**1,500,000**	**1,500,000**	**3,095,000**	**2,219,000**	**2,503,000**	**15,625,000**	**14,234,000**	**40,676,000**
Public Safety								
800 Megahertz System	13,488,000	6,066,000	128,000	–	–	–	3,000,000	**22,682,000**
CAD Improvements	175,000	350,000	175,000	350,000	575,000	350,000	175,000	**2,150,000**
EMS Defibrillators	–	–	–	1,586,000	1,586,000	–	–	**3,172,000**
EMS Projects	1,220,000	2,185,000	2,425,000	2,305,000	1,275,000	–	–	**9,410,000**
Emergency Management	360,000	–	–	–	–	–	–	**360,000**
Emergency Operations Center	–	–	918,000	2,769,000	8,313,000	–	–	**12,000,000**
Subtotal: Public Safety	**15,243,000**	**8,601,000**	**3,646,000**	**7,010,000**	**11,749,000**	**350,000**	**3,175,000**	**49,774,000**
Total: County Capital Uses	**51,013,000**	**39,090,000**	**36,344,000**	**32,745,000**	**33,232,000**	**34,338,000**	**35,312,000**	**262,074,000**

County Capital: Sources

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Appropriated Fund Balance	8,720,000	155,000	–	–	–	–	–	**8,875,000**
Authorized and Unissued	3,656,000	7,142,000	4,996,000	–	–	–	–	**15,794,000**
Transfers From Major Facilities CIP	804,000	233,000	–	–	–	–	–	**1,037,000**
Transfers From General Fund	29,939,000	29,922,000	30,822,000	31,749,000	32,706,000	33,689,000	34,702,000	**223,529,000**
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	**3,640,000**

Detailed Seven-Year Summary of Sources and Uses

County Capital: Sources

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Transfers From Special Districts Fund	777,000	777,000	–	–	–	–	–	**1,554,000**
Municipalities	370,000	240,000	–	–	–	105,000	–	**715,000**
Bond Anticipation Notes	5,392,000	–	–	–	–	–	–	**5,392,000**
Outside Agencies	835,000	101,000	6,000	476,000	6,000	24,000	90,000	**1,538,000**
Total: County Capital Sources	**51,013,000**	**39,090,000**	**36,344,000**	**32,745,000**	**33,232,000**	**34,338,000**	**35,312,000**	**262,074,000**

Education: Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Wake Technical Community College								
WTCC General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**3,500,000**
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Subtotal: Wake Technical Community College	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**10,500,000**
Wake County Public School System								
WCPSS Administrative Lease Reserve	888,574	899,014	909,362	919,604	929,728	888,050	935,944	**6,370,276**
CIP 2013	118,362,000	–	–	–	–	–	–	**118,362,000**
Subtotal: Wake County Public School System	**119,250,574**	**899,014**	**909,362**	**919,604**	**929,728**	**888,050**	**935,944**	**124,732,276**
Total: Education Uses	**120,750,574**	**2,399,014**	**2,409,362**	**2,419,604**	**2,429,728**	**2,388,050**	**2,435,944**	**135,232,276**

Education: Sources

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**10,500,000**
Pooled Investments	888,574	899,014	909,362	919,604	929,728	888,050	935,944	**6,370,276**
Transfers From General Fund	22,946,000	–	–	–	–	–	–	**22,946,000**

Detailed Seven-Year Summary of Sources and Uses

Education: Sources

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Generic Bond Issuance	95,416,000	–	–	–	–	–	–	**95,416,000**
Total: Education Sources	**120,750,574**	**2,399,014**	**2,409,362**	**2,419,604**	**2,429,728**	**2,388,050**	**2,435,944**	**135,232,276**

Fire Rescue: Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Fire/Rescue								
Fire Apparatus and Vehicles	1,819,189	1,460,855	2,061,986	660,851	1,980,701	4,358,710	261,685	**12,603,977**
Fire Facilities	527,408	256,908	2,771,333	100,000	100,000	100,000	100,000	**3,955,649**
Reserve for Future Projects	599,693	100,886	81,389	30,500	30,500	–	–	**842,968**
Fire Equipment	3,497,710	3,079,351	995,292	786,649	629,799	615,290	651,315	**10,255,406**
Subtotal: Fire/ Rescue	**6,444,000**	**4,898,000**	**5,910,000**	**1,578,000**	**2,741,000**	**5,074,000**	**1,013,000**	**27,658,000**
Total: Fire Rescue Uses	**6,444,000**	**4,898,000**	**5,910,000**	**1,578,000**	**2,741,000**	**5,074,000**	**1,013,000**	**27,658,000**

Fire Rescue: Sources

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Debt to be Authorized	1,688,000	1,325,060	4,050,124	–	1,162,706	3,868,149	–	**12,094,039**
Appropriated Fund Balance	1,875,047	1,290,756	–	24,572	95,769	56,085	42,928	**3,385,157**
Transfers From Special Districts Fund	2,850,453	2,251,684	1,829,376	1,522,928	1,452,025	1,149,766	970,072	**12,026,304**
Fire Protection	30,500	30,500	30,500	30,500	30,500	–	–	**152,500**
Total: Fire Rescue Sources	**6,444,000**	**4,898,000**	**5,910,000**	**1,578,000**	**2,741,000**	**5,074,000**	**1,013,000**	**27,658,000**

Detailed Seven-Year Summary of Sources and Uses

Major Facilities: Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Major Facilities Capital Trust Fund								
Five County Stadium	–	405,000	–	382,000	–	–	–	**787,000**
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	**700,000**
Marbles/IMAX	254,000	121,000	1,215,000	677,000	817,000	–	–	**3,084,000**
Reserve for Major Facilities Future Projects	804,000	504,000	–	–	83,000	900,000	900,000	**3,191,000**
Subtotal: Major Facilities Capital Trust Fund	**1,158,000**	**1,130,000**	**1,315,000**	**1,159,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,762,000**
Total: Major Facilities Uses	**1,158,000**	**1,130,000**	**1,315,000**	**1,159,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,762,000**

Major Facilities: Sources

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Appropriated Fund Balance	28,000	–	185,000	159,000	–	–	–	**372,000**
Miscellaneous	130,000	130,000	130,000	–	–	–	–	**390,000**
Total: Major Facilities Sources	**1,158,000**	**1,130,000**	**1,315,000**	**1,159,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,762,000**

Solid Waste: Uses

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Solid Waste								
Multi-material and Convenience Centers	2,949,000	2,590,000	–	–	520,000	455,000	–	**6,514,000**
North Wake	–	165,000	–	–	–	300,000	–	**465,000**
South Wake Landfill	200,000	–	775,000	3,155,000	1,312,000	–	–	**5,442,000**
Landfill Gas Development	–	619,000	–	370,000	–	614,000	–	**1,603,000**
Subtotal: Solid Waste	**3,149,000**	**3,374,000**	**775,000**	**3,525,000**	**1,832,000**	**1,369,000**	**–**	**14,024,000**
Total: Solid Waste Uses	**3,149,000**	**3,374,000**	**775,000**	**3,525,000**	**1,832,000**	**1,369,000**	**–**	**14,024,000**

Detailed Seven-Year Summary of Sources and Uses

Solid Waste: Sources

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Appropriated Fund Balance	2,349,000	3,374,000	–	370,000	1,569,000	1,369,000	–	**9,031,000**
Miscellaneous	–	–	775,000	3,155,000	263,000	–	–	**4,193,000**
Transfers From Solid Waste Enterprise	800,000	–	–	–	–	–	–	**800,000**
Total: Solid Waste Sources	**3,149,000**	**3,374,000**	**775,000**	**3,525,000**	**1,832,000**	**1,369,000**	**–**	**14,024,000**

Detailed Seven-Year Summary of Sources and Uses

Affordable Housing

Element Summary: Affordable Housing

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Affordable Housing Transfer	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Total Uses	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
Transfers From General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Total Sources	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Seven-Year CIP Summary

The FY 2017-2023 CIP includes $7 million in transfers to the County's Housing and Community Revitalization Fund, of which $1,000,000 is appropriated in FY 2017. The County portion of the portfolio is projected to generate $170,000 in revenues through loan repayments in FY 2017; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families. For FY 2017, County CIP funds will be used for rental assistance, support circles coordinator and loans and grants for affordable housing development.

The Board of Commissioners adopted an Affordable Housing Action Plan that outlines program revenue and expenditures during the upcoming fiscal year. Included in that action plan is an additional $3.9 million over and above the County's CIP contribution of $1,000,000. The total action plan, totaling $4.9 million for FY 2017 will be used towards the following Housing activities: Community Development Block Grant (CDBG), Home Investments Partnership Grant (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and other County CIP programs. The ordinance reflects a breakdown by these categories.

History/Background

Through annual contributions to the Housing and Community Revitalization Fund, the County works to increase the supply of affordable housing for Wake County's low-income working families, senior citizens, and those that are unable to work because of a disability. Wake County administers its affordable housing initiative through the Housing and Community Revitalization (HCR) division of the Human Services Department. In addition to County Capital funds, HCR's annual budget also consists of Federal Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds and Housing Opportunities for Persons with Aids (HOPWA) funds.

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Force's 1999 report included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving the 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.

HCR administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary:

Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 40 families in FY 2017 through rental unit production.

Housing Rehabilitation: HCR makes grants to help homeowners and repair their sub-standard houses. Grants are for emergency repairs of up to $5,000 and up to $15,000 for elderly and disabled persons for repairs that assist with accessibility and mobility. This program operates on a scattered site basis and provides assistance for up to approximately 45 families per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 1,527 families in FY 2017 through public facility improvements.

Rental Subsidies: HCR funds 52 rental subsidies for persons with mental illness. This enables people who are disabled and very low-income to afford safe, decent, stable housing. Funds also provide rental subsidies for 15 youth aging out of the foster care system.

Within the Housing Production and Housing Rehabilitation programs, the County focuses on maintaining a healthy receivables portfolio on these loans with a low rate of loan-repayment default. Currently, the receivables portfolio totals $28 million ($11 million of County funds and $17 million of federal loan contributions).

Project Accomplishments

During FY 2016, HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 46 very low-income families and made 9 emergency grants to very-low income families to help with emergency repairs to their homes. The Main Street sidewalk project was completed in Knightdale and the 2nd Street Sidewalk was completed in Apex. Funding was provided to the Town of Wake Forest for a spray ground adjacent to the Alston Massenburg Community Center. Funding was also provided to pave and provide pedestrian improvements on Lakewood Drive in Wendell. Additional funds were provided for job training through the Homeless Employment Initiative Program. Approximately 30 homeless men will be served by this employment program.

HOME: Willow Creek Apartments(53 units in Cary). Funded the acquisition and rehabilitation of Sherman Avenue Apartments (11 units for homeless/disabled individuals in Raleigh).

CIP: Funded 42 rental subsidies for persons with a mental illness. Huntington Spring Apartments (88 units in Wake Forest) and funded acquisition and rehabilitation of Sunnybrook Village Apartments(42 units for families in Raleigh).

Other Projects: Shelter Plus Care funds provide approximately 200 rental subsidies for homeless persons with a mental illness. HOPWA funds provide approximately 50 rental subsidies for persons with HIV/AIDS.

Operating Budget Impact

The operating impact (staff and materials) of the affordable housing program and of all capital investments is covered through the federal grant funding through the CDBG and HOME grants. For more information about the affordable housing program, see the "Housing and Community Revitalization" pages behind the Special Revenue Funds tab in this book.

Affordable Housing

Affordable Housing Transfer

The FY 2017-2023 CIP includes $7 million in transfers to the County's Housing and Community Revitalization Fund, of which $1,000,000 is appropriated in FY 2017. The County portion of the portfolio is projected to generate $170,000 in revenues through loan repayments in FY 2017; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families. For FY 2017, County CIP funds will be used for rental assistance, support circles coordinator and loans and grants for affordable housing development.

Program Summary: Affordable Housing Transfer

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Interfund Transfers Out	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Total Uses	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
Funding Sources								
Transfers From General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Total Sources	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Automation

Element Summary: Automation

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Enterprise Infrastructure	1,555,000	1,375,000	1,995,000	2,261,000	2,025,000	1,190,000	2,580,000	**12,981,000**
Computer Equipment	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	2,300,000	**15,204,000**
Major Projects	7,396,000	4,504,000	4,463,000	3,640,000	2,763,000	2,414,000	2,083,000	**27,263,000**
Total Uses	**11,047,000**	**8,085,000**	**8,758,000**	**7,901,000**	**6,884,000**	**5,810,000**	**6,963,000**	**55,448,000**
Transfers From General Fund	10,212,000	8,079,000	8,752,000	7,895,000	6,878,000	5,786,000	6,873,000	**54,475,000**
Outside Agencies	835,000	6,000	6,000	6,000	6,000	24,000	90,000	**973,000**
Total Sources	**11,047,000**	**8,085,000**	**8,758,000**	**7,901,000**	**6,884,000**	**5,810,000**	**6,963,000**	**55,448,000**
CIP Operating Impacts	717,392	788,342	1,059,292	1,063,292	1,085,743	1,095,033	1,103,981	**6,913,075**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Seven-Year CIP Summary

The Automation CIP funds the improvement of core information technologies and of business processes and operations that use those information technologies. These goals are accomplished through acquiring, upgrading and modernizing the County's technical infrastructure and technical solutions for the County's business units. The FY 2017-2023 Automation CIP budget includes approximately $55.4 million to support investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to manage services and information that meet the organization's and public's needs.

The County will continue to focus on using technology to improve the delivery of information and services. These changes will affect internal operations and the County's relationship and service to the community. Information Services will also focus on using technology to ease access to public information while addressing privacy concerns, linking geographically based information with service needs, and effectively managing the increased volume of data that surrounds the County's work.

History/Background

The County's Automation Program has made investments in the following categories:

Computer equipment: Funding to replace, upgrade or repair PCs and laptops and associated network devices (e.g., network printers and plotters), to purchase materials (e.g., memory, hard drives), and to refurbish computer equipment.

Enterprise infrastructure: Funding to maintain and improve the County's technical infrastructure, including network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, security hardware and software, the County's database platform and specialty equipment for other County departments.

Major projects and major systems replacement: Funding to upgrade or replace major computer systems in County departments and across the enterprise. These projects deliver technology improvements intended to improve business operations and business outcomes. The scope of the systems either benefit the entire organization (e.g., the County's ERP system) or support large departmental operations that require significant investments in resources and time, (e.g., the

replacement of the public health care management system). As large systems are upgraded by vendors or are no longer supported and require replacement, they will be scheduled with typical lead times of 18 to 24 months.

The Board of Commissioners' strategic goals and initiatives, the County Manager's business plan and the plans of County departments provide the business drivers that shape the approach to the Automation CIP. The business drivers are balanced with the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. Among the guiding principles for the selection and prioritization of technology projects are: business and service needs drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired.

Project Accomplishments

In FY 2016, Information Services carried out several initiatives to improve business processes and productivity and improve core technologies through the CIP program. These initiatives included:

Telecom Infrastructure Improvements: In FY 2014 IS Customer Services staff began the work to update the telecom infrastructure. This project will prepare the County's buildings for the eventual migration to a Voice over IP (VoIP) system. Work continued in FY 2016 and includes upgrading communications cabling, adding air conditioning to network closets, and constructing new telecom closets where needed. In addition, the Network Services team upgraded the County's network infrastructure with over 300 Power over Ethernet switches in preparation for the implementation of the Voice over IP system. Implementation of a VoIP system is planned for FY 2017.

Network Upgrades: In FY 2016 Network Services completed upgrades to the County's primary Internet connection, replacing a carrier provided circuit with a direct fiber connection to our Internet provider. The team also implemented network configuration updates between data centers this year which allows for seamless network connectivity, enhancing Information Services backup and recovery efforts.

In the County's datacenter environment, Server Services replaced and upgraded the computer and disk storage hardware necessary to support our Oracle and MSSQL databases. Eight new high powered blade computers were placed in service, four in each of our two data centers. By running the VMware virtualization platform, each four-blade cluster in turn synthesizes dozens of 'virtual' servers that together, support over 380 databases. A new disk array consisting of over 90 terabytes of high speed storage was also acquired in FY 2016 to support production database operations within the primary data center.

Document Management: During FY 2016 the Human Services IS team completed an upgrade of the enterprise document management platform (Hyland OnBase) used by the County. The platform manages in excess of 5 million documents across the majority of the Human Services divisions including Child Welfare, Adult, Family and Child Medicaid, Senior and Adult Service and Program Integrity. The platform is a critical component of the day to day operations of the County and keeping it current is essential to ensuring access to client records.

An IT Asset Management tool was implemented by the Customer Services division of Information Services. The tool provides greater insight into the lifecycle of the County's desktop computers and will help with budget planning for replacements, providing quick insight to warranty status and age of computers. The tool also provides reporting on the status of equipment from receipt, to deployment, and through the surplus process. The tool also maintains a historical record of all assets for future reporting needs.

Citrix: In FY 2016 Information Services staff continued expanding the use of the Citrix Desktop Virtualization platform. Citrix zero clients were deployed to Human Services campuses for use as public JobLink/ePass kiosks and for employee use in training rooms. In addition, Citrix NetScaler

appliances were configured to allow access to specific resources while off of the County network. This has allowed for secure access to the Public Health Electronic Medical Records system by WakeMed staff.

Operating Budget Impact

Several major projects drive the operating impacts shown in the Automation element. Projects with operating budget impacts that begin in FY 2017 and carry through FY 2023 include: the County's document management initiatives implemented in the Human Services department, the Revenue department and Finance/Budget department. A new email system is also planned in the CIP, and this requires new operating funds in the General Fund.

Automation

Computer Equipment

The FY 2017-2023 CIP includes approximately $15.2 million to provide, maintain and upgrade desktop and portable computers and associated peripherals throughout the County's operations. The County will focus on ensuring that the business units have equipment that is appropriate to the technical needs of their business processes.

The FY 2017 Automation CIP includes funds for computer equipment to match the growth and changes in the County's business processes and to modernize existing deployed equipment. The FY 2017 CIP Equipment Budget will continue to replace County PCs that are at end of life cycle as well as meet the more specialized needs for some County departments.

Program Summary: Computer Equipment

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Purchased Services Construction	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	2,300,000	**15,204,000**
Total Uses	**2,096,000**	**2,206,000**	**2,300,000**	**2,000,000**	**2,096,000**	**2,206,000**	**2,300,000**	**15,204,000**
Funding Sources								
Transfers From General Fund	2,096,000	2,206,000	2,300,000	2,000,000	2,096,000	2,206,000	2,300,000	**15,204,000**
Total Sources	**2,096,000**	**2,206,000**	**2,300,000**	**2,000,000**	**2,096,000**	**2,206,000**	**2,300,000**	**15,204,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Automation

Enterprise Infrastructure

The FY 2017-2023 CIP includes approximately $13 million for Enterprise Infrastructure. The Enterprise Infrastructure funds are used for the core technical components and systems that support the County's operations. The projects include upgrades to and replacement of technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

Upgrades and replacements: FY 2017 includes funds for projects to replace aging server, security and network infrastructure that is reaching end-of-life or end-of-support. Network infrastructure provides connections within County facilities, connections to the County network and the Internet and wireless hardware for the County's mobile workers. Projects include an upgrade to the County's wireless and VPN platforms and the replacement of aging network monitoring equipment. Server Services will use FY 2017 CIP funding to continue the deployment of high-capacity servers to replace and augment existing servers that are at end-of-life, especially for those servers that support the County's virtual server environment. The County's primary storage platform is slated for replacement in FY 2017 as well. The platform used by Security Services for SPAM prevention is scheduled for also replacement in FY 2017. Lastly, the Database Operations team will upgrade Oracle to Standard Edition 2 in FY 2017.

Program Summary: Enterprise Infrastructure

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Purchased Services Construction	1,555,000	1,375,000	1,995,000	2,261,000	2,025,000	1,190,000	2,580,000	**12,981,000**
Total Uses	**1,555,000**	**1,375,000**	**1,995,000**	**2,261,000**	**2,025,000**	**1,190,000**	**2,580,000**	**12,981,000**
Funding Sources								
Transfers From General Fund	1,555,000	1,375,000	1,995,000	2,261,000	2,025,000	1,190,000	2,580,000	**12,981,000**
Total Sources	**1,555,000**	**1,375,000**	**1,995,000**	**2,261,000**	**2,025,000**	**1,190,000**	**2,580,000**	**12,981,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Automation

Major Projects

The FY 2017-2023 CIP includes approximately $27.2 million for major information system projects. The FY 2017-2023 CIP will provide funding for the maintenance and upgrade of the County's Enterprise Resource Planning (ERP) system, Property Tax system, Revaluation system, Jail and Records management system, and the Register of Deeds' Real Property and Vital Records applications. Additionally, Major Projects will continue support for the Public Health system implementation and the document management initiatives for Child Medicaid, Child Welfare, Senior and Adult Services and Program Integrity as well as integration into the County's ERP and Revenue systems. Funding continues to be allocated in Major Projects to upgrade the County's telecommunications infrastructure which began in FY 2014 and runs through FY 2018. Also programmed into the CIP is funding for the replacement of leased network circuits, a Microsoft Office upgrade, implementation of a Master Address Repository and the acquisition and implementation of a Voice over IP system beginning FY 2017.

The CIP includes several new projects recently approved to move forward. In FY 2017 funding is included to continue expanding the Document Management System into Child Support at Human Services. The plan also includes a Case Management System at Child Support that will be integrated with the Document Management System. Funding is also included in FY 2017 to transition to a new email platform. Major Projects also includes approximately $3.1 million for replacement of voting equipment, and that funding schedule is split between FY 2018 and FY 2019. Finally, the plan includes $100,000 to start exploring an Innovation Program to explore implementing new technologies or business processes that lead to efficiencies in government operations.

Program Summary: Major Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Other Contracts	1,535,000	–	–	–	–	–	–	**1,535,000**
Purchased Services Construction	4,438,000	3,191,000	3,150,000	2,327,000	1,450,000	1,101,000	770,000	**16,427,000**
IT Services Contracts	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	**9,191,000**
Appraisal	110,000	–	–	–	–	–	–	**110,000**
Total Uses	**7,396,000**	**4,504,000**	**4,463,000**	**3,640,000**	**2,763,000**	**2,414,000**	**2,083,000**	**27,263,000**
Funding Sources								
Transfers From General Fund	6,561,000	4,498,000	4,457,000	3,634,000	2,757,000	2,390,000	1,993,000	**26,290,000**
Outside Agencies	835,000	6,000	6,000	6,000	6,000	24,000	90,000	**973,000**
Total Sources	**7,396,000**	**4,504,000**	**4,463,000**	**3,640,000**	**2,763,000**	**2,414,000**	**2,083,000**	**27,263,000**
CIP Operating Impacts	717,392	788,342	1,059,292	1,063,292	1,085,743	1,095,033	1,103,981	**6,913,075**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Community Capital Grants

Element Summary: Community Capital Grants

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Reserved for Future Community Capital Projects	40,000	–	250,000	300,000	500,000	500,000	500,000	**2,090,000**
Advance Community Health	50,000	–	–	–	–	–	–	**50,000**
Boys and Girls Club	50,000	–	–	–	–	–	–	**50,000**
SouthLight Healthcare	–	300,000	250,000	200,000	–	–	–	**750,000**
Food Bank of Central & Eastern NC	500,000	–	–	–	–	–	–	**500,000**
Transitions LifeCare	150,000	200,000	–	–	–	–	–	**350,000**
Dorcas Ministries	50,000	–	–	–	–	–	–	**50,000**
Total Uses	**840,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,840,000**
Appropriated Fund Balance	340,000	–	–	–	–	–	–	**340,000**
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**3,500,000**
Total Sources	**840,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,840,000**
CIP Operating Impacts	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
CIP Operating Impacts - FTE	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Seven-Year CIP Summary

The FY 2017 - 2023 CIP includes $3.84 million over the seven year period. In the summer of FY 14, the Board of Commissioners approved a process for the selection of community capital projects to be funded through FY 2018. Projects were reviewed and selected to receive funding through a competitive, analytical process which included a request for proposals, submissions by applicants, finalist interviews, and analysis by an evaluation team comprised of external and internal stakeholders. Recommendations were presented to the Board of Commissioners, and in January 2014, the Board allocated funds for five Community Capital Grants Projects. Funding in FY 2017 is allocated to Boys and Girls Clubs of Wake County, Transitions LifeCare (formerly Hospice of Wake County)and Advance Community Health (formerly Wake Health Services). Additionally, two other organizations are receiving funding, as a result of the Southlight project being delayed and funding moved out, those are the Food Bank of Central and Eastern NC and Dorcas Ministries.

History/Background

In FY 2002, the Board of Commissioners established Community Capital Grants funding to support capital investments in projects that address critical community issues. This grants funding provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. Community Capital Grants are intended to accomplish the following goals: Develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors; address critical countywide needs in a way that is financially-sustainable and effective; and

encourage sustainable financial plans that address countywide problems.

To accomplish these goals, project proposals are reviewed and selected to receive funding through a competitive, analytical process. The selection of particular projects for funding is based primarily on whether an applicant's business plan meets the following criteria: Provides a comprehensive analysis of an unmet need in the countywide community; provides an analysis of alternative strategies for addressing the problem and recommends a project plan; researches or demonstrates a clear link between the project initiatives and resolution of the countywide problem; includes a mechanism to track and measure success and demonstrates a need for County capital investment for project success.

During the summer of FY 2014, the County requested project proposals for Community Capital Grant Funding for FY 2014 - FY 2018. The evaluation team chose finalists based on specific project criteria requirements and these finalists presented projects to the evaluation team which further evaluated the projects to come to final recommendations and funding amounts. All of the projects chosen include varying scopes, but all represent a county-wide need. The projects have a mix of funding sources, rely on Wake County funding of no more than 35 percent of total project funding, requested an amount no more than $1 million, describe an operating plan in detail, and demonstrate a self-sufficient operating budget.

Operating Budget Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget.

Community Capital Grants

Boys and Girls Club

For more than 46 years, the Boys & Girls Clubs has been at the forefront of youth development, working with young people from disadvantaged economic, social and family circumstances.

The organization's mission is to enable all young people- especially those who need it most - to reach their full potential as productive, caring, responsible citizens. To accomplish this, Boys & Girls Clubs offers after-school and summer programs for children and teens at seven locations focusing on three key areas: Academic Success, Health & Life Skills and Good Character & Citizenship.

The youth population in Wake County is among the area's fastest growing demographic segments - increasing more than 50% in just over 10 years. Rapid growth in this segment has strained, and in some cases, outpaced community resources, leaving a gap in service and opportunity that puts many young people at risk of negative influences like school dropout, teen pregnancy, drug use and juvenile crime.

The FY 2017-2023 CIP allocates the remaining $50,000 towards funding the construction of a $3.5 million 16,000 square foot Teen Center located on the corner of Raleigh Boulevard and Glascock Street in Raleigh. The project meets an unmet county-wide need for teen outreach services. There is a significant mix of funding sources from municipal, private, and not-for-profit partners, and Boys and Girls Clubs has been successful in building and achieving results from prior capital projects. The Boys and Girls Clubs has proposed several different ways to track and measure success, including growing teen membership, tracking of report cards, end of grade test results, grade matriculation, and graduation rates, as well as data gleaned from the National Youth Outcome Initiative toolkit survey and feedback from parents, community members, and other stakeholders. The Ralph E. Capps Teen Center opened its doors for teens in August of 2014. As of July 2015, they had 467 teens participating at the Teen Center.

Program Summary: Boys and Girls Club

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Aid to Community Agencies	50,000	–	–	–	–	–	–	**50,000**
Total Uses	**50,000**	**–**	**–**	**–**	**–**	**–**	**–**	**50,000**
Funding Sources								
Transfers From General Fund	50,000	–	–	–	–	–	–	**50,000**
Total Sources	**50,000**	**–**	**–**	**–**	**–**	**–**	**–**	**50,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Community Capital Grants

Dorcas Ministries

Dorcas Ministries provides crisis relief to Wake County residents, mostly in the Cary and Morrisville areas, who seek stability and self-sufficiency through food and financial assistance, scholarships, training programs, referrals and an affordable thrift shop.

Dorcas Ministries is partnering with Advance Community Health to establish a clinic for low to moderate income residents in the Cary/Morrisville region. The establishment of a medical clinic requires upfitting of the existing space to provide appropriate space for consultation and equipment. Dorcas Ministries has contributed $100,000 to the upfit but due to construction costs increasing Dorcas requires an additional $50,000 to complete the modifications. In FY 2017, Dorcas Ministries will receive $50,000 in Community Capital Grants to aid in the completion of this upfit.

Program Summary: Dorcas Ministries

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Buildings	50,000	–	–	–	–	–	–	**50,000**
Total Uses	**50,000**	**–**	**–**	**–**	**–**	**–**	**–**	**50,000**
Funding Sources								
Appropriated Fund Balance	50,000	–	–	–	–	–	–	**50,000**
Total Sources	**50,000**	**–**	**–**	**–**	**–**	**–**	**–**	**50,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Community Capital Grants

Food Bank of Central & Eastern NC

The Food Bank of Central & Eastern North Carolina believes in the power of community to solve hunger. They work collaboratively with 850 nonprofit partner agencies, government programs, and public and private funders to bring 48 million meals to the table for individuals and families that cannot meet their basic food needs each month. Since 1980, they have worked in communities throughout 34 of North Carolina's 100 counties to distribute food to those in need.

Based in Raleigh with five strategically located branches in Durham, Greenville, New Bern, Southern Pines, and Wilmington, the Food Bank works to provide nutritious meals to the estimated 646,740 people in their service area who struggle with hunger. Last year, they distributed 48 million meals across central and eastern North Carolina, ranking them in first place among the seven Feeding America food banks in the state and 15th among 200 Feeding America food banks nationwide, based on total food distributed.

Wake County receives 16% of the total food distributed throughout our 34 counties. The Raleigh facility currently hosts 61 staff members and with the increased space allowing for more programming, they will be adding more staff resources over the next five years to meet their strategic goals. Grant funding from the County will support additional meals and hunger relief programs in Wake County, and will impact our entire service area with greater efficiency and safety measures, meaning more food will be distributed to more people in need.

In FY 2017, the Food Bank of Central and Eastern NC, will receive $500,000 in Community Capital Grant Funding to go towards a new food distribution facility on Capital Boulevard in Raleigh. The new facility will increase food distribution by an additional 14 million meals across their service area by 2020. The impact in Wake County will include not only more meals to those in need, but also the addition of a community collaborative space and onsite teaching kitchen. With the ability to reach 50 - 75 people per day, most of them from the Wake County area, the teaching kitchen will provide nutrition education, cooking classes, and basic food literacy for individuals and families served by the Food Bank and its partners, as well as our local partner agencies.

Program Summary: Food Bank of Central & Eastern NC

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Buildings	500,000	–	–	–	–	–	–	**500,000**
Total Uses	**500,000**	**–**	**–**	**–**	**–**	**–**	**–**	**500,000**
Funding Sources								
Appropriated Fund Balance	250,000	–	–	–	–	–	–	**250,000**
Transfers From General Fund	250,000	–	–	–	–	–	–	**250,000**
Total Sources	**500,000**	**–**	**–**	**–**	**–**	**–**	**–**	**500,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Community Capital Grants

Transitions LifeCare

Transitions LifeCare, formerly Hospice of Wake County, is the oldest and largest hospice organization serving Wake and parts of surrounding counties. It promotes and improves the community's quality of living and dying through advance care planning, palliative (comfort) care, hospice care and bereavement services.

Transitions LifeCare helps families deal with a life-limiting diagnosis, counsels families throughout their grief journey, provides community education programs, and provides medical care and supportive services to over 1,500 families each year. To help meet the complex needs of families these services include: counseling support for families, short-term respite care, spiritual care and counseling, volunteer support, bereavement care and end of life education.

The FY 2017-2023 CIP allocates a total of $350,000 to Transitions LifeCare towards the expansion of ten beds for the existing 30-bed inpatient facility in Cary. The total construction cost is $2.9 million. There is an unmet county-wide need for hospice beds due to growing population in Wake County. This project proposes a mix of funding sources from municipal, private, and not-for-profit partners. There is evidence of successful prior projects and Transitions LifeCare proposes using several measures to demonstrate project outcomes including increased usage and achieving self sufficiency by 2017 for the entire facility. The expansion is set to open sometime this spring.

Program Summary: Transitions LifeCare

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Aid to Community Agencies	150,000	200,000	–	–	–	–	–	**350,000**
Total Uses	**150,000**	**200,000**	**–**	**–**	**–**	**–**	**–**	**350,000**
Funding Sources								
Transfers From General Fund	150,000	200,000	–	–	–	–	–	**350,000**
Total Sources	**150,000**	**200,000**	**–**	**–**	**–**	**–**	**–**	**350,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Community Capital Grants

Reserved for Future Community Capital Projects

The FY 2017-2023 CIP includes $2 million in reserve for future Community Capital projects. Funding is in the CIP each year to address growing community infrastructure needs. Typically appropriated as part of the budget process and selected on a case by case basis, the projects usually include infrastructure development or renovations over a multi-year timeframe. These projects address critical community problems with capital solutions. A process similar to that which was undertaken to choose FY 2014- FY 2018 projects will likely occur for the reserve for future funding that starts in FY 2019.

Program Summary: Reserved for Future Community Capital Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Aid to Community Agencies	40,000	–	250,000	300,000	500,000	500,000	500,000	**2,090,000**
Total Uses	**40,000**	**–**	**250,000**	**300,000**	**500,000**	**500,000**	**500,000**	**2,090,000**
Funding Sources								
Appropriated Fund Balance	40,000	–	–	–	–	–	–	**40,000**
Transfers From General Fund	–	–	250,000	300,000	500,000	500,000	500,000	**2,050,000**
Total Sources	**40,000**	**–**	**250,000**	**300,000**	**500,000**	**500,000**	**500,000**	**2,090,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Community Capital Grants

SouthLight Healthcare

Since 1970, SouthLight Healthcare has developed and implemented comprehensive substance abuse treatment programs for youth, adults, and families as they face the disease of addiction and its impact on mental, physical, social, and emotional health. Originally founded as an opioid treatment provider, they have expanded and enhanced their service continuum over the past four decades to include mental health treatment, residential services, pregnant and postpartum mothers' treatment, youth education/prevention, youth substance abuse treatment, criminal justice services, and most recently - primary care, crisis/community intervention services, and homeless healthcare. Their mission is to meet the holistic needs of individuals facing addiction, mental illness, and chronic health challenges, by delivering compassionate and coordinated behavioral healthcare with successful outcomes.

They are undergoing a three phase capital development plan that will include recovery apartments, an integrated care facility and a homeless respite and resource center. The FY 2017 - 2023 CIP allocates a total of $750,000 to partially fund $9.6 million planned for a 35,000 SF integrated care facility and 22,000 SF medical respite facility, both located on Garner Road in Raleigh. The project meets an unmet county-wide need for wrap-around primary care services for mental health and medical respite for the County's homeless population. SouthLight has demonstrated several community partnerships, including the Capital Care Collaborative, Community Care of North Carolina, United Way of the Greater Triangle, and the Partnership to End and Prevent Homelessness. SouthLight has proposed reporting on several clinical and project development outcomes, including increased number of clients serviced and tangible results related to abstinence from drug use, improved level of functioning, reduction in mental illness symptoms, employment/ education, crime and criminal justice, stability in housing, social connectedness and treatment retention. Funding is contingent upon successful progress on Phase 1 (Recovery Apartments) and demonstration of a bank loan commitment or other significant funding commitment towards Phase 2 and Phase 3 of the project. This funding is planned for FY 2018 - 2020.

Program Summary: SouthLight Healthcare

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Aid to Community Agencies	–	300,000	250,000	200,000	–	–	–	**750,000**
Total Uses	**–**	**300,000**	**250,000**	**200,000**	**–**	**–**	**–**	**750,000**
Funding Sources								
Transfers From General Fund	–	300,000	250,000	200,000	–	–	–	**750,000**
Total Sources	**–**	**300,000**	**250,000**	**200,000**	**–**	**–**	**–**	**750,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Community Capital Grants

Advance Community Health

Founded in 1972, Wake Health Services, Inc., now known as Advance Community Health is a private-not-for-profit community health center located in Raleigh. The mission Advance Community Health is to deliver quality, comprehensive primary healthcare - every patient, every time - in response to the needs of Wake County's communities. Advance Community Health was formed with a key purpose to address the primary healthcare needs of the citizens of Wake County who did not have access to care. Since its founding, the organization has grown to five medical practices; two are located in Raleigh and three are located in the communities of Apex, Fuquay-Varina, and Louisburg. Advance Community Health also provides services one day a week at the County's South Wilmington Street Center for homeless men.

They FY 2017-2023 CIP allocates the remaining $50,000 to partially fund the construction of a new $11 million, 29,000 SF, medical office building in Raleigh. There is an unmet need for primary care services for low-income residents not served by Wake County Human Services or private insurance. The target population is those unable to receive subsidies for private insurance and those who do not qualify for Medicaid. Community Health Centers are required to provide the full continuum of primary care services. The new building opened in October of 2015 and will provide comprehensive services including primary healthcare for persons of all ages from newborns to the elderly, behavioral and substance abuse counseling, nutrition counseling, diabetes education, pharmacy and prescription assistance services, dental services, healthcare for the homeless services, Medicaid eligibility screening and referral to inpatient and specialty care. All services are offered on a discounted fee plan based on family size and income. Advance Community Health proposes using several measures to demonstrate project effectiveness including reporting on the health status of consumers and the impact of reducing hypertension, obesity, asthma, low birth rates, and diabetes. They will also report on the level of additional persons served, payer mix, and zip codes from which residents are served. Funding towards this project was contingent upon Advance Community Health having a successful capital campaign generating $450,000 from community partners. As of February of 2016, they had raised $400,000 from community partners after having little experience with fundraising prior to this project. Advance Community Health is on target to raise the final $50,000 match and will receive their final appropriation towards this project in FY 2017.

Program Summary: Advance Community Health

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Aid to Community Agencies	50,000	–	–	–	–	–	–	**50,000**
Total Uses	**50,000**	**–**	**–**	**–**	**–**	**–**	**–**	**50,000**
Funding Sources								
Transfers From General Fund	50,000	–	–	–	–	–	–	**50,000**
Total Sources	**50,000**	**–**	**–**	**–**	**–**	**–**	**–**	**50,000**

Community Capital Grants

Program Summary: Advance Community Health

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

County Building Improvements

Element Summary: County Building Improvements

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Minor Building Projects	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	**8,400,000**
Corporate Security	348,000	258,000	280,000	305,000	340,000	365,000	298,000	**2,194,000**
Major Building Renovations	2,670,000	2,938,000	4,725,000	3,800,000	3,930,000	4,240,000	3,500,000	**25,803,000**
Roofing Projects	555,000	1,155,000	887,000	1,699,000	447,000	884,000	401,000	**6,028,000**
Crabtree Creek Flood Control Structures	187,000	341,000	186,000	217,000	458,000	–	–	**1,389,000**
Building Systems Replacements	2,427,000	1,254,000	1,823,000	660,000	450,000	797,000	857,000	**8,268,000**
Infrastructure Paving	556,000	1,157,000	705,000	368,000	391,000	581,000	343,000	**4,101,000**
Total Uses	**7,943,000**	**8,303,000**	**9,806,000**	**8,249,000**	**7,216,000**	**8,067,000**	**6,599,000**	**56,183,000**
Transfers From Major Facilities CIP	804,000	233,000	–	–	–	–	–	**1,037,000**
Transfers From General Fund	6,769,000	7,735,000	9,806,000	7,779,000	7,216,000	7,962,000	6,599,000	**53,866,000**
Municipalities	370,000	240,000	–	–	–	105,000	–	**715,000**
Outside Agencies	–	95,000	–	470,000	–	–	–	**565,000**
Total Sources	**7,943,000**	**8,303,000**	**9,806,000**	**8,249,000**	**7,216,000**	**8,067,000**	**6,599,000**	**56,183,000**
CIP Operating Impacts	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
CIP Operating Impacts - FTE	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Seven-Year CIP Summary

A total of $56.2 million is planned for County Building Improvements within the FY 2017 - 2023 CIP. As described in the following pages, this funding is used to maintain and improve County buildings so that they can continue meeting the public service needs of the Wake County citizens. Funds are allocated for roofing and building systems replacements, major renovations, and security improvements for County buildings. In FY 2012, the scope of the County Buildings element was expanded to include multiyear funding for repairs to the Crabtree Creek Watershed flood control structures. For FY 2014, the element was expanded further to cover replacement of paved parking areas and access roads where the pavement has exceeded its useful life and needs to be replaced.

History/Background

Wake County Government now occupies or has facility responsibility for nearly 175 buildings, totaling over 4.9 million sq. ft. Because many of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. The County Building Improvements element supports many of the goals of the overall CIP. These projects help to provide a safe and secure environment for Wake County citizens, employees, and customers; improve response times to suspicious activities and alarms through security improvements; locate staff and configure work space to achieve the most effective and efficient service delivery possible; and reduce energy consumption and achieve long-term savings

in annual expenditures for utilities in County facilities.

Facility Master Planning

The County completed a Facility Master Plan in 1999 that has shaped the County's approach to the County Building Improvement Element. This Master Plan proposed various building renovation projects over the ensuing seven-year period. All County departments and a facility-planning consultant were involved in the plan's development, which included a comprehensive condition assessment of 50 County-owned buildings. The Master Plan recommended that older County buildings be brought into compliance with updated building and life-safety codes and that the County modify or replace old lighting, heating, ventilating, and air-conditioning systems to increase energy efficiency and reduce energy consumption. Some preventive maintenance projects, such as roof systems replacement and exterior waterproofing on larger multi-story buildings, were also included. The Master Plan and periodic condition assessments are key tools in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence.

Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. This process is called Facility Condition Assessment. The primary objective is to provide a report of the findings of physical field assessments of exterior and interior building components and systems. All of the reviewed building components are given a condition rating based upon: serviceability, general condition (structural, utilities, finishes, etc.), useful remaining life of systems, suitability for the intended use, and adequacy of life safety systems, repair/maintenance, and renewal/ replacement considerations.

All buildings constructed prior to 2001 were evaluated over a multiyear period during an initial cycle of assessments completed in FY 2010. A new cycle of assessments began in FY 2016 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

Operating Budget Impact

Since these expenditures primarily represent routine improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations, or systems are replaced with those that are more energy-efficient, there may be annual energy savings.

County Building Improvements

Crabtree Creek Flood Control Structures

The FY 2017 - 2023 CIP includes $1.4 million for the repair and renovation to the flood structures in the Crabtree Creek Watershed. The Crabtree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States. The CCWP was started in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina, and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm flood impoundment structures throughout northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency (previously the Soil Conservation Service). Wake County is responsible for maintaining these structures to prevent flooding of the Crabtree Creek.

For FY 2016, construction and installation of a new slide gate system was completed for Site 3, Bond Lake. Site 5A, Page Lake, and Site 18, Cole's Branch Reservoir, are expected to be constructed by Fall 2016. Funding for Site 11A, Richland Creek, is included in FY 2017. Additional funding of $1,200,000 is included in FY 2021 for the repair and renovation of the remaining 4 watershed protection sites.

Program Summary: Crabtree Creek Flood Control Structures

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	187,000	341,000	186,000	217,000	458,000	–	–	**1,389,000**
Total Uses	**187,000**	**341,000**	**186,000**	**217,000**	**458,000**	**–**	**–**	**1,389,000**
Funding Sources								
Transfers From General Fund	187,000	341,000	186,000	217,000	458,000	–	–	**1,389,000**
Total Sources	**187,000**	**341,000**	**186,000**	**217,000**	**458,000**	**–**	**–**	**1,389,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

County Building Improvements

Infrastructure Paving

The FY 2017 - 2023 CIP includes $4.1 million for Infrastructure paving projects. Wake County maintains and operates nearly 175 buildings, many of which have paved parking areas and access drives. Some of the paving has reached life cycle and is in need of repair and replacement. Infrastructure Paving was added to the CIP as a new County Building Improvement Program beginning in FY 2014.

Pavement assessments were conducted at most of the county facilities. These assessments identified pavement areas that were in disrepair. Further evaluation was done to identify the highest priorities for facilities that were nearing life cycle and were in the greatest need for pavement repair and replacement.

For FY 2016, Phase II asphalt replacement at Blue Jay Point County Park and Phase I asphalt replacement for Sunnybrook Public Health Center parking area were completed. For FY 2017, $556,000 is planned for Infrastructure Paving Projects, which includes the second phase of parking replacement at Human Services Sunnybrook Public Health Center and resealing of the Public Safety Center Parking Deck.

Program Summary: Infrastructure Paving

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	556,000	1,157,000	705,000	368,000	391,000	581,000	343,000	**4,101,000**
Total Uses	**556,000**	**1,157,000**	**705,000**	**368,000**	**391,000**	**581,000**	**343,000**	**4,101,000**
Funding Sources								
Transfers From General Fund	556,000	1,157,000	705,000	368,000	391,000	581,000	343,000	**4,101,000**
Total Sources	**556,000**	**1,157,000**	**705,000**	**368,000**	**391,000**	**581,000**	**343,000**	**4,101,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

County Building Improvements

Major Building Renovations

The FY 2017 - 2023 CIP includes $25.8 million to undertake major repairs and renovations at various County facilities and to conduct the next cycle of Facility Condition Assessments.

Major Renovations in the county Buildings Element may include any of the following types of projects - projects that are part of a long term Master Plan, a department request for renovated or new space, or a new previously unidentified code issue that needs attention.

For FY 2017, funding is obligated for Phase 2 of the new cycle of Facility Condition Assessments for all County Buildings, Phase 2 of the Multi-year improvements plan for the Wake County Office Building to include construction of the 9th floor renovation, design of the 2nd and 12th floor renovations, and Phase 2 of electrical life cycle replacements, and the first phase of facility conditions upgrades by floor at the Swinburne Human Services Center.

Program Summary: Major Building Renovations

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	470,000	2,138,000	1,675,000	1,300,000	1,130,000	1,740,000	–	**8,453,000**
Professional Services	–	–	350,000	–	–	–	–	**350,000**
Construction in Progress	2,200,000	800,000	2,700,000	2,500,000	2,800,000	2,500,000	3,500,000	**17,000,000**
Total Uses	**2,670,000**	**2,938,000**	**4,725,000**	**3,800,000**	**3,930,000**	**4,240,000**	**3,500,000**	**25,803,000**
Funding Sources								
Transfers From Major Facilities CIP	804,000	233,000	–	–	–	–	–	**1,037,000**
Transfers From General Fund	1,866,000	2,705,000	4,725,000	3,800,000	3,930,000	4,240,000	3,500,000	**24,766,000**
Total Sources	**2,670,000**	**2,938,000**	**4,725,000**	**3,800,000**	**3,930,000**	**4,240,000**	**3,500,000**	**25,803,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

County Building Improvements

Building Systems Replacements

The FY 2017 - 2023 CIP includes $8.3 million to replace mechanical, electrical, and plumbing systems at County facilities. The County contracts with a consultant to assess its HVAC equipment and maintain a comprehensive replacement schedule for this equipment through the year 2035 to assist with long term planning. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs and other relevant factors. The replacement schedule helps the County estimate when various pieces of equipment will need to be replaced. This allows the County to spread the impact of these projects over several years and helps prevent "surprise" expenditures. Although the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage, since newer units tend to be more energy efficient. In addition, plumbing, electrical, and life safety systems projects, identified through the County's Facilities Assessment process, are also included in this category.

FY 2017 projects include replacement of mechanical systems components at the Sunnybrook Human Services Center, Public Safety Center Boiler Replacement, and installation of the second phase of a migration to a new Direct Digital Control Platform for the County's Master Building Management System, which controls HVAC and electrical operations.

Program Summary: Building Systems Replacements

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	2,427,000	1,254,000	1,823,000	660,000	450,000	797,000	857,000	**8,268,000**
Total Uses	**2,427,000**	**1,254,000**	**1,823,000**	**660,000**	**450,000**	**797,000**	**857,000**	**8,268,000**
Funding Sources								
Transfers From General Fund	2,427,000	919,000	1,823,000	660,000	450,000	797,000	857,000	**7,933,000**
Municipalities	–	240,000	–	–	–	–	–	**240,000**
Outside Agencies	–	95,000	–	–	–	–	–	**95,000**
Total Sources	**2,427,000**	**1,254,000**	**1,823,000**	**660,000**	**450,000**	**797,000**	**857,000**	**8,268,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

County Building Improvements

Minor Building Projects

The FY 2017 - 2023 CIP includes $8.4 million over the seven year plan. This category includes repairs, replacements, alterations, and renovations that typically cost under $100,000. Seventy percent of these funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value. These projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program.

After repairs/replacements, 30 percent of the funds are allocated for alteration/renovation projects. Representatives from the County's various departments rank the alterations/renovations projects submitted by County departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County: 1) Federal or state mandates/ADA compliance; 2) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/ cost savings; and 9) Alignment with stated Board of Commissioner priorities. The committee provides project priority, based on value based criteria, to apply a limited funding resource to the highest organizational need.

Program Summary: Minor Building Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Building Maintenance/ Repair	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	**8,400,000**
Total Uses	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**8,400,000**
Funding Sources								
Transfers From General Fund	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	**8,400,000**
Total Sources	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**	**8,400,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

County Building Improvements

Roofing Projects

The FY 2017 - 2023 CIP includes $6 million for roof repairs or replacements at County facilities. To help facilitate long-term capital planning, the County hires a roof engineering consultant to assess the roof conditions at county buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are done in accordance with the consultant's recommendations for replacements of roofing systems that are approaching the end of their useful life.

FY 2017 projects include funds for roof replacements at the Eva Perry Library, Southeast Regional Library (metal roof section), Agricultural Services Center, and Animal Control Center.

Program Summary: Roofing Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	555,000	1,155,000	887,000	1,699,000	447,000	884,000	401,000	**6,028,000**
Total Uses	**555,000**	**1,155,000**	**887,000**	**1,699,000**	**447,000**	**884,000**	**401,000**	**6,028,000**
Funding Sources								
Transfers From General Fund	185,000	1,155,000	887,000	1,229,000	447,000	779,000	401,000	**5,083,000**
Municipalities	370,000	–	–	–	–	105,000	–	**475,000**
Outside Agencies	–	–	–	470,000	–	–	–	**470,000**
Total Sources	**555,000**	**1,155,000**	**887,000**	**1,699,000**	**447,000**	**884,000**	**401,000**	**6,028,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

County Building Improvements

Corporate Security

The FY 2017- FY 2023 CIP includes $2.2 million for security improvements at county buildings. Projects scheduled for FY 2017 include Video Projects at Cameron Village Library, Wake County Office Building, and Wake County Office Park, as well as, Control Room Life Cycle Replacements for Swinburne and South Wilmington Street Center.

Program Summary: Corporate Security

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	348,000	258,000	280,000	305,000	340,000	365,000	298,000	**2,194,000**
Total Uses	**348,000**	**258,000**	**280,000**	**305,000**	**340,000**	**365,000**	**298,000**	**2,194,000**
Funding Sources								
Transfers From General Fund	348,000	258,000	280,000	305,000	340,000	365,000	298,000	**2,194,000**
Total Sources	**348,000**	**258,000**	**280,000**	**305,000**	**340,000**	**365,000**	**298,000**	**2,194,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Criminal Justice

Element Summary: Criminal Justice

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
DWI Lab Equipment Upgrade	830,000	–	–	–	–	–	–	**830,000**
Detention Facilities	–	100,000	200,000	200,000	200,000	200,000	–	**900,000**
Criminal Justice Security	520,000	829,000	399,000	451,000	644,000	595,000	698,000	**4,136,000**
Existing Courthouse Renovations	–	–	850,000	–	–	–	–	**850,000**
Total Uses	**1,350,000**	**929,000**	**1,449,000**	**651,000**	**844,000**	**795,000**	**698,000**	**6,716,000**
Transfers From General Fund	1,350,000	929,000	1,449,000	651,000	844,000	795,000	698,000	**6,716,000**
Total Sources	**1,350,000**	**929,000**	**1,449,000**	**651,000**	**844,000**	**795,000**	**698,000**	**6,716,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total $5.7 million over the next seven years.

Funding of $850,000 will be used to continue making needed improvements to the Courthouse and $4.1 million over the next 7 years will go towards security system upgrades at all Criminal Justice facilities. $700,000 will go towards planning for a future Detention Facility expansion.

History/Background

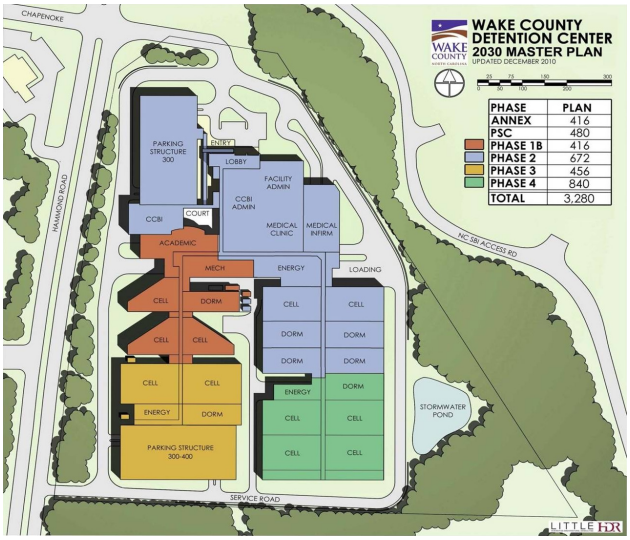
The primary goals of the Criminal Justice element are to provide sufficient functional space to efficiently process arrestees through booking and intake so that arresting law enforcement officers are released as soon as possible; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards for safety and confinement of individuals who are awaiting court appearance, trial, or sentencing, or who are serving sentences of less than 180 days; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and minimize ongoing operational costs; and provide safe, secure, reliable, and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate court facilities for the judicial system to enable criminal, civil, and family cases to be processed in a timely and effective manner. In addition, NCGS 153.A2-21 establishes standards for designing, building, and operating detention facilities. To address these statutory requirements, a Court Facility Space Planning Committee was originally established in the 1980's to work with County representatives to plan and implement justice related capital projects. This long-standing committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999 and updated in FY 2005.

This Master Plan formed the basis for implementation of each Criminal Justice capital project, and was culminated with the completion of the Justice Center in 2013. Support by the Board of Commissioners for these Criminal Justice Projects affirmed its commitment to ensuring a safe community for Wake County citizens.

Project Accomplishments

Existing Courthouse: Over the past nine years, approximately 90 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed in accordance with a multi-year Courthouse Renovation Plan. This work began in FY 2004 and has been accomplished in phases, while keeping the over-crowded court system fully operational. The final floor renovation to the Salisbury Street Lobby was completed in FY 2016.



Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to 2030. This plan, along with a funding strategy for the proposed capital improvements, was endorsed by the Board of Commissioners in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long term detention capital improvements needed to meet state mandated jail standards. Wake County owns 25.58 acres of land, comprised of two tracts, on Hammond Road, near Tryon Road, in Raleigh. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum security inmate housing facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30-40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 consisting of a two-story building, with capacity for 416 medium security inmates, was completed (known as Phase 1B).

Phase 2, completed in 2012, consisted of a 415,000 sq.ft. addition to the existing building. This resulted in 672 beds being added to the County detention system. Approximately 75 percent of inmates in the system are now incarcerated at the Hammond Road site. The Phase 2 project included relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site. Kitchen, laundry, and infirmary facilities to support the entire inmate population projected to be housed in the County's detention system (beyond 2030) and a 300-car parking deck were built at the Hammond Road site as part of the Phase 2 expansion.

Funding is shown in later years of the FY 2017 -2023 CIP, totaling $700,000, for planning and design services for a future Phase 3 expansion of the Hammond Road Detention Center. Construction of this future 456 bed expansion will ultimately depend on the jail population and composition, but it is currently planned to begin after FY 2023.

Program Summary: Detention Facilities

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Preliminary Development	–	100,000	–	–	–	–	–	**100,000**
Professional Services	–	–	200,000	200,000	200,000	200,000	–	**800,000**
Total Uses	**–**	**100,000**	**200,000**	**200,000**	**200,000**	**200,000**	**–**	**900,000**
Funding Sources								
Transfers From General Fund	–	100,000	200,000	200,000	200,000	200,000	–	**900,000**
Total Sources	**–**	**100,000**	**200,000**	**200,000**	**200,000**	**200,000**	**–**	**900,000**

Program Summary: Detention Facilities

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Criminal Justice Security

The FY 2017 - 2023 CIP includes $4.1 million for Criminal Justice Security. Projects for FY 2017 - 2023: Life cycle replacement projects include Digital Video Systems; Video Visitation Equipment Replacements; Glazing Modifications; and Design for Replacement of Public Safety Center hardline locks.

Program Summary: Criminal Justice Security

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	520,000	829,000	399,000	451,000	644,000	595,000	698,000	**4,136,000**
Total Uses	**520,000**	**829,000**	**399,000**	**451,000**	**644,000**	**595,000**	**698,000**	**4,136,000**
Funding Sources								
Transfers From General Fund	520,000	829,000	399,000	451,000	644,000	595,000	698,000	**4,136,000**
Total Sources	**520,000**	**829,000**	**399,000**	**451,000**	**644,000**	**595,000**	**698,000**	**4,136,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

DWI Lab Equipment Upgrade

The FY 17 CIP includes $830,000 for funding Driving While Impaired (DWI) blood testing equipment upgrades in the CCBI Crime Lab Unit. This equipment will decrease the time in which it takes chemists in the lab to prepare blood samples for testing and will enable chemists to identify more types of drugs and drugs at a lower level of concentration in the blood. Both of these improvements in testing will translate into more timely prosecution and improved road safety in Wake County.

Program Summary: DWI Lab Equipment Upgrade

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Machinery and Equipment	830,000	–	–	–	–	–	–	**830,000**
Total Uses	**830,000**	**–**	**–**	**–**	**–**	**–**	**–**	**830,000**
Funding Sources								
Transfers From General Fund	830,000	–	–	–	–	–	–	**830,000**
Total Sources	**830,000**	**–**	**–**	**–**	**–**	**–**	**–**	**830,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Existing Courthouse Renovations

The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960's to serve Wake County as a Courthouse, Office Building, and 170 bed jail. Since its original construction, the use of the Courthouse has substantially changed. Prior to the completion of the Wake County Justice Center in 2013, there were 31 heavily used courtrooms, along with various support functions of the Tenth Judicial District, located in the Courthouse. Although that number has been reduced with new courtrooms in the Justice Center, occupancy loads in the building nonetheless substantially increased over the past 20 years.

County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed multi-year Improvement Plan for the Courthouse. The planned improvements are being implemented in phases to assure the building remains fully operational and can continue to serve as a judicial facility for Wake County. These improvements include removal of asbestos containing materials, installation of fire sprinkler, and alarm systems, bringing the building into substantial compliance with modern high-rise building codes and providing additional building accommodations as required by the Americans with Disabilities Act (ADA). Mechanical and electrical systems are also being upgraded, replaced, or refurbished. Implementation of the Courthouse multi-year Capital Improvement Plan is an essential part of the County's 30-year Justice Facility Master Plan.

In FY 2016, construction was completed for renovations to the Salisbury Street Lobby and the modernization project continued for Elevators 1 - 4. These are the final major renovation projects planned as part of the multi-phase improvements plan for the Courthouse.

Funding of $850,000 is planned for FY 2019 for modernization of remaining Elevators 5 and 6.

Program Summary: Existing Courthouse Renovations

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	–	–	850,000	–	–	–	–	**850,000**
Total Uses	**–**	**–**	**850,000**	**–**	**–**	**–**	**–**	**850,000**
Funding Sources								
Transfers From General Fund	–	–	850,000	–	–	–	–	**850,000**
Total Sources	**–**	**–**	**850,000**	**–**	**–**	**–**	**–**	**850,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Economic Development

Element Summary: Economic Development

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Jordan Lake Reclaimed Water Project	–	–	–	2,649,000	–	–	–	**2,649,000**
Business Development Grants	1,822,000	1,760,000	1,474,000	946,000	916,000	871,000	823,000	**8,612,000**
On-site Water and Sewer	–	–	300,000	300,000	300,000	–	–	**900,000**
Total Uses	**1,822,000**	**1,760,000**	**1,774,000**	**3,895,000**	**1,216,000**	**871,000**	**823,000**	**12,161,000**
Transfers From General Fund	1,822,000	1,760,000	1,774,000	3,895,000	1,216,000	871,000	823,000	**12,161,000**
Total Sources	**1,822,000**	**1,760,000**	**1,774,000**	**3,895,000**	**1,216,000**	**871,000**	**823,000**	**12,161,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Seven-Year CIP Summary

The FY 2017- 2023 CIP includes $12.2 million for water and sewer system upgrades and economic development business grant payments. Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP), and provide payments as approved by the Board of Commissioners for various business development grants.

History/Background

Research Triangle Park Water and Sewer

In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for among other items and conditions, the following: (1) The County constructs the water, sewer, and reclaimed water infrastructure necessary to provide service to sites of RTP South customers. (2) RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.). (3) Cary will provide water, reclaimed water, and wastewater treatment to the customers of RTP South based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer, and reclaimed water facilities installed by the County. Over the past twenty years, over 30,000 linear feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. It is important to note that the County has worked with both the Town of Morrisville and the Town of Cary over the past several years to jointly install a portion of the sewer lines. Essentially all three parties were able to realize significant savings through joint planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Wake County completed closing out the grant awards from the EPA for the design and installation of a water reclamation system in RTP South and the

surrounding area. This included reimbursements in coordination with Durham County and the Town of Cary. The first two phases of this system have been completed. A third phase is planned in FY 2019.

Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2017 - 2023 CIP includes estimated business development grant payments for Seqirus (formerly Novartis), Red Hat, NetApp, MetLife, and Xellia Pharmaceuticals. Only agreements approved by the Board of Commissioners are shown in the County's CIP.

Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on the County's operating budget. As explained on the following project pages, the County does not assume the responsibility for operating or maintaining any of the water/sewer infrastructure funded here. Instead, the maintenance and operation of this infrastructure is the responsibility of our municipal or other partners.

Economic Development

Business Development Grants

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business development grants to corporations that invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business development grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2017 - 2022 CIP includes approximately $8.6 million in anticipated business development grant awards for Seqirus (formerly Novartis), Red Hat, NetApp, MetLife and Xellia Pharmaceuticals.

Novartis has met the terms of the approved business development agreement. Per the agreement approved by the Board of Commissioners in July 2006, Novartis was required to create an investment of at least $100 million by December 31, 2010 and create 350 new jobs. Novartis has met the terms of the agreement and the FY 2017-2023 CIP includes $1 million for the remaining estimated payments in accordance with the grant agreement. The grant agreement dated July 18, 2006 states that any successor to Novartis will receive remaining payments, therefore Seqirus will receive remaining FY 2017 - 2023 payments per the terms of the grant agreement.

NetApp has two business development grant agreements with the County. The first was approved by the Board of Commissioners on February 20, 2012 related to NetApp's investment of $50 million in building a lab and data center and the creation of 50 new full-time positions. The second agreement was approved by the County on August 6, 2012 for a subsequent datacenter and research and development lab and an additional 50 new full-time positions. Both investments have been reached, and it is anticipated that NetApp will receive $4.2 million in business development payments from FY 2017-2023.

As of December 2011, Red Hat committed to the creation and retention of more than 500 jobs and expending over $30 million in Wake County. Red Hat met the requirements of the County's agreement and is anticipated to receive remaining payments of $169,000 in the FY 2017 - FY 2023 CIP.

In March of 2013, MetLife committed to a new investment in Wake County of at least $85 million and the creation of over 1200 jobs. MetLife has met the terms of the agreement. The FY 2017 - 2023 CIP includes $2 million of business development payments for MetLife per the terms of the County's agreement.

On September 9, 2014, the Board of Commissioners approved a business development grant agreement for Xellia Pharmaceuticals related to investment of lyophilization units and a new warehouse. Per the terms of the agreement, Xellia must meet investment of $100 million, and the creation of 50 new jobs. The FY 2017 - 2023 CIP includes $1.2 million beginning in FY 2018 in anticipation of Xellia meeting the terms of the agreement.

Program Summary: Business Development Grants

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Economic Development	1,822,000	1,760,000	1,474,000	946,000	916,000	871,000	823,000	**8,612,000**
Total Uses	**1,822,000**	**1,760,000**	**1,474,000**	**946,000**	**916,000**	**871,000**	**823,000**	**8,612,000**
Funding Sources								
Transfers From General Fund	1,822,000	1,760,000	1,474,000	946,000	916,000	871,000	823,000	**8,612,000**
Total Sources	**1,822,000**	**1,760,000**	**1,474,000**	**946,000**	**916,000**	**871,000**	**823,000**	**8,612,000**

Program Summary: Business Development Grants

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Jordan Lake Reclaimed Water Project

Wake County received grant awards from the Environmental Protection Agency (EPA) totaling just under $3.0 million for the design and installation of a water reclamation system in the Wake County portion of Research Triangle Park (RTP) South.

Phase 1 of this project was completed in FY 2013 and provides reclaimed water to all but one of the developed sites currently located in RTP South. Reclaimed water will be used by the RTP tenants for irrigation and cooling towers, thereby reducing the need for potable water. The construction of Phase II of the project will continue south from RTP along Green Level Church Road to Thomas Brook Park and the USA Baseball facilities and will be managed by the Town of Cary. Phase II was bid by the Town of Cary and was completed in Spring 2015. The final phase of the project will be managed by the County and provide service to the remainder of the sites located in RTP South. This portion of the project is currently budgeted in FY 2020 but is subject to the development of additional sites and further demand for reclaimed water within RTP South.

Program Summary: Jordan Lake Reclaimed Water Project

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	–	–	–	2,649,000	–	–	–	**2,649,000**
Total Uses	**–**	**–**	**–**	**2,649,000**	**–**	**–**	**–**	**2,649,000**
Funding Sources								
Transfers From General Fund	–	–	–	2,649,000	–	–	–	**2,649,000**
Total Sources	**–**	**–**	**–**	**2,649,000**	**–**	**–**	**–**	**2,649,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Economic Development

On-site Water and Sewer

To encourage job creation and economic development, the County has provided funds for the installation of off-site water, sewer, and reclaimed water infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water, sewer, and reclaimed water service up to the property line of the individual sites within RTP. In addition, the Wake County Water, Sewer, and Orphan Roads Policy specifically provides for assistance with the construction of on-site water, sewer, and reclaimed water lines to industrial tenants within RTP. The Board of Commissioners has in the past approved funding for the construction of on-site water and sewer lines to within five feet of the building for new and expanding industries in RTP, including Cisco, Biogen, Sony Ericsson, Diosynth, Credit Suisse, and Network Applications. Funding for on-site utilities is considered and approved by the Board of Commissioners on a case by case basis when requested.

The FY 2017 - 2023 CIP includes $300,000 annually, from FY 2019 through FY 2021, for future on-site water, sewer, and reclaimed water infrastructure.

Program Summary: On-site Water and Sewer

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	–	–	300,000	300,000	300,000	–	–	**900,000**
Total Uses	**–**	**–**	**300,000**	**300,000**	**300,000**	**–**	**–**	**900,000**
Funding Sources								
Transfers From General Fund	–	–	300,000	300,000	300,000	–	–	**900,000**
Total Sources	**–**	**–**	**300,000**	**300,000**	**300,000**	**–**	**–**	**900,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Libraries

Element Summary: Libraries

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
North Hills Library	–	1,517,000	4,764,000	–	–	–	–	**6,281,000**
Wake Forest Library	3,756,000	–	–	–	–	–	–	**3,756,000**
Upgrades to Existing Library Facilities	400,000	105,000	–	–	–	–	–	**505,000**
Reserved for Future Library Projects	–	–	232,000	–	–	–	–	**232,000**
Morrisville Library	108,000	5,520,000	–	–	–	–	–	**5,628,000**
Fuquay-Varina Library	4,784,000	–	–	–	–	–	–	**4,784,000**
Total Uses	**9,048,000**	**7,142,000**	**4,996,000**	**–**	**–**	**–**	**–**	**21,186,000**
Authorized and Unissued	3,656,000	7,142,000	4,996,000	–	–	–	–	**15,794,000**
Bond Anticipation Notes	5,392,000	–	–	–	–	–	–	**5,392,000**
Total Sources	**9,048,000**	**7,142,000**	**4,996,000**	**–**	**–**	**–**	**–**	**21,186,000**
CIP Operating Impacts	**1,300,000**	**490,000**	**471,000**	**1,187,000**	**–**	**–**	**–**	**3,448,000**
CIP Operating Impacts - FTE	**8**	**8**	**8**	**8**	**–**	**–**	**–**	**32**

Seven-Year CIP Summary

The FY 2017 - 2023 CIP includes $21.2 million to construct a variety of new, replacement, and expanded libraries, based on the 2007 Libraries Master Plan for which library bonds were approved by the voters in October 2007.

Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011. Bond sales took place in the summer of 2014 and the spring of 2016. Following these sales, funding for the remaining major construction projects will continue in FY 2017 and will stretch through FY 2019.

History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007, reaffirms the Division's focus on books, reading, and children and identifies no major changes to the system's service plan or priorities. In addition, the prototypes and operating models for community branches and regional libraries identified in the 2002 Libraries Master Plan do not require any significant changes. The 2007 Libraries Master Plan provides a long-range capital project implementation and funding plan, which led to the voter approved $45 million bond in October 2007.

Project Accomplishments

Construction of the Northeast Regional Library was completed and opened to the public in spring of 2016. In addition, renovations to the Southeast Regional Library in Garner were also completed in spring of 2016. Construction began for the new Middle Creek Community Library. Schematic Design also began for a new regional library in Cary and a new community library in Fuquay - Varina.

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.

Upgrades to Existing Library Facilities

Wake County's facility condition assessment process identified several library facilities where renovation and repairs would be necessary. The work includes site work repairs, interior and exterior renovations, roof replacements, HVAC and energy conservation improvements, and replacement of furnishings, fixtures, and equipment.

Two library upgrade projects remain. For the FY 2017 - 2023 CIP, upgrades are funded for East Regional Library ($400,000) in FY 2017 and Olivia Raney Library ($105,000) in FY 2018.

Program Summary: Upgrades to Existing Library Facilities

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	400,000	105,000	–	–	–	–	–	**505,000**
Total Uses	**400,000**	**105,000**	**–**	**–**	**–**	**–**	**–**	**505,000**
Funding Sources								
Authorized and Unissued	–	105,000	–	–	–	–	–	**105,000**
Bond Anticipation Notes	400,000	–	–	–	–	–	–	**400,000**
Total Sources	**400,000**	**105,000**	**–**	**–**	**–**	**–**	**–**	**505,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Libraries

Fuquay-Varina Library

The existing Fuquay-Varina Branch Library is 4,400 sq. ft. and is exceeding its circulation capacity and ability to meet other program demands and services. A new expanded community branch library therefore is planned. Due to the significant increase in population and library usage in this area of the county, staff has worked closely with the Town of Fuquay-Varina to find a site that would not only support a larger 8,500 SF library, but would allow for future expansion to a regional library of 20,000 SF.

A new site was acquired in FY 2016. The new facility is scheduled to open in FY 2018. The replacement library is expected to need approximately four new staff members. Operating cost estimates shown below include these staff along with funds for supplies and materials.

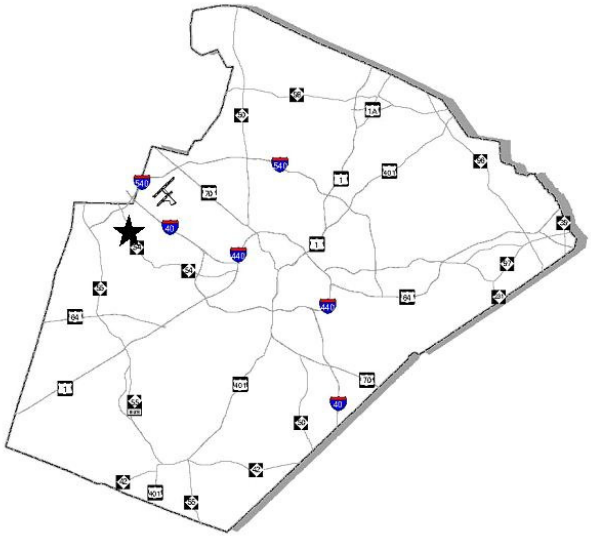
Program Summary: Fuquay-Varina Library

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	3,754,000	–	–	–	–	–	–	**3,754,000**
Library Materials	700,000	–	–	–	–	–	–	**700,000**
Furniture, Fixtures & Equipment	330,000	–	–	–	–	–	–	**330,000**
Total Uses	**4,784,000**	**–**	**–**	**–**	**–**	**–**	**–**	**4,784,000**
Funding Sources								
Bond Anticipation Notes	4,784,000	–	–	–	–	–	–	**4,784,000**
Total Sources	**4,784,000**	**–**	**–**	**–**	**–**	**–**	**–**	**4,784,000**
CIP Operating Impacts	82,000	245,000	105,000	–	–	–	–	**432,000**
CIP Operating Impacts - FTE	–	4	–	–	–	–	–	**4**

Libraries

Morrisville Library

A new community library is proposed for Morrisville as part of a planned downtown commercial complex where the town will dedicate the land for a library. Although the planned library is in the vicinity of West Regional Library, there remains an increasing demand for library services in the area. The building is proposed to be 8,500 sq. ft. and is scheduled to be completed for opening in FY 2019. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials.



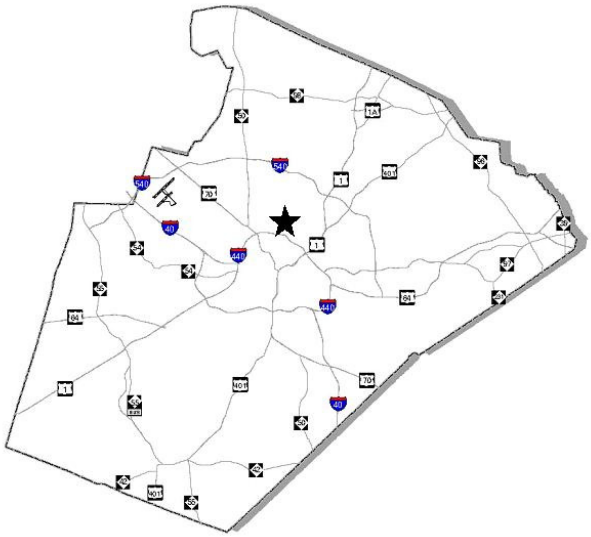
Program Summary: Morrisville Library

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	–	4,274,000	–	–	–	–	–	**4,274,000**
Professional Services	108,000	–	–	–	–	–	–	**108,000**
Library Materials	–	916,000	–	–	–	–	–	**916,000**
Furniture, Fixtures & Equipment	–	330,000	–	–	–	–	–	**330,000**
Total Uses	**108,000**	**5,520,000**	**–**	**–**	**–**	**–**	**–**	**5,628,000**
Funding Sources								
Authorized and Unissued	–	5,520,000	–	–	–	–	–	**5,520,000**
Bond Anticipation Notes	108,000	–	–	–	–	–	–	**108,000**
Total Sources	**108,000**	**5,520,000**	**–**	**–**	**–**	**–**	**–**	**5,628,000**
CIP Operating Impacts	–	–	261,000	363,000	–	–	–	**624,000**
CIP Operating Impacts - FTE	–	–	8	–	–	–	–	**8**

Libraries

North Hills Library

A new community library is proposed for Raleigh in the area of North Hills Center. This is an area of dense population, which currently has limited library services. The County will consider options, most likely leasing space in the North Hills vicinity. The branch is proposed to be 8,000 sq. ft. and scheduled for opening in FY 2020. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phase in beginning in FY 2020), along with funds for supplies and materials.



Program Summary: North Hills Library

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Land Costs	–	1,000,000	–	–	–	–	–	**1,000,000**
Construction Costs	–	242,000	3,519,000	–	–	–	–	**3,761,000**
Professional Services	–	275,000	–	–	–	–	–	**275,000**
Library Materials	–	–	915,000	–	–	–	–	**915,000**
Furniture, Fixtures & Equipment	–	–	330,000	–	–	–	–	**330,000**
Total Uses	**–**	**1,517,000**	**4,764,000**	**–**	**–**	**–**	**–**	**6,281,000**
Funding Sources								
Authorized and Unissued	–	1,517,000	4,764,000	–	–	–	–	**6,281,000**
Total Sources	**–**	**1,517,000**	**4,764,000**	**–**	**–**	**–**	**–**	**6,281,000**
CIP Operating Impacts	–	–	–	824,000	–	–	–	**824,000**
CIP Operating Impacts - FTE	–	–	–	8	–	–	–	**8**

Reserved for Future Library Projects

During November 2007 voters approved a $45 million bond referendum to build and/or renovate several libraries throughout Wake County. As part of the Libraries Master Plan six projects were identified for major construction or renovations. In addition, several other facility upgrades or renovations are expected to be completed within several Libraries throughout the County. The remaining funds of $112,000 will be used as a reserve for future library projects.

Program Summary: Reserved for Future Library Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Reserves (Budget Entries Only)	–	–	232,000	–	–	–	–	**232,000**
Total Uses	**–**	**–**	**232,000**	**–**	**–**	**–**	**–**	**232,000**
Funding Sources								
Authorized and Unissued	–	–	232,000	–	–	–	–	**232,000**
Total Sources	**–**	**–**	**232,000**	**–**	**–**	**–**	**–**	**232,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Libraries

Wake Forest Library

The existing Wake Forest Branch Library is 5,100 sq. ft. and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is operating at the level of a large community branch library and is scheduled to expand to 9,000 sq. ft. The site will accommodate expansion of the existing library, which is located adjacent to the County's Northern Regional Center. The expansion is scheduled to open in FY 2018. The expanded library is expected to need approximately four new staff members and includes these staff along with funds for supplies and materials.

Program Summary: Wake Forest Library

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	3,656,000	–	–	–	–	–	–	**3,656,000**
Professional Services	100,000	–	–	–	–	–	–	**100,000**
Total Uses	**3,756,000**	**–**	**–**	**–**	**–**	**–**	**–**	**3,756,000**
Funding Sources								
Authorized and Unissued	3,656,000	–	–	–	–	–	–	**3,656,000**
Bond Anticipation Notes	100,000	–	–	–	–	–	–	**100,000**
Total Sources	**3,756,000**	**–**	**–**	**–**	**–**	**–**	**–**	**3,756,000**
CIP Operating Impacts	–	245,000	105,000	–	–	–	–	**350,000**
CIP Operating Impacts - FTE	–	4	–	–	–	–	–	**4**

Open Space

Element Summary: Open Space

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Open Space	520,000	520,000	520,000	520,000	520,000	520,000	520,000	**3,640,000**
Total Uses	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**3,640,000**
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	**3,640,000**
Total Sources	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**3,640,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Seven-Year CIP Summary

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. In pursuit of this goal, County staff continually identifies and evaluates open space properties for potential acquisition. The County also attempts to leverage its available funds by partnering with municipal, state, and federal governments, as well as non-profit groups, to acquire properties of mutual interest.

Since 2001, a total of 5,976 acres of land has been acquired and preserved as Open Space for a total cost of $95.4 million which includes $70.5 million in County Funds. Wake County owns (and/or manages) of 4,844 acres and various partners control the remaining 1,132 acres.

In 2011, the County began utilizing open space funds to assist municipalities in developing greenway trails in open space areas. To date, the county has invested $10.6 million in four greenway projects totaling 14.7 miles.

In 2012, the County began improving certain open space properties to provide the public a way to enjoy the properties while still preserving them in a largely natural state. Three areas were initially identified for development as nature preserves allowing for limited public access; Robertson Millpond, Turnipseed, and the Procter Farm. Robertson Millpond Preserve opened in October 2015.

History/Background

During the 1990's Wake County experienced rapid growth and development in outlying areas that resulted in decreased forestland and farmland. In response, the Board of Commissioners created an Open Space Task Force in 1997 to provide feedback and recommendations for the Commissioners to consider. As a result of the task force's work, Wake County committed $1.3 million for open space planning and to provide grant funding for municipalities to encourage them to prepare open space plans. This planning work led to the first open space bond referendum in 2000. This bond funding, along with two additional bonds in 2004 and 2007, helped fund the County's open space acquisitions. The bond funds associated with the 2000 referendum ($15 million) and the 2004 referendum ($26 million) have been expended. On April 9, 2013, Wake County sold the final $21 million of bonds authorized by the 2007 referendum ($50 million) and that money is now available for open space purchases.

Over the years, Wake County's open space program has relied on input from the Consolidated Open Space Plan, Watershed Management Plan, Growth Management Plan, and other critical documents to help guide the acquisition process. In 2008, the guiding principles were captured in the Wake County Public Open Space Preservation Program Policy, which staff still uses to make decisions about the direction of the open space program.

Open Space

In FY 2012 County staff developed a GIS-based model to score and rank all potential open space properties in Wake County. The model uses many criteria including impact on water quality, size of the parcel, location, and species and habitat preservation. Once this data became available, Wake County began its "Solicitation of Interest" process wherein staff mails a letter to all high scoring property owners to see if they are interested in selling their property voluntarily. After the deadline to respond passes, staff can then evaluate all the available properties relative to one another. The shift to this acquisition process has provided staff with much more complete information and allows for a more effective evaluation process.

Project Accomplishments

Using the new acquisition process described above, Wake has purchased 233 acres of open space for $3.27 million to date in FY 2016.

In 2016, Wake County began a County-wide greenway master plan that will provide clear guidelines for the development of a County-wide network of greenway trails, furthering the benefits of greenways for all of Wake County.

Continuing in FY 2017, Wake County will use the approximately $5 million in general obligation bonds that remain from the April 2013 sale to acquire additional open space and proceed with greenway partnerships. In addition, the bond proceeds will continue to fund the design and construction of three new preserves at the Turnipseed, Robertson's Millpond, and Procter Farm open space properties.

Operating Budget Impact

Since the inception of the open space program, Wake County has incurred only minor operating costs associated with the stewardship of acquired land. However, as the number of acres under stewardship continues to grow, County staff is continually monitoring and evaluating its land management operations and programs. It is possible that in the future Parks, Recreation, and Open Space may request additional operating funds for open space stewardship.

Robertson's Millpond Preserve officially opened to the public in October 2015. Turnipseed and Proctor Farm Open Space properties will have public access in the future. In FY 2016, 1 FTE was funded to staff these Open Space Public Access sites.

Open Space

Open Space

Using the Solicitation of Interest acquisition process, Wake County has acquired 233 acres of open space for $3.27 million to date in FY 2016. Construction of Robertson's Millpond Preserve was completed in October 2015. The preserve will provide canoe and kayak opportunities on a unique cypress mill pond in the eastern part of Wake County.

Design and permitting of the Turnipseed Nature Preserve is expected to be completed in summer 2016. The preserve will provide hiking opportunities through unique wetland areas in the eastern part of Wake County. Construction is anticipated to start in Fall 2016.

The design and construction of Hatcher Creek/ Crabtree Creek Trail in the Town of Morrisville continues. This project is funded in part with County Open Space Bonds.

Continuing in FY 2017, Wake County will use the approximately $5 million of general obligation bonds that remain from the April 2013 to acquire additional open space and proceed with greenway partnerships. In addition, the bond proceeds will continue to fund the design and construction of three new preserves at the Turnipseed, Robertson's Millpond, and Procter Farm open space properties.

In addition to Open Space Bond funds, the CIP also includes annual reimbursements from the City of Raleigh ($500,000) and the Town of Wendell ($20,000) that may be used toward future open space acquisitions.

Program Summary: Open Space

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Land Costs	520,000	520,000	520,000	520,000	520,000	520,000	520,000	**3,640,000**
Total Uses	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**3,640,000**
Funding Sources								
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	**3,640,000**
Total Sources	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**520,000**	**3,640,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Parks

Element Summary: Parks

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	**2,100,000**
Existing Parks Facility Improvements	400,000	450,000	500,000	500,000	500,000	500,000	500,000	**3,350,000**
Total Uses	**700,000**	**750,000**	**800,000**	**800,000**	**800,000**	**800,000**	**800,000**	**5,450,000**
Transfers From General Fund	700,000	750,000	800,000	800,000	800,000	800,000	800,000	**5,450,000**
Total Sources	**700,000**	**750,000**	**800,000**	**800,000**	**800,000**	**800,000**	**800,000**	**5,450,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Seven-Year CIP Summary

The FY 2017 - 2023 CIP includes $5.5 million for the Parks system. This includes $2.1 million representing the County's contribution towards the Community Use of School Parks Program and $3.35 million for existing facility improvements at various County parks and school/park facilities.

History/Background

In 2008, staff updated the County's Comprehensive Parks and Recreation Master Plan by facilitating a review of existing facilities and predicted needs for future park facilities. In February 2008, the Board of Commissioners received the Comprehensive Parks and Recreation Master Plan.

The 2008 Comprehensive Plan confirms the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include: (1) Maintaining the three core service areas of open space, recreation and leisure, and environmental and cultural education. (2) Identifying new park facilities that meet current and long-term needs. (3) Continue to partner with the school system and municipalities in the delivery of parks and recreation services. (4) Continue the high level of maintenance and renovation at existing facilities.

Each park in the County's system has its own master plan. These plans were developed as each park was designed and helped guide the park's facility and program development. The 2008 Comprehensive Plan suggested that each park's master plan be updated to accurately assess the long term needs for the system and individual park facilities. In FY 2016, the County hired Alta Planning and Design to update all eight existing park master plans. This work is planned to be completed in the summer of 2016.

In the Community Use of Schools Program, Wake County actively facilitates partnerships between municipalities and the Wake County Public School System to construct park-related improvements on the school campuses.

Project Accomplishments

Completed detailed facility condition assessments for all county and school park facilities.

Completed construction of a new Kiosk check in facility for the high adventure ropes course at Blue Jay Point County Park in March 2016.

Construction is started on new mountain bike trails at Harris Lake County Park with an expected completion in the fall of 2016.

Completed design and permitting and started construction of a new accessible kayak/canoe launch area and associated access paths at Lake Crabtree County Park.

Parks

Completed updating the Master Plans for all eight (8) existing Wake County parks facilities.

Completed the Wake County Greenway System Plan.

Completed construction of Phase II of the Tenant House at Oak View County Park. Phase II includes interior renovations, installation of windows and doors, and construction of exterior masonry fireplaces.

Completed design and permitting and started construction for the American Tobacco Trail asphalt road crossing improvements, with expected completion in spring of 2016.

Completed installation of new rubberized safety surfacing at select locations at the North Wake Landfill District Park.

Completed design for a new playground at Crowder District Park. Site improvements and playground installation will be completed in summer of 2016.

Completed conceptual design and opinions of cost for the Mussel Propagation project at the Yates Mill County Park research wing.

Completed updating the Lake Myra County Park Master Plan.

Completed the updating of the Swift Creek Greenway Master Plan.

Completed construction on the first Wake County Nature Preserve at Robertson Millpond.

Completed design and permitting for Turnipseed Nature Preserve, with expected construction start in summer of 2016.

Existing Parks Facility Improvements

The County conducts annual facility condition assessments at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements. The FY 2017 - FY 2023 CIP includes $3.35 million to address improvements identified through the condition assessment process.

Construction is expected to be completed by summer 2016 on various capital improvement projects at six county park facilities and one school park based on priorities listed in the annual facility condition assessments. Park facilities included: American Tobacco Trail, Blue Jay Point, Crowder District Park, Lake Crabtree, North Wake Landfill District Park, Oak View, and Fuquay-Varina Elementary School Park. These projects include: gate replacements, construction of new asphalt entries on gravel trails, storm drainage and landscape improvements, asphalt trail repairs, historic building siding replacement, repairs and painting, and shelter structural improvements.

Program Summary: Existing Parks Facility Improvements

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	400,000	450,000	500,000	500,000	500,000	500,000	500,000	**3,350,000**
Total Uses	**400,000**	**450,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,350,000**
Funding Sources								
Transfers From General Fund	400,000	450,000	500,000	500,000	500,000	500,000	500,000	**3,350,000**
Total Sources	**400,000**	**450,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,350,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Parks

Community Use of School Parks

The Community Use of Schools Program represents a partnership between Wake County, Wake County Public School System, municipalities, and non-profit agencies to develop community parks in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

During the economic recession, municipal demand for the Community Use in School Parks program decreased, and the programâ¿¿s funds were reallocated to the Existing Parks Facility Improvements fund.

Beginning in the FY 2016 budget, funding was allocated at the previous level of $300,000 for land acquisition or infrastructure development for Community Use of School Parks. The Community Use of School Parks program will be evaluated and a process will developed to better utilize this County funding during FY 2017.

Program Summary: Community Use of School Parks

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	300,000	300,000	300,000	300,000	300,000	300,000	300,000	**2,100,000**
Total Uses	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**2,100,000**
Funding Sources								
Transfers From General Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	**2,100,000**
Total Sources	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**2,100,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Program-wide Projects

Element Summary: Program-wide Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**10,500,000**
Reserve for Future Projects	–	–	1,595,000	719,000	1,003,000	14,125,000	12,734,000	**30,176,000**
Total Uses	**1,500,000**	**1,500,000**	**3,095,000**	**2,219,000**	**2,503,000**	**15,625,000**	**14,234,000**	**40,676,000**
Transfers From General Fund	1,500,000	1,500,000	3,095,000	2,219,000	2,503,000	15,625,000	14,234,000	**40,676,000**
Total Sources	**1,500,000**	**1,500,000**	**3,095,000**	**2,219,000**	**2,503,000**	**15,625,000**	**14,234,000**	**40,676,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Program-wide Projects

Reserve for Future Projects

To ensure sound financial stewardship, the County maintains capital reserves for future projects. Typically these funds are considered available for future capital projects with sound business cases or cost increases for existing projects with changes in scope.

The FY 2017-2023 CIP includes $30 million for future capital improvement projects. The County CIP uses prior year funds as a revenue source in FY 2017 - FY 2018. After FY 2019, the majority of new funding for reserve for future projects is shown in FY 2022 - 2023.

Program Summary: Reserve for Future Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Reserves (Budget Entries Only)	–	–	1,595,000	719,000	1,003,000	14,125,000	12,734,000	**30,176,000**
Total Uses	**–**	**–**	**1,595,000**	**719,000**	**1,003,000**	**14,125,000**	**12,734,000**	**30,176,000**
Funding Sources								
Transfers From General Fund	–	–	1,595,000	719,000	1,003,000	14,125,000	12,734,000	**30,176,000**
Total Sources	**–**	**–**	**1,595,000**	**719,000**	**1,003,000**	**14,125,000**	**12,734,000**	**30,176,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Program-wide Projects

Transfers to Other Funds

The FY 2017-2023 CIP includes a transfer to the Wake Tech Capital Fund of $10.5 million. These funds will be used for both current and future general repairs and renovations as well as minor capital projects at Wake Technical Community College.

Program Summary: Transfers to Other Funds

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Interfund Transfers Out	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**10,500,000**
Total Uses	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**10,500,000**
Funding Sources								
Transfers From General Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**10,500,000**
Total Sources	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**10,500,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Public Safety

Element Summary: Public Safety

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Emergency Operations Center	–	–	918,000	2,769,000	8,313,000	–	–	**12,000,000**
Emergency Management	360,000	–	–	–	–	–	–	**360,000**
CAD Improvements	175,000	350,000	175,000	350,000	575,000	350,000	175,000	**2,150,000**
800 Megahertz System	13,488,000	6,066,000	128,000	–	–	–	3,000,000	**22,682,000**
EMS Projects	1,220,000	2,185,000	2,425,000	2,305,000	1,275,000	–	–	**9,410,000**
EMS Defibrillators	–	–	–	1,586,000	1,586,000	–	–	**3,172,000**
Total Uses	**15,243,000**	**8,601,000**	**3,646,000**	**7,010,000**	**11,749,000**	**350,000**	**3,175,000**	**49,774,000**
Appropriated Fund Balance	8,380,000	155,000	–	–	–	–	–	**8,535,000**
Transfers From General Fund	6,086,000	7,669,000	3,646,000	7,010,000	11,749,000	350,000	3,175,000	**39,685,000**
Transfers From Special Districts Fund	777,000	777,000	–	–	–	–	–	**1,554,000**
Total Sources	**15,243,000**	**8,601,000**	**3,646,000**	**7,010,000**	**11,749,000**	**350,000**	**3,175,000**	**49,774,000**
CIP Operating Impacts	**900,000**	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**7,500,000**
CIP Operating Impacts - FTE	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Seven-Year CIP Summary

The FY 2017 - 2023 Community Improvement Plan includes approximately $49.7 million over the next seven years for Public Safety capital improvements.

Planned projects include:

800 Megahertz Master Plan: This project includes replacing infrastructure; radios; tone, voice, and alphanumeric pagers; and adding simulcast features to a tower in RTP. The portions of the plan related to fire departments are proposed to be funded with Fire Tax District revenue transferred from Fire Tax. This project plan includes a partnership from the Town of Cary.

EMS Facilities: The EMS Facilities Master Plan has a number of projects planned over the course of the FY 2017 - FY 2023 CIP period. A variety of projects are planned for five different stations, two of which will be co-located with Fire Stations. These projects include: development of a substation in the New Hope area northeast of the City of Raleigh, replacement of an existing station in Wendell, station co-located with a fire and police substation to serve the proposed new Wendell Falls development, and co-location with a new fire station north of Fuquay-Varina.

EMS Defibrillators: The FY 2017 - FY 2023 also includes funding for the replacement of EMS defibrillators on a five year replacement cycle.

History/Background

Public Safety projects in the past have included installing generators at emergency shelters, building and renovating public safety related facilities, and funding technology projects to improve public safety

in Wake County. Projects are historically developed through master plans that are reviewed and then used to develop CIP requests.

In FY 2008, a facility master plan was undertaken for Emergency Medical Services (EMS) and $2 million was budgeted to seed this project. This plan is evaluated and modified each year based on updated response time data and demographics within the EMS system. Future station projects are planned for the Town of Wendell proper, the new Wendell Falls development, and the New Hope area of northeast Raleigh near the I-540/US 401 area. Stations are also planned in areas referred to as Fuquay North, Knightdale South, and Garner West.

The FY 2017 - FY 2023 CIP includes funding for the second of two rounds of defibrillator replacements. Funds are budgeted to cover those replacements. A project to replace 800 MHz radios was proposed in FY 2008 and a master plan has been developed to also replace aging infrastructure and alphanumeric, tone, and voice pagers. The FY 2017 - 2023 CIP proposes funding portions of this plan.

Project Accomplishments

In FY 2016, construction was completed on and EMS station that was replaced on RDU Airport property. In addition, land was acquired for a replacement station on the north side of downtown Wendell. Site searches for land acquisitions in Wendell Falls and in the I-540/US 401 area of northeast Raleigh were also being finalized by the end of this fiscal year.

Operating Budget Impact

The new EMS facilities will require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between $25,000 and $40,000 per year. With the exception of Fuquay North and Wendell Falls, these new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

800 Megahertz System

Since 2005, the County has operated an 800 MHz radio system for interdepartmental and interagency communication. The system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by solving coverage problems (areas in Wake County where radios could not operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, EMS, Fire and Emergency Management, and General Services Administration. All municipalities in the county, except Cary, have agencies operating on the system. Today, over 7,500 mobile and portable radios, 1,900 alphanumeric pagers and 1,200 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS, and other non-public safety Users.

In FY 2008 the Wake County Information Services Department developed a Master Plan that detailed capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. In FY 2013, revisions were made to the original capital funding model including shifting funds allocated for radio replacement (mobiles and portables) out several years to FY 2016 through FY 2018. In addition, end of life replacement projects for the County's paging infrastructure and devices were added to the model in years FY 2018 and FY 2019.

The County's 2008 master plan also identified the need to begin planning for a system replacement for the 800 MHz radio system platform. The platform is aging and currently Motorola, the platform manufacturer, has published hardware and software maintenance support ending for the platform effective December 31, 2015. At that time, the existing 800 MHz platform reaches end of life. Because of the critical nature of the voice traffic that traverses the County's 800 MHz system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective.

To assist with developing a long-term replacement strategy for the County's existing 800 MHz platform, the County engaged RCC Consultants Inc. to perform an analysis of the current system (coverage, performance, etc.), and to evaluate and develop upgrade/replacement strategies for the County's aging platform. The County received a comprehensive report from RCC in early 2012 which detailed three upgrade/replacement options. In early FY 2013, the County convened a steering committee comprised of key radio system stakeholders to help evaluate the consultant's report to ensure that we have uncovered and addressed all issues facing the County related to the platform replacement. The steering committee was also tasked with evaluating the upgrade/replacement options documented in the RCC report and with recommending a replacement option including a detailed funding model.

In FY 2014 the steering committee completed the research associated with the platform upgrade/replacement options and in September 2013 Information Services staff provided the Board of Commissioners a recommendation to partner with the Town of Cary to meet the long term public safety radio system needs of the County. In March 2014, Wake County and the Town of Cary executed an interlocal agreement that governs the partnership going forward. Funding for the 800 MHz radio system replacement project is included in the County's FY 2015-FY 2021 Community Improvement Plan.

In FY 2015 the County successfully selected a consultant to assist the County with the 800 MHz radio system replacement project. Tasks completed in FY 2016 tasks include:

- Connected the existing County radio system infrastructure to the Cary system and replaced the radio system consoles utilized in the Raleigh-Wake Emergency Communications Center in conjunction with the opening of the City of Raleigh's Critical Communications Center. The County also replaced the radio traffic logging platform utilized in the Raleigh/Wake and Sheriff's Office communication facilities and upgraded key microwave segments.

Replacement of the County's radio system infrastructure and radio subscriber units is slated to begin in FY 2017 and run through December of 2017.

Program Summary: 800 Megahertz System

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	–	–	–	–	–	–	3,000,000	**3,000,000**
Purchased Services Construction	13,488,000	6,066,000	128,000	–	–	–	–	**19,682,000**
Total Uses	**13,488,000**	**6,066,000**	**128,000**	**–**	**–**	**–**	**3,000,000**	**22,682,000**
Funding Sources								
Appropriated Fund Balance	8,380,000	155,000	–	–	–	–	–	**8,535,000**
Transfers From General Fund	4,331,000	5,134,000	128,000	–	–	–	3,000,000	**12,593,000**
Transfers From Special Districts Fund	777,000	777,000	–	–	–	–	–	**1,554,000**
Total Sources	**13,488,000**	**6,066,000**	**128,000**	**–**	**–**	**–**	**3,000,000**	**22,682,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

CAD Improvements

The Raleigh-Wake County Emergency Communications Center (RWECC) is the second-busiest 9-1-1 center in the State of North Carolina based upon calls answered, receiving over 910,000 calls for service a year, and dispatching approximately 505,000 calls for service a year. RWECC is responsible for answering 9-1-1 calls for all of Wake County, with the exception of Cary, Holly Springs, and wire line calls for North Carolina State University. RWECC dispatches all fire departments, with the exception of Cary, and all medical calls throughout Wake County.

Wake County and the City of Raleigh have jointly operated the Computer Aided Dispatch (CAD) system that serves the RWECC. Originally installed in 2003, there have been numerous software and hardware upgrades made throughout the CAD life cycle. The last major hardware upgrade was the replacement of the servers in 2009. Motorola has documented the CADs end-of-life date as August 31, 2018.

A business justification recommending replacement of the CAD system was jointly developed during FY 2014 between County and City of Raleigh staff, and approved by all participating municipalities and the County.

Initial cost estimates provided by several CAD vendors, combined with staff calculations of hardware, software, implementation and licensing costs indicate that a replacement CAD system will require approximately $8-10 million for procurement and implementation. Based upon the vendor stated end-of-life, the majority of funding needed for the replacement CAD system occurs in FY 2016. It is anticipated an RFP will be released around July 2016.

Wake County and the City of Raleigh have secured appropriate funding via their budget processes to ensure that the anticipated initial procurement cost and ongoing maintenance for a new system is programmed into their respective funding models beginning in FY16. Staff members from both organizations are working with their procurement and legal departments to rewrite the Interlocal Agreement governing the use and support of the CAD system, to include ongoing hardware and software maintenance, refresh and shared ownership between the entities.

In FY16, Wake County contracted with MCP Consultants, Inc. to assist the organization with the CAD project. To date they have conducted extensive research with user agencies to identify the necessary features and functions of the new system. Throughout FY 17, the consultant will:

- Work with Wake County procurement and legal departments to turn the business needs into an effective Request for Proposal to be issued to CAD vendors.

- Guide all stakeholders through the evaluation, selection and negotiation phases of the procurement.

- Coordinate with Wake County, RWECC and all stakeholder agencies for a successful implementation of the new system.

Program Summary: CAD Improvements

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Purchased Services	175,000	350,000	175,000	350,000	575,000	350,000	175,000	**2,150,000**
Construction								
Total Uses	**175,000**	**350,000**	**175,000**	**350,000**	**575,000**	**350,000**	**175,000**	**2,150,000**
Funding Sources								

Program Summary: CAD Improvements

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Transfers From General Fund	175,000	350,000	175,000	350,000	575,000	350,000	175,000	**2,150,000**
Total Sources	**175,000**	**350,000**	**175,000**	**350,000**	**575,000**	**350,000**	**175,000**	**2,150,000**
CIP Operating Impacts	900,000	900,000	900,000	900,000	900,000	900,000	900,000	**6,300,000**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

EMS Defibrillators

GS 131E-157 (a) requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began a five year defibrillator replacement cycle. The most recent phase of the scheduled defibrillator replacement cycle was completed in FY 2010 and FY 2011. Replacements are completed over a two year period.

The FY 2017 - 2023 CIP includes funding for the scheduled replacement of defibrillators to maintain the County's five year replacement cycle. The next cycle will start in FY 2020 and conclude in FY 2021. A total of $3.2 million is included for replacements in those two years.

Program Summary: EMS Defibrillators

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Purchased Services Construction	–	–	–	1,586,000	1,586,000	–	–	**3,172,000**
Total Uses	**–**	**–**	**–**	**1,586,000**	**1,586,000**	**–**	**–**	**3,172,000**
Funding Sources								
Transfers From General Fund	–	–	–	1,586,000	1,586,000	–	–	**3,172,000**
Total Sources	**–**	**–**	**–**	**1,586,000**	**1,586,000**	**–**	**–**	**3,172,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

EMS Projects

Under state law, counties are responsible for delivering Emergency Medical Services (EMS). Wake County EMS is responsible for the administration, training, and support of EMS operations in the County. Wake EMS provides basic and advanced life support services and transporting persons to area medical facilities in emergency situations. Their emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are three nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

A facilities master plan for Emergency Medical Services was developed in FY 2008, which addresses EMS facilities through FY 2021. The plan evaluated areas where response times to emergencies are currently in excess of standards and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future, and facilities are needed to not only store the ambulance, but to allow emergency personnel to decontaminate after calls, store medicines and equipment, and to sleep if they are on a 24-hour shift.

The FY 2017 - 2023 CIP includes continued funding for the EMS Master Plan. Planned facilities include: land acquisition for Wendell Falls Fire and EMS Station and Knightdale south substation starting in 2017; design for a new EMS quarters co-located with a new fire station in Fuquay North and design and construction of New Hope Substation starting in FY 2018; design and construction of the Knightdale South station starting in FY 2019; and land acquisition, design, and construction for a new station at the western edge of Garner beginning in FY 2020. In addition, funding is included to furnish a 70,000 SF warehouse/training center space that has been leased by the County and will be completed in early FY 2017.

New EMS Facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between $25,000 and $40,000 per year. These new facilities will not require new personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Program Summary: EMS Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	35,000	1,835,000	1,440,000	2,305,000	1,275,000	–	–	**6,890,000**
Land Costs	100,000	–	–	–	–	–	–	**100,000**
Professional Services	1,085,000	350,000	930,000	–	–	–	–	**2,365,000**
Furniture, Fixtures & Equipment	–	–	55,000	–	–	–	–	**55,000**
Total Uses	**1,220,000**	**2,185,000**	**2,425,000**	**2,305,000**	**1,275,000**	**–**	**–**	**9,410,000**
Funding Sources								
Transfers From General Fund	1,220,000	2,185,000	2,425,000	2,305,000	1,275,000	–	–	**9,410,000**
Total Sources	**1,220,000**	**2,185,000**	**2,425,000**	**2,305,000**	**1,275,000**	**–**	**–**	**9,410,000**

Program Summary: EMS Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Emergency Management

The County has used the same notification system since 2004 with some upgrades in the last 12 years. The system is a critical too used to communicate important events and notices with citizens. The current system has multiple limitations, an increasing number of critical failures, and an outdated platform that has not kept up with new technologies or services. A work group with multiple Departments was convened to study new options for an upgraded system with additional capabilities. The CIP includes $360,000 in FY 2017 to begin the process of replacement.

Program Summary: Emergency Management

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
IT Services Contracts	360,000	–	–	–	–	–	–	**360,000**
Total Uses	**360,000**	**–**	**–**	**–**	**–**	**–**	**–**	**360,000**
Funding Sources								
Transfers From General Fund	360,000	–	–	–	–	–	–	**360,000**
Total Sources	**360,000**	**–**	**–**	**–**	**–**	**–**	**–**	**360,000**
CIP Operating Impacts	–	200,000	200,000	200,000	200,000	200,000	200,000	**1,200,000**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Emergency Operations Center

Wake County has operated an Emergency Operations Center (EOC) in the lowest level of the Wake County Courthouse since 1988. Due to population growth, increased responsibilities associated with that growth and operational changes in EOC operations, the Existing EOC has outlived its effectiveness. Replacing the EOC with a new facility will allow for more effective communication, coordination, collaboration and cooperation during emergencies.

In 2012, the City of Raleigh began to explore alternative plans for construction of a new 911 Communications Center in the northeastern part of Raleigh. The City then asked the County to consider partnering to relocate the County's Emergency Operations Center into a co-located facility with the City's Emergency Communications Center.

A new 91,000 SF Critical Public Safety Facility is proposed by the City of Raleigh to include an Emergency Communications (911) Center, City Emergency Operations Center, City Information Center, Raleigh Traffic Control Center, and Raleigh Information Service Data Center. However, after further discussions it was determined that the concept explored by the City would not meet County specifications and needs.

The FY 2017-2023 CIP allocates $12,000,000 to this project for further study, analysis, planning, and eventual construction of the facility. County Management and Emergency Management are currently exploring multiple options for a future site and building design for the EOC. This includes analyzing existing sites, proposing new sites, defining building specifications, and exploring partnership opportunities.

Program Summary: Emergency Operations Center

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Professional Services	–	–	918,000	2,769,000	8,313,000	–	–	**12,000,000**
Total Uses	**–**	**–**	**918,000**	**2,769,000**	**8,313,000**	**–**	**–**	**12,000,000**
Funding Sources								
Transfers From General Fund	–	–	918,000	2,769,000	8,313,000	–	–	**12,000,000**
Total Sources	**–**	**–**	**918,000**	**2,769,000**	**8,313,000**	**–**	**–**	**12,000,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Wake Technical Community College

Element Summary: Wake Technical Community College

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
WTCC General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**3,500,000**
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Total Uses	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**10,500,000**
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**10,500,000**
Total Sources	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**10,500,000**
CIP Operating Impacts	3,208,000	4,301,000	–	–	–	–	–	**7,509,000**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Seven-Year CIP Summary

Included in the FY 2017 - 2023 CIP is $10.5 million for general Repairs and Renovations and Minor Capital needs across Wake Tech's campuses.

Items to be funded under general repairs and renovations and minor capital include various smaller renovation projects, HVAC replacements and upgrades, miscellaneous carpet and signage upgrades, and various security and computer equipment for the College.

History/Background

On November 6, 2012, Wake County voters approved a referendum for $200 million in general obligation bonds for Wake Technical Community College (WTCC) to construct, renovate, expand, improve and equip Wake Tech facilities, in addition to funding additional land acquisition or rights of way for the College. An additional $10.2 million will be funded by cash in the County's capital budget.

The Wake Tech 2012 building program will include additional new buildings at the Northern Wake Campus ($130.5 million), continued expansion at the Public Safety Campus ($9.02 million), repairs and renovations at all campuses ($15.9 million), and the first two classroom buildings and associated infrastructure constructed at the new Research Triangle Park (RTP) Campus ($54.75 million). $104.25 million of general obligation bonds were issued in FY 2013, $58 million FY 2014 in support of this program; $37.75 million will be issued in FY 2016.

The County provides funding for Wake Tech in accordance with NCGS §115D-32 which requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

Plant Fund: Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Current Expense Fund: Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.

The County also provides support services, to include costs of insurance for the facility, motor vehicles, workers' compensation for those employees paid with local dollars, tort claims awarded against the

institution due to the negligence of institutional employees, costs of bonding employees against misuse of local dollars, and all legal fees incurred in connection with local administration and operation of the institution.

Funds provided in the FY 2017-2023 CIP are in accordance with the provisions described above.

Project Accomplishments

During FY 2016, the following progress was made on projects in Wake Tech's 2012 building program:

Main Campus - Completed construction of the Holding Hall renovation and conversion to classroom space and began construction for the Parking Lot Repaving project.

Northern Wake Campus - completed construction of Building F which is planned to be the hub of Northern Wake Campus and includes a library, Parking Deck 2, Pedestrian Bridges, Regional Energy Plant 2 and Building L, Health Sciences; and continued construction of the Applied Technology building, Regional Energy Plant 3 and Building M projects.

Public Safety Education Campus - completed construction of Phase III renovation of the Public Safety Education Building.

RTP Campus - completed design and began construction of the new RTP Campus Classroom Building.

All funds, cash and bonds, totaling 210 million have been appropriated for projects in the 2012 Building Program as of April, 2016.

Operating Budget Impact

Per NCGS 115D-32, the County is required to maintain buildings and grounds and operations of facilities; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Wake Tech has identified $2.9 million of recurring operating impacts associated with the proposed $210.2 million building program which will be realized through FY 2018.

WTCC General Repairs and Renovations

Wake Technical Community College has identified specific projects categorized as general repairs and renovations. These projects include HVAC system or chiller replacements, sidewalk repairs and replacements, security equipment repairs, ADA compliance projects, and various other life cycle replacements.

For FY 2017, Wake Tech has identified miscellaneous improvements at Main Campus including a cooling tower upgrade at Regional Plant 1, new fire alarm and sprinkler systems for the Carpentry and Paint Shops. Some safety upgrades on the Health Sciences Campus, some finishes upgrades at the Public Safety Education Campus and repair of some building envelope issues in Buildings B and C on the Northern Wake Campus.

Program Summary: WTCC General Repairs and Renovations

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Building Maintenance/ Repair	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**3,500,000**
Total Uses	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
Funding Sources								
Transfers From CP/Co Construction	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**3,500,000**
Total Sources	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Minor Capital

Wake Technical Community College has identified needs that are categorized as minor capital in the FY 2017 - 2023 CIP. For 2017, the College has requested funds for the purchase of furniture and equipment to upgrade classrooms, for general relocations, and new vehicles and equipment for the facilities department.

Program Summary: Minor Capital

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Building Maintenance/ Repair	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Total Uses	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
Funding Sources								
Transfers From CP/Co Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Total Sources	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Wake County Public School System

Element Summary: Wake County Public School System

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
WCPSS Administrative Lease Reserve	888,574	899,014	909,362	919,604	929,728	888,050	935,944	**6,370,276**
CIP 2013	118,362,000	–	–	–	–	–	–	**118,362,000**
Total Uses	**119,250,574**	**899,014**	**909,362**	**919,604**	**929,728**	**888,050**	**935,944**	**124,732,276**
Pooled Investments	888,574	899,014	909,362	919,604	929,728	888,050	935,944	**6,370,276**
Transfers From General Fund	22,946,000	–	–	–	–	–	–	**22,946,000**
Generic Bond Issuance	95,416,000	–	–	–	–	–	–	**95,416,000**
Total Sources	**119,250,574**	**899,014**	**909,362**	**919,604**	**929,728**	**888,050**	**935,944**	**124,732,276**
CIP Operating Impacts	3,723,518	3,941,516	702,324	–	–	–	–	**8,367,358**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

History/Background

The FY 2017-2023 CIP includes the continuation of funding for the 2013 WCPSS Building Program. This plan is funded through $810 million of general obligation bonds approved by the voters on October 8, 2013, and $129.9 million of cash funding. $43.8 million of existing funds brought the original building program total to $983.7 million. The current plan has increased by $14.6 million to $998.4 million. This increase is funded through $3.3 million in savings from CIP 2006 and $11.3 million in proceeds from two property sales.

The program provides for ten new elementary schools, three middle schools and two high schools. Additionally the plan includes five major renovations, start-up construction costs at five other schools, life cycle equipment replacement, educational equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

The FY 2017 - 2023 CIP also allocates a transfer of funds to the WCPSS operating appropriation to fund increased costs for the administrative lease for the Crossroads central office.

Operating Budget Impact

The school system estimates the cost of operating and staffing new facilities. The cumulative operating impact of CIP 2013 is estimated at a tax increase of 0.67 cents.

WCPSS Administrative Lease Reserve

The FY 2017 - FY 2023 CIP reflects funding transferred on an annual basis from the CIP to the Wake County Public School System's operating appropriation to fund additional operating costs related to the Crossroads Administrative Building lease.

Program Summary: WCPSS Administrative Lease Reserve

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Interfund Transfers Out	888,574	899,014	909,362	919,604	929,728	888,050	935,944	**6,370,276**
Total Uses	**888,574**	**899,014**	**909,362**	**919,604**	**929,728**	**888,050**	**935,944**	**6,370,276**
Funding Sources								
Pooled Investments	888,574	899,014	909,362	919,604	929,728	888,050	935,944	**6,370,276**
Total Sources	**888,574**	**899,014**	**909,362**	**919,604**	**929,728**	**888,050**	**935,944**	**6,370,276**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

CIP 2013

The FY 2017-2023 CIP includes $118.4 million for the continuation of CIP 2013. The plan provides for ten new elementary schools, three middle schools and two high schools. Additionally the plan includes five major renovations, start-up construction costs at five other schools, life cycle equipment replacement, educational equipment replacement, technology and security, land acquisition and start-up design for new schools, facilities assessments and program management and contingency.

Program Summary: CIP 2013

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Wake County School Allocations	118,362,000	–	–	–	–	–	–	**118,362,000**
Total Uses	**118,362,000**	**–**	**–**	**–**	**–**	**–**	**–**	**118,362,000**
Funding Sources								
Transfers From General Fund	22,946,000	–	–	–	–	–	–	**22,946,000**
Generic Bond Issuance	95,416,000	–	–	–	–	–	–	**95,416,000**
Total Sources	**118,362,000**	**–**	**–**	**–**	**–**	**–**	**–**	**118,362,000**
CIP Operating Impacts	3,723,518	3,941,516	702,324	–	–	–	–	**8,367,358**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Fire/Rescue

Element Summary: Fire/Rescue

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Fire Apparatus and Vehicles	1,819,189	1,460,855	2,061,986	660,851	1,980,701	4,358,710	261,685	**12,603,977**
Fire Facilities	527,408	256,908	2,771,333	100,000	100,000	100,000	100,000	**3,955,649**
Reserve for Future Projects	599,693	100,886	81,389	30,500	30,500	–	–	**842,968**
Fire Equipment	3,497,710	3,079,351	995,292	786,649	629,799	615,290	651,315	**10,255,406**
Total Uses	**6,444,000**	**4,898,000**	**5,910,000**	**1,578,000**	**2,741,000**	**5,074,000**	**1,013,000**	**27,658,000**
Debt to be Authorized	1,688,000	1,325,060	4,050,124	–	1,162,706	3,868,149	–	**12,094,039**
Appropriated Fund Balance	1,875,047	1,290,756	–	24,572	95,769	56,085	42,928	**3,385,157**
Transfers From Special Districts Fund	2,850,453	2,251,684	1,829,376	1,522,928	1,452,025	1,149,766	970,072	**12,026,304**
Fire Protection	30,500	30,500	30,500	30,500	30,500	–	–	**152,500**
Total Sources	**6,444,000**	**4,898,000**	**5,910,000**	**1,578,000**	**2,741,000**	**5,074,000**	**1,013,000**	**27,658,000**
CIP Operating Impacts	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
CIP Operating Impacts - FTE	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Seven-Year CIP Summary

The Fire/Rescue Capital element is designated for capital needs within the Wake County Fire Tax District. The primary goals of the element are to: 1) provide for replacement of fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; 2) meet Wake County and insurance industry standards for fire station location; and 3) achieve "seamless" emergency service delivery through nearest station response. To meet these goals, Wake County contracts with 19 fire departments to provide fire protection and emergency services in the county's unincorporated areas and the Town of Wendell.

The Wake County Board of Commissioners levies a fire tax which funds operating, capital and debt uses in the Fire Tax District areas. For FY 2017, the total Fire Tax District Fund tax rate is $.0960, with $.0148 dedicated to funding capital projects and debt service associated with capital projects.

For FY 2017-2023, funds totaling approximately $27.66 million are projected for capital appropriation. All fire projects are funded with a combination of Fire Tax District tax revenues, fund balances, debt, municipal reimbursements, and surplus vehicle sales. The seven-year investment plan includes: the replacement of 32 large apparatus (pumper/tankers, tankers, rescue trucks, and an aerial) and 19 small/administrative vehicles; one new fire station, and continued funding for equipment replacement programs. Some replacements are funded at cost-share portions with other entities. Only the Fire Tax District portion is represented in the 7 year CIP.

Fire/Rescue

Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission and County Staff is charged with coordinating the purchase and replacement of major fire apparatus with Fire Tax District capital revenues and debt proceeds. The committee gathers and maintains an inventory of fire apparatus with each department in the replacement program. Annually during the budget process, the committee evaluates the inventory and department requests to update the replacement schedule. In addition, the committee develops base specifications for apparatus purchases to ensure quality fire protection equipment and to benefit from competitive pricing.

Types of large apparatus scheduled for replacement include aerials, engines, pumper/tankers, tankers, rescue trucks, and service trucks. Small apparatus include first responder and administrative vehicles. Apparatus not included are other types of ladder trucks, boats, and specialty vehicles.

Program Summary: Fire Apparatus and Vehicles

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Professional Services	31,060	54,030	74,066	11,024	71,048	60,066	25,024	**326,318**
Machinery and Equipment	1,788,129	1,406,825	1,987,920	649,827	1,909,653	4,298,644	236,661	**12,277,659**
Total Uses	**1,819,189**	**1,460,855**	**2,061,986**	**660,851**	**1,980,701**	**4,358,710**	**261,685**	**12,603,977**
Funding Sources								
Debt to be Authorized	1,268,000	1,325,060	1,378,791	–	1,162,706	3,868,149	–	**9,002,706**
Appropriated Fund Balance	–	–	–	–	95,769	–	–	**95,769**
Transfers From Special Districts Fund	551,189	135,795	683,195	660,851	722,226	490,561	261,685	**3,505,502**
Total Sources	**1,819,189**	**1,460,855**	**2,061,986**	**660,851**	**1,980,701**	**4,358,710**	**261,685**	**12,603,977**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Fire Facilities

The Facilities Committee of the Wake County Fire Commission is charged with evaluating current fire facilities for major maintenance, repairs, renovations, and possible replacement. The committee advises the Fire Commission and Staff regarding the need for new stations or the closure of existing stations. The FY 2017-2023 CIP includes future plans for a new fire station located near the Wendell Falls subdivision. The station is anticipated to be a joint Fire/EMS facility and may include office space for the Wendell Police Department. This station is scheduled to be complete by 2021.

Funds for routine repair of projects including HVAC systems, roofs, and pavement repairs are included in the CIP, with $336,000 in FY 2017 and $100,000 annually in the out years. The plan also includes $8,500 for facility condition assessments in FY 2018.

Program Summary: Fire Facilities

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	148,408	148,408	2,671,333	–	–	–	–	**2,968,149**
Improvements	379,000	108,500	100,000	100,000	100,000	100,000	100,000	**987,500**
Total Uses	**527,408**	**256,908**	**2,771,333**	**100,000**	**100,000**	**100,000**	**100,000**	**3,955,649**
Funding Sources								
Debt to be Authorized	–	–	2,671,333	–	–	–	–	**2,671,333**
Transfers From Special Districts Fund	527,408	256,908	100,000	100,000	100,000	100,000	100,000	**1,284,316**
Total Sources	**527,408**	**256,908**	**2,771,333**	**100,000**	**100,000**	**100,000**	**100,000**	**3,955,649**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Reserve for Future Projects

The Wake County Fire Tax District dedicates a portion of tax revenues and surplus apparatus sale revenues to capital projects. When the amount transferred to capital is greater than the uses in a single fiscal year, the excess amount is placed into reserves. The reserve is used to fund future fire capital projects when the uses are greater than the capital transfer (sources). The use of capital reserves is noted on individual fire capital projects.

Beginning in FY 2012, the program includes the repayment of Garner's municipal share of Garner Fire Station #4 based on an Interlocal Agreement. The Fire Tax District anticipates $30,500 for ten years. Proceeds from the reimbursement will be reserved for future projects and may be used in future years.

Beginning in FY 2015, the Fire CIP includes allocations to departments for preexisting departmental debt service on fire apparatus financed in past years by individual departments. This allocation was previously made through the Fire Tax Operating Budget. $219,579 is included in the FY 2017-2023 to retire these debts. This adjustment aligns Fire Tax fund and Fire CIP budgets with the Fire Tax funding model.

The FY 2017-2023 CIP includes a total of $470,889 in reserve appropriations. The placement and use of reserves are anticipated in the Fire Tax District Financial Planning Model, and may be planned for use in subsequent fiscal years.

Program Summary: Reserve for Future Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Unallocated Budget CIP	420,000	–	50,889	–	–	–	–	**470,889**
Machinery and Equipment	149,193	70,386	–	–	–	–	–	**219,579**
Reserves (Budget Entries Only)	30,500	30,500	30,500	30,500	30,500	–	–	**152,500**
Total Uses	**599,693**	**100,886**	**81,389**	**30,500**	**30,500**	**–**	**–**	**842,968**
Funding Sources								
Debt to be Authorized	420,000	–	–	–	–	–	–	**420,000**
Transfers From Special Districts Fund	149,193	70,386	50,889	–	–	–	–	**270,468**
Fire Protection	30,500	30,500	30,500	30,500	30,500	–	–	**152,500**
Total Sources	**599,693**	**100,886**	**81,389**	**30,500**	**30,500**	**–**	**–**	**842,968**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Fire Equipment

The Fire Tax District provides, to contracted fire departments, specific types of equipment necessary to protect the lives of firefighters, aid in medical and rescue operations, and reliable communications and/or dispatch services. The Equipment Committee schedules replacements based on the age and condition of equipment. All equipment funded in the FY 2017-2023 CIP have a limited operational life-span for adequate protection. When necessary, the County may replace equipment due to unanticipated damage following fire and/or rescue operations.

Types of equipment that protect firefighters include turnout gear, personal protective equipment, self-contained breathing apparatus (SCBA's), and air bottles. Equipment aiding in medical and rescue operations includes defibrillators for certain heart-related medical calls and thermal imaging cameras, which assist firefighters in locating individuals in areas with low visual indicators and to see "hidden fires" within structures. The County provides resources to develop and maintain multiple and dependable sources of communication and/or dispatch. The FY 2017-2023 CIP includes funding for 800 MHz radio system replacement, 800 MHz subscriber radio replacement, alphanumeric pager replacement, and tone/voice pager replacement.

The Fire Tax District also includes an amount for the replacement of eligible small capital equipment. Examples of eligible equipment include, but are not limited to, hoses, nozzles, automation for training purposes, and other equipment approved by the Equipment Committee. Small capital funds are available proportionally to each participating fire department.

Program Summary: Fire Equipment

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Interfund Transfers Out	777,000	777,000	–	–	–	–	–	**1,554,000**
Machinery and Equipment	2,096,710	1,678,351	995,292	786,649	629,799	615,290	651,315	**7,453,406**
Furniture, Fixtures & Equipment	624,000	624,000	–	–	–	–	–	**1,248,000**
Total Uses	**3,497,710**	**3,079,351**	**995,292**	**786,649**	**629,799**	**615,290**	**651,315**	**10,255,406**
Funding Sources								
Appropriated Fund Balance	1,875,047	1,290,756	–	24,572	–	56,085	42,928	**3,289,388**
Transfers From Special Districts Fund	1,622,663	1,788,595	995,292	762,077	629,799	559,205	608,387	**6,966,018**
Total Sources	**3,497,710**	**3,079,351**	**995,292**	**786,649**	**629,799**	**615,290**	**651,315**	**10,255,406**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Fire/Rescue

Major Facilities Capital Trust Fund

Element Summary: Major Facilities Capital Trust Fund

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Five County Stadium	–	405,000	–	382,000	–	–	–	**787,000**
Reserve for Major Facilities Future Projects	804,000	504,000	–	–	83,000	900,000	900,000	**3,191,000**
Green Square	100,000	100,000	100,000	100,000	100,000	100,000	100,000	**700,000**
Marbles/IMAX	254,000	121,000	1,215,000	677,000	817,000	–	–	**3,084,000**
Total Uses	**1,158,000**	**1,130,000**	**1,315,000**	**1,159,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,762,000**
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Appropriated Fund Balance	28,000	–	185,000	159,000	–	–	–	**372,000**
Miscellaneous	130,000	130,000	130,000	–	–	–	–	**390,000**
Total Sources	**1,158,000**	**1,130,000**	**1,315,000**	**1,159,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,762,000**
CIP Operating Impacts	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
CIP Operating Impacts - FTE	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Seven-Year CIP Summary

The FY 2017 - 2023 CIP contains $7.76 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding was included beginning in FY 2008 to address the highest priorities of the Five County Stadium projects, which include replacement of the outfield wall, the playing field surface, and stadium seating. Current funding priorities include accessibility and general improvements to seating and renovations to the box office canopy. Remaining funds are allocated to Marbles Kids' Museum and IMAX for repairs based on a facility condition assessment which includes lighting and roof improvements, as well as the Green Square project as approved by the Board of Commissioners in April 2011. The County agreed to provide a loan to Marbles to assist in the construction of a special exhibit space called Kids Grid, and based on the agreement, $130,000 is added to revenues over a four year period for their repayment. Also, the County agreed to fund a new scoreboard at 5 County Stadium and funding for that has been added in FY 2016 through FY 2018. Remaining funds are appropriated in a reserve to be used for future projects.

History/Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are collected on hotel and restaurant purchases made in the County. The County may levy up to six percent of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to one percent on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority, and the Greater Raleigh Convention and Visitors Bureau. The Wake County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement,

Wake County and the City of Raleigh each receives $1.0 million from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their $1.0 million distributions.

Under the interlocal agreement, any non-profit, governmental entity, or for-profit organization may apply for funds. The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing, or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

Operating Budget Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County's capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. Because of this, no projects funded in the seven year timeframe will require operating subsidies from the County.

Major Facilities Capital Trust Fund

Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats Minor League Single A baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses and home team and visiting team clubhouses. Also included are a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

In 2007, a Facility Condition Assessment was conducted on the stadium that identified functional obsolescence. The assessment uncovered deficiencies in building systems and interior finishes compared to the common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that required capital outlay within the next five years. Funding began in FY 2008 to address the highest priorities of these projects. Significant projects since that time have included replacement of the stadium sound system, concession area roof, emergency egress lighting, site and drainage improvements, plumbing improvements, infield lighting, power upgrade improvements, fire alarm upgrades, and the installation of an accessible lift.

In FY 2016, projects included cabana equipment and exterior site furniture upgrades. New projects are planned for in FY 2018 (outfield wall replacement) and FY 2020 (speed pitch board replacements).

Program Summary: Five County Stadium

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Building Maintenance/ Repair	–	405,000	–	382,000	–	–	–	**787,000**
Total Uses	**–**	**405,000**	**–**	**382,000**	**–**	**–**	**–**	**787,000**
Funding Sources								
Transfers From Major Facilities	–	405,000	–	382,000	–	–	–	**787,000**
Total Sources	**–**	**405,000**	**–**	**382,000**	**–**	**–**	**–**	**787,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Green Square

The North Carolina Museum of Natural Sciences has developed a plan for a museum expansion initiative, The Nature Research Center in the Green Square project. The Nature Research Center was constructed in 2013 and is located at 111 West Jones Street. The CIP includes $700,000 that will be provided to the project as part of development incentives if met. As of FY 2016 the project has not met the requirements to receive any incentives, but this does not impact the total amount of incentives. Based on the agreement the incentive payment schedule is adjusted and all payments will be made when incentive requirements have been met.

Program Summary: Green Square

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	**700,000**
Total Uses	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**700,000**
Funding Sources								
Transfers From Major Facilities	100,000	100,000	100,000	100,000	100,000	100,000	100,000	**700,000**
Total Sources	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**700,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Major Facilities Capital Trust Fund

Marbles/IMAX

Marbles Kids Museum was constructed in 1999. It is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This 83,000 sq. ft. building is located in the southwest corner of the block bound by Hargett, Martin, Morgan, and Person Streets.

The IMAX Theatre is a two-level structure constructed in 2001, located in downtown Raleigh, and adjacent to the Marbles Kids Museum. The building houses an IMAX projection system and a 270 seat theatre. IMAX is the most sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of exceptional audio and visual quality. The 28,000 sq. ft. facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-purpose space. Support facilities include a food service and cafeteria area, kitchen, public restrooms, classrooms, storage, office space, projection room, and other building support functions.

In 2011, an updated Facilities Condition Assessment was conducted for the Marbles Kids Museum complex, including the IMAX Theatre. This assessment focused on the building envelope, storm drainage repairs, HVAC equipment, and interior and exterior lighting. Repair and replacement of these components was completed from FY 2012 through 2016. In addition, construction was completed on a second floor expansion above the museum entry to the lobby in 2014 to accommodate a new exhibit called Kids Grid which is being funded through a grant by a private sector company.

FY 2017 budget calls for $254,000 for HVAC replacements in the Museum building. In later years, about $2.8 million is designated for the replacement of further HVAC systems and the roof systems at both the Marbles Museum and IMAX Theatre buildings.

Program Summary: Marbles/IMAX

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	254,000	121,000	1,215,000	677,000	817,000	–	–	**3,084,000**
Total Uses	**254,000**	**121,000**	**1,215,000**	**677,000**	**817,000**	**–**	**–**	**3,084,000**
Funding Sources								
Transfers From Major Facilities	254,000	121,000	900,000	518,000	817,000	–	–	**2,610,000**
Appropriated Fund Balance	–	–	185,000	159,000	–	–	–	**344,000**
Miscellaneous	–	–	130,000	–	–	–	–	**130,000**
Total Sources	**254,000**	**121,000**	**1,215,000**	**677,000**	**817,000**	**–**	**–**	**3,084,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Major Facilities Capital Trust Fund

Reserve for Major Facilities Future Projects

The CIP includes $3.2 million in reserves for future major facility projects over the next 7 years, and this includes $260,000 million in repayment of loans that the County made to Marbles for construction of a new exhibit. These funds are identified through the County's portion of the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element.

Program Summary: Reserve for Major Facilities Future Projects

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Interfund Transfers Out	804,000	233,000	–	–	–	–	–	**1,037,000**
Building Maintenance/ Repair	–	271,000	–	–	83,000	900,000	900,000	**2,154,000**
Total Uses	**804,000**	**504,000**	**–**	**–**	**83,000**	**900,000**	**900,000**	**3,191,000**
Funding Sources								
Transfers From Major Facilities	646,000	374,000	–	–	83,000	900,000	900,000	**2,903,000**
Appropriated Fund Balance	28,000	–	–	–	–	–	–	**28,000**
Miscellaneous	130,000	130,000	–	–	–	–	–	**260,000**
Total Sources	**804,000**	**504,000**	**–**	**–**	**83,000**	**900,000**	**900,000**	**3,191,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Solid Waste

Element Summary: Solid Waste

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
North Wake	–	165,000	–	–	–	300,000	–	**465,000**
Multi-material and Convenience Centers	2,949,000	2,590,000	–	–	520,000	455,000	–	**6,514,000**
South Wake Landfill	200,000	–	775,000	3,155,000	1,312,000	–	–	**5,442,000**
Landfill Gas Development	–	619,000	–	370,000	–	614,000	–	**1,603,000**
Total Uses	**3,149,000**	**3,374,000**	**775,000**	**3,525,000**	**1,832,000**	**1,369,000**	**–**	**14,024,000**
Appropriated Fund Balance	2,349,000	3,374,000	–	370,000	1,569,000	1,369,000	–	**9,031,000**
Miscellaneous	–	–	775,000	3,155,000	263,000	–	–	**4,193,000**
Transfers From Solid Waste Enterprise	800,000	–	–	–	–	–	–	**800,000**
Total Sources	**3,149,000**	**3,374,000**	**775,000**	**3,525,000**	**1,832,000**	**1,369,000**	**–**	**14,024,000**
CIP Operating Impacts	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
CIP Operating Impacts - FTE	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Seven-Year CIP Summary

The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The Community Improvement Program includes investments in the County's disposal/recycling infrastructure in the form of improvements and remediation to existing facilities to meet the solid waste demands of the general public and conform to NC Department of Environment Quality requirements for operating solid waste facilities.

Funding for Solid Waste capital projects is provided by the Solid Waste and the South Wake Landfill (SWLF) Partnership Enterprise Funds. The Solid Waste Enterprise Fund generates revenue through a household fee, grants/state funding, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

History/Background

Wake County has a comprehensive Solid Waste Management Plan and updates it on a regular basis. Wake County prepares a consolidated plan that integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal, and capital strategies) among all local governments within the County.

Within the Solid Waste Plan, Wake County commits to providing a landfill for use by the municipal partners. The South Wake Landfill (SWLF) was constructed for this purpose and began operation in February 2008.

Project Accomplishments

Landfills: The County's North Wake Landfill (NWLF) reached capacity in May of 2008 and was permanently capped in 2009. Starting in 2009, construction of reuse facilities began for park purposes. The park facilities opened in July of 2010. Construction for improving the entrance to the park,

vehicular circulation, and the provision of a new convenience center, to replace the existing overused and outdated existing facility, was completed in 2014. During FY 2016 the Multi-material and Household Hazardous Waste facility was improved and expanded. The County also continues to provide necessary environmental remediation activities per NC DEQ requirements.

The SWLF began accepting municipal solid waste (MSW) in 2008 through a partnership with almost all of the municipalities within the County. Phase 1A and 1B of the landfill was filled during 2015 and Phase 2A was constructed during FY 2015. Construction of Phase 2A was performed by the County's operator of the landfill, Waste Industries, but the County provided the landfill liner soil material. Phase 2A was completed in April of 2015 and began to accept waste in July 2015. Construction documents were completed for the partial closure of Phase 1 and scheduled for construction during FY2017.

Final design was completed for the NE District of the SWLF operations area. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, transfer station as well as overall circulation improvements.

Convenience Centers: There are 11 convenience center sites located throughout the County where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, and clear), aluminum containers, steel cans, scrap metal and plastics, as well as facilities for MSW. Many of the convenience centers have been in operation for over 20 years without significant improvement. Improvements to all of the convenience centers have either occurred over the past 3-5 years or will be occurring within FY 2017. Major improvements to Convenience Center 7, located at NWLF, are were completed in the Fall of 2014.

Final design was completed for Convenience Center 2, located at SWLF. This includes improvements to the Convenience Center, Household Hazardous Waste, multi-material area, and transfer station, as well as overall circulation improvements.

East Wake Landfill: The County also continues to assist NCDEQ's inactive branch with their environmental studies for the NCDEQ portion of the landfill.

Gas to Energy: As anticipated, the SWLF began to generate methane gas after a couple of years of landfilling. In FY 2014, the landfill gas to energy project was completed by INGENCO and operations started. County staff coordinated efforts to integrate the new system with the existing landfill gas collection and control system. In FY 2015 the County's Solid Waste Division renegotiated contractual arrangements for collection of gas at the closed North Wake Landfill. The County will recognize improved revenue due to a revised revenue sharing agreement.

Multi-material and Convenience Centers

The County currently operates two multi-material facilities. One is located at the NWLF and the other is at the SWLF. In addition, each site (NWLF and SWLF) also has a separate convenience center. Per the Solid Waste Plan for Wake County, the County intends to improve the two existing multi-material sites by converting them into regional recycling centers rather than separate multi-material and convenience centers. During FY 2010, a master plan was developed for the NWLF and during FY

2012 work started on a plan for SWLF. During FY

2014 and FY 2015, major improvements to Convenience Center 7, located at NWLF, were completed. Improvements to the Multi-material and Household Hazardous Waste areas of NWLF were undertaken and completed during FY 2016. The SWLF improvements (for convenience center, multi-material and HHW) will be constructed during FY 2017 and most likely completed during FY 2018.

Beyond the upgrading of the facilities at NWLF and SWLF, the County intends to improve convenience center 11 (Wendell) during FY 2017 and FY 2018 to include some multi-material and HHW features. Further, subject to working with the Town of Morrisville, improvements are planned for convenience center 3 in Morrisville/Cary to include similar improvements. Ongoing small improvements, such as driveways, repaving, etc. will continue at the other 7 sites across the County.

Program Summary: Multi-material and Convenience Centers

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	2,949,000	2,590,000	–	–	–	–	–	**5,539,000**
Machinery and Equipment	–	–	–	–	520,000	455,000	–	**975,000**
Total Uses	**2,949,000**	**2,590,000**	**–**	**–**	**520,000**	**455,000**	**–**	**6,514,000**
Funding Sources								
Appropriated Fund Balance	2,149,000	2,590,000	–	–	520,000	455,000	–	**5,714,000**
Transfers From Solid Waste Enterprise	800,000	–	–	–	–	–	–	**800,000**
Total Sources	**2,949,000**	**2,590,000**	**–**	**–**	**520,000**	**455,000**	**–**	**6,514,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Solid Waste

North Wake

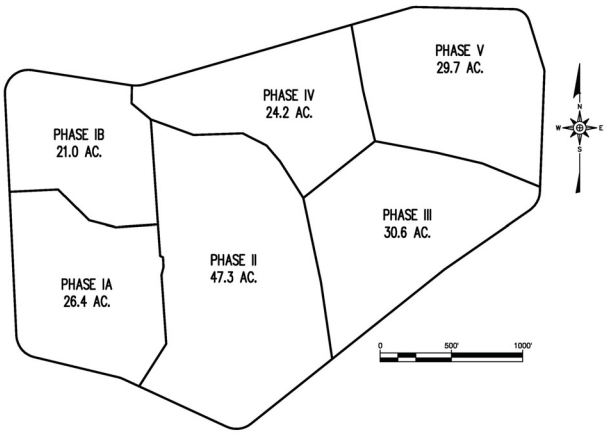
The North Wake Landfill (NWLF) was closed to accepting municipal solid waste (MSW) in FY 2009. Park facilities opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site that is owned and operated by a third party through an agreement that lasted thru December 21, 2015. The County issued an RFP and ultimately negotiate new and much more favorable contract during FY 2016 to provide the County with improved revenue sharing.

During FY 2012 and FY 2013 the County installed both an air sparging system and a small soil gas disposal system for the smaller, unlined landfill that closed in the 1990's. These were considered environmental remediation efforts. During FY 2013 these systems were started up and evaluated for further improvements/remediation.

FY 2018 includes general maintenance and improvements to the park facilities at the top of the North Wake Landfill.

Program Summary: North Wake

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	–	165,000	–	–	–	–	–	**165,000**
Professional Services	–	–	–	–	–	300,000	–	**300,000**
Total Uses	**–**	**165,000**	**–**	**–**	**–**	**300,000**	**–**	**465,000**
Funding Sources								
Appropriated Fund Balance	–	165,000	–	–	–	300,000	–	**465,000**
Total Sources	**–**	**165,000**	**–**	**–**	**–**	**300,000**	**–**	**465,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**



South Wake Landfill

In February 2008, the South Wake Landfill (SWLF) began accepting municipal solid waste (MSW). Waste Industries was selected by the County Commissioners in June of 2006 to serve as the County's design, build, operate and maintain (DBOM) contractor for the SWLF. However, there were several elements of the design and construction of the landfill that the County retained and are funded by the SWLF partnership. First, the County has to provide the soil needed for each phase of construction. Secondly, the County is also responsible for the final closure of each cell of landfilling.

Phase 1A (26 acres) started accepting MSW in 2008 and reached initial capacity in 2010. Phase 1B was constructed during FY 2010 and reached initial capacity in July of 2015. Phase 2A was constructed in 2014/15, started accepting waste in July 2015 and is expected to last until 2020. The Phase 1 partial closure will be constructed during FY 2017 with funding previously appropriated.

Also in 2008, Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Partnership. The facility provides a regional location for municipal and commercial solid waste service providers to transfer MSW to the SWLF for burial. Having a transfer station allows solid waste providers to maximize collections while reducing time needed to transport MSW. The facility was built by the City of Raleigh and the County has an agreement with the City for operating the facility. During FY 2013 repairs were made to the existing structure. In FY 2016, roadway improvements as well as scalehouse improvements were made.

Funding is appropriated in FY 2018, FY 2019 and FY 2020 to accommodate the next expansion phase needed clay material, a 2nd partial closure project and additional improvements to the East Wake Transfer Station.

Program Summary: South Wake Landfill

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	200,000	–	–	–	1,049,000	–	–	**1,249,000**
Professional Services	–	–	775,000	3,155,000	263,000	–	–	**4,193,000**
Total Uses	**200,000**	**–**	**775,000**	**3,155,000**	**1,312,000**	**–**	**–**	**5,442,000**
Funding Sources								
Appropriated Fund Balance	200,000	–	–	–	1,049,000	–	–	**1,249,000**
Miscellaneous	–	–	775,000	3,155,000	263,000	–	–	**4,193,000**
Total Sources	**200,000**	**–**	**775,000**	**3,155,000**	**1,312,000**	**–**	**–**	**5,442,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Landfill Gas Development

During FY 2011, the County began operating the landfill gas collection and control system. These facilities are enabling the County to control gas odors at the SWLF as well as seek beneficial reuse of the landfill gas to create energy. On July 7, 2011 a contract was signed with a landfill gas to energy developer (Ingenco). During FY 2014, the landfill gas to energy project was completed by INGENCO and operations were started. County staff coordinated efforts to integrate this new system with the existing landfill gas collection and control system. The County must oversee the project development and operate the gas collection and control system installed in FY 2011. Further, the gas collection and control system will need to be expanded as the landfill grows. During FY 2016, an expansion of the gas collection and control system into Phase 1B was completed. Every other year additional expansions of the collection system will be pursued.

Program Summary: Landfill Gas Development

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total FY17–23
Construction Costs	–	619,000	–	370,000	–	614,000	–	**1,603,000**
Total Uses	**–**	**619,000**	**–**	**370,000**	**–**	**614,000**	**–**	**1,603,000**
Funding Sources								
Appropriated Fund Balance	–	619,000	–	370,000	–	614,000	–	**1,603,000**
Total Sources	**–**	**619,000**	**–**	**370,000**	**–**	**614,000**	**–**	**1,603,000**
CIP Operating Impacts	–	–	–	–	–	–	–	**–**
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	**–**

Financial Planning Model

Financial Planning Model

Wake County uses a long-term financial planning model ("the model") for capital budgeting and issuance of future debt. The capital and debt model is used to evaluate the impact of capital funding decisions on the County's financial condition to ensure that policy targets are maintained long-term.

The Capital and Debt Component
The capital and debt component of the model projects budgets through fiscal year 2025. The model, which uses the County's seven-year CIP as the major driver, helps policy makers maintain the debt policy objectives necessary to retain the County's Aaa/AAA/AAA bond rating.

These Objectives Include:

- Fund the CIP with dedicated revenue sources;
- Maintain the mix of cash ("pay-as-you-go") and debt funding within a range of 75% to 85% debt over the span of the seven year CIP. Currently the model is using a target of no more than 80% debt in any given year;
- Maintain a fund balance of at least 19% of subsequent year debt service expenditures in the Debt Service Fund;
- Maintain a fund balance of at least 30% of general fund and debt service fund combined revenues; and,
- Project debt repayment schedules that observers expect of triple-A rated counties (70% within ten years).
- Maintain a debt to assessed ratio that does not exceed 1.75% of County's tax base

Capital and Debt Component Assumptions

Assumptions for the capital and debt component of the Model are as follows:

Dedicated Revenue Sources

Property Taxes: The County allocates a portion of the property tax rate specifically for debt service and cash funding for capital. The dedicated tax rate for debt and capital is 19.01 cents for capital and debt service.

The County has finished its most recent revaluation cycle; the assessed value of property was increased to reflect current market rates effective for FY 2017. The FY 2017 tax rate dedicated to debt and capital of 19.01 cents is the equivalent revenue neutral tax rate dedicated to debt and capital. In April 2016, the Board of Commissioners adopted a motion to move to a four-year revaluation cycle for residential property. For the next revaluation, which takes effect in FY 2021, the model assumes a revenue neutral rate and the capital/debt portion of the tax rate at the same relative percentage as prior to the revaluation.

Sales Taxes: State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds come from the local half-cent sales and use tax authorized July 1, 1984 (Article 40) and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 (Article 42) are required to be used for school capital outlay, capital projects, and/or school debt service.

Growth Assumptions

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth.

Property Tax Assessed Value Growth: FY 2016 serves as the base. Growth projections are 7.21% (growth and revaluation) in FY 2017, 2.75% in FY 2018, 3.0% in FY 2019 and thereafter.

Sales Tax Growth: FY 2016 projected serves as the base. Growth projections are 4% in FY 2017 and thereafter.

Interest rate on Future Debt Issuance: Future interest costs for debt to be issued is based on a 4.5% coupon and premium for a TIC of 4.0% over the average life of the debt for fixed rate general obligation debt.

Debt issued to repay bond anticipation notes is assumed without premium.

Cash Funding for Capital: A percentage of property tax revenues is allocated to the Debt Service fund to ensure that the Debt Service Fund Balance does not fall below 19% of the following year's estimated debt service expenditures and the combined fund balance of the general fund and the debt service fund does not fall below 30% of combined general fund and debt service combined revenues during the full horizon of the Model (2018-2025). The model calculates a percentage of property tax revenue dedicated to debt and capital and allocates those funds for cash funding of County capital projects. Cash funding allocated to Wake Tech and WCPSS is calculated at an amount such that the County does not exceed 80 percent debt in any given year for the combined total of County, WCPSS and Wake Tech Capital projects.

Other Assumptions

The Financial Planning Model included in the FY 2017 Recommended Budget Book is an excerpt of the debt and capital model. The model also calculates the debt and cash capacity that can be funded without an increase in the property tax rate in FY 2017 – FY 2025. These amounts are not approved but are included for illustrative purposes to guide decision making for future building programs.

COUNTY CAPITAL

(in thousands)	2017	2018	2019	2020	2021	2022	2023	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)	3,656	7,142	4,996	-	-	-		15,794
Bonds - issued (Libraries)	5,392	-	-	-	-	-		5,392
Bonds - authorized/unissued (Open Space)	-	-	-	-	-	-	-	-
Grants/Other	-	-	-	-	-	-		-
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Municipal Reimbursement - Other	2,034	341	6	476	6	129	90	3,082
Transfer In - Property Tax	29,109	29,922	30,822	31,749	32,706	33,689	34,702	222,699
Transfer In - Fire Tax	777	777	-	-	-	-		1,554
Transfer In - Major Facilities	804	233	-	-				1,037
Prior Year Uncommitted Funds	8,720	155	-	-	-	-		8,875
Total County Sources	**51,013**	**39,090**	**36,344**	**32,745**	**33,232**	**34,338**	**35,312**	**262,074**
Percent Debt Funded	**18%**	**18%**	**14%**	**0%**	**0%**	**0%**	**0%**	**17%**
USES:								
Affordable Housing	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Automation	11,047	8,085	8,758	7,901	6,884	5,810	6,963	55,448
Community Capital Projects	840	500	500	500	500	500	500	3,840
County Building Improvements	7,943	8,303	9,806	8,249	7,216	8,067	6,599	56,183
Criminal Justice	1,350	929	1,449	651	844	795	698	6,716
Economic Development	1,822	1,760	1,774	3,895	1,216	871	823	12,161
Libraries	9,048	7,142	4,996	-		-		21,186
Open Space	520	520	520	520	520	520	520	3,640
Parks & Recreation	700	750	800	800	800	800	800	5,450
Public Safety	15,243	8,601	3,646	7,010	11,749	350	3,175	49,774
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	51,013	39,090	34,749	32,026	32,229	20,213	22,578	231,898
Reserved for Future Capital Projects	-	-	1,595	719	1,003	14,125	12,734	30,176
Total County Uses	**51,013**	**39,090**	**36,344**	**32,745**	**33,232**	**34,338**	**35,312**	**262,074**
UNCOMMITTED FUNDS (County CIP)								
Beginning of Year	9,323	603	448	2,043	2,762	3,765	17,890	**36,834**
Project Closeouts	-	-	-	-	-	-	-	
Reserved for Future Projects Appropriation	-	-	1,595	719	1,003	14,125	12,734	**30,176**
Use of Uncommitted Funds	(8,720)	(155)	-	-	-	-	-	**8,875**
End of Year	**603**	**448**	**2,043**	**2,762**	**3,765**	**17,890**	**30,624**	**58,135**

WCPSS CAPITAL

(in thousands)	2017	2018	2019	2020	2021	2022	2023	Total
SOURCES:								
Bonds- unauthorized/unissued	95,416	-	-	-	-	-	-	95,416
Premium	117	-	-	-	-	-	-	117
Transfer from General Fund	22,946	-	-	-	-	-	-	22,946
Interest	889	899	909	920	930	888	936	124,773
Total Sources	**119,251**	**899**	**909**	**920**	**930**	**888**	**936**	**512,843**
Percent Debt Funded	**80%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	
USES:								
WCPSS Building Program	118,362	0	0	0	0	0	0	118,362
Transfer for Administrative Lease	889	899	909	920	930	888	936	124,773
Total WCPSS Uses	**119,251**	**899**	**909**	**920**	**930**	**888**	**936**	**124,733**

WAKE TECH CAPITAL

(in thousands)	2017	2018	2019	2020	2021	2022	2023	Total
SOURCES								
Bonds - unauthorized/unissued	-	-	-	-	-	-	-	-
Premium	-	-	-	-	-	-	-	-
Transfer from County Capital Projects	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Transfer from General Fund	-	-	-	-	-	-	-	-
Total Sources	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**10,500**
Percent Debt Funded	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	
USES:								
Wake Tech Minor Capital	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Wake Tech General Repairs/Renovations	500	500	500	500	500	500	500	3,500
Total Wake Tech Uses	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**10,500**

FUTURE CAPITAL PROJECTS

(in thousands)	2017	2018	2019	2020	2021	2022	2023	Total
SOURCES:								
Bonds - to be authorized (GO)	-	135,000	195,000	165,000	225,000	295,000	275,000	1,290,000
Transfer In - Ad valorem tax	-	10,000	16,000	8,000	18,000	40,000	31,000	123,000
Total Sources		**145,000**	**211,000**	**173,000**	**243,000**	**335,000**	**306,000**	**1,413,000**
Percent Debt Funded	**-**	**93%**	**92%**	**95%**	**93%**	**88%**	**90%**	
USES:								
Future Projects	165,000	280,000	280,000	273,000	370,000	305,000	273,000	1,946,000
Total Uses	**-**							**1,946,000**

TOTAL ALL PROJECTS

(in thousands)	2017	2018	2019	2020	2021	2022	2023	Total
SOURCES:								
Bonds - authorized/unissued	264,072	257,142	254,996	250,000	325,000	275,000	250,000	1,876,210
Bonds - authorized/issued	5,392	0	0	0	0	0	0	5,392
Premium	0	0	0	0	0	0	0	0
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Municipal Reimbursement - Other	2,034	341	6	476	6	129	90	3,082
Transfer In - Ad Valorem Tax	57,055	59,922	60,822	54,749	77,706	63,689	57,702	431,645
Prior Year Uncommitted Funds	8,720	155	-	-	-	-	-	8,875
Intrafund Transfers	3,081	2,510	1,500	1,500	1,500	1,500	1,500	13,091
Interest	889	899	909	920	930	888	936	6,371
Total All Sources	**336,764**	**321,489**	**318,753**	**211,601**	**280,428**	**370,620**	**342,588**	**2,343,306**
Percent Debt Funded	**80%**	**80%**	**80%**	**80%**	**80%**	**80%**	**80%**	**80%**
USES:								
County	51,013	39,090	34,749	32,026	32,229	20,213	22,578	231,898
Future Projects	165,000	280,000	280,000	273,000	370,000	305,000	273,000	1,946,000
WCPSS	119,251	899	909	920	930	888	936	124,733
Wake Tech	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	345,038	325,145	317,158	307,446	404,659	327,601	298,014	2,325,061
Reserved for Future Capital Projects	-	-	1,595	719	1,003	14,125	12,734	30,176,
Total All Uses	**336,764**	**321,489**	**318,753**	**308,165**	**405,662**	**341,726**	**310,748**	**2,343,306**
UNCOMMITTED FUNDS (County CIP)								
Beginning of Year	9,323	603	448	2,043	2,762	3,765	17,890	**36,834**
Project Closeouts	-	-	-	-	-	-	-	
Reserved for Future Projects Appropriation	-	-	1,595	719	1,003	14,125	12,734	**30,176**
Use of Uncommitted Funds	(8,720)	(155)	-	-	-	-	-	**8,875**
End of Year	**603**	**448**	**2,043**	**2,762**	**3,765**	**17,890**	**30,624**	**58,135**

PROPERTY TAXES

(in thousands)	2017	2018	2019	2020	2021	2022	2023
Tax base	140,300,000	144,158,250	148,482,998	152,937,487	169,760,661	174,853,429	180,099,032
Annual growth rate	7.21%	2.75%	3.00%	3.00%	11.00%	3.00%	3.00%
Tax increase (cents) - Capital	-	-	-	-	-	-	-
Tax rate (cents)	58.70	58.70	58.70	58.70	54.47	54.47	54.47
Revenue Neutral Tax rate (cents)	58.70	58.70	58.70	58.70	54.47	54.47	54.47
Levy After Collection Rate	817,130	839,958	856,217	891,234	918,103	945,707	974,139
Levy per penny	13,920	14,309	14,740	15,183	16,854	17,361	17,883
Capital tax rate	19.01	19.01	19.01	19.01	17.64	17.64	17.64
Ad valorem tax - capital program	264,628	272,020	280,201	288,626	297,328	306,267	315,475
Percent change - ad valorem tax	2.46%	2.79%	3.01%	3.01%	3.01%	3.01%	3.01%
Ad valorem tax allocation:							
Debt Service Fund	212,573	212,098	219,378	233,877	219,622	242,578	257,773
County Capital Projects Fund	29,109	29,922	30,822	31,749	32,706	33,689	34,702
WCPSS Capital Projects	22,946	-	-	-	-	-	-
(Property tax & Premium)	-	-	-	-	-	-	-
Wake Tech Capital Projects	-	-	-	-	-	-	-
(Property tax & Premium)	-	-	-	-	-	-	-
Additional Cash Capacity	-	30,000	30,000	23,000	45,000	30,000	23,000
Total	**264,628**	**272,020**	**280,201**	**288,626**	**297,328**	**306,267**	**315,475**

DEBT SERVICE FUND

(in thousands)	2017	2018	2019	2020	2021	2022	2023
Sales tax annual growth rate	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Investment rate	0.65%	1.00%	1.50%	2.00%	2.50%	3.00%	3.50%
Tax-exempt variable interest rate (with fees)	0.84%	1.25%	1.60%	1.95%	2.30%	2.65%	3.000%
DEBT SERVICE REVENUES							
Ad valorem tax	212,573	212,098	219,378	233,877	219,622	242,578	257,773
Sales Tax: Article 40 & 42	40,066	41,669	43,335	45,069	46,872	48,746	50,696
Transfer from Major Facilities Fund							
Transfer from Fire Tax District	35						
Transfer in for fire trucks debt service	924	820	523	409	411	410	357
Lottery Proceeds	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Premium - Bond	667						
WCPSS RZEDBs federal subsidy	839	839	839	839	839	839	839
Wake Tech financing subsidy @45%	192	192	192	192	192	192	192
Wake Tech financing subsidy @35%	102	102	102	102	102	89	64
QSCB Subsidy	1,650	1,650	1,650	1,650	1,650	1,650	1,650
Interest Income (All Sources)	3,854	5,830	8,761	11,313	14,122	16,820	19,516
Total Debt Service Revenues	270,901	273,199	284,781	303,458	293,829	321,361	341,145

DEBT SERVICE FUND

(in thousands)	2017	2018	2019	2020	2021	2022	2023
DEBT SERVICE EXPENDITURES							
Fixed Rate Debt Service (excludes QSCBs)	233,324	209,062	231,351	235,520	231,418	231,144	248,929
Variable Rate Debt Service w/ fees	16,566	32,125	34,234	15,161	2,300	23,557	23,265
Total G.O. Debt Service	249,889	241,187	265,589	250,681	233,718	257,701	272,193
Interest on Bank Draws (GO & LOBs)	692	2,638	2,145	2,643	3,142	3,992	4,602
Facility Fees on Bank Draws (GO & LOBs)	1,171	964	1,876	1,882	1,177	886	826
QSCB Interest Subsidized	1,780	1,780	1,780	1,780	1,780	1,780	1,780
QSCBs Principal	1,812	1,772	1,732	1,691	1,651	1,611	1,571
Debt Service Justice Center	11,993	11,780	11,902	11,309	11,011	10,713	10,415
Debt Service Jail	12,218	11,944	11,638	11,336	11,028	10,722	10,426
LOBs Refunding	(1,517)	(1,139)	(1,139)	(1,562)	(1,840)	(1,846)	(1,843)
Debt Serice - Future LOBs	-	-	6,785	23,684	35,592	38,053	37,087
Fire truck debt service	924	820	523	409	411	410	357
QSCBs ($34,910,000) - Principal Only	1,182	1,772	1,732	1,691	1,651	1,611	1,571
QSCBs Interest Subsidized	1,780	1,780	1,780	1,780	1,780	1,780	1,780
Bond fees, Contracts, Admin.	1,665	354	359	365	370	375	391
QZAB debt service	163	-	-	-	-	-	-
Total Debt Service Expenditures	**280,782**	**272,076**	**303,888**	**303,797**	**297,599**	**323,968**	**337,377**
Revenues in excess (less than) expenditures	(9,889)	1,100	(18,407)	(767)	(4,229)	(3,072)	3,291
Fund Balance - beginning of year	122,856	112,967	114,066	95,659	94,892	90,663	87,591
Fund Balance - end of year	**112,967**	**114,066**	**95,659**	**94,892**	**90,663**	**87,591**	**90,882**
Ending balance as % of next year's G.O. DS	**41.6%**	**37.7%**	**31.5%**	**31.9%**	**28.0%**	**26.0%**	**25.4%**
Combined GF and DS Fund Balance as % of Current Year Revenues	**32.2%**	**32.4%**	**30.9%**	**30.9%**	**30.6%**	**30.4%**	**30.7%**

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 1.024,198 residents (July 1, 2015 Census Bureau estimate) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

As home to the internationally-acclaimed Research Triangle Park, along with Durham County, the area provides a world-class combination of economic vitality, educational opportunity, environmental quality and community quality-of-life. A well-rounded combination of business and industry, higher education, historic preservation, arts and culture, and trees, greenways and lakes offers Wake County residents a quality lifestyle with excellent job and educational opportunities, whether they prefer rural or urban settings.

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

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

Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art (both located in Raleigh). Wake County is home to the Carolina Mudcats, a double-A affiliate of the Cincinnati Reds baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, the 2006 Stanley Cup Champions.

Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles (835 square miles in land area)
County Seat	Raleigh
County 2015 Population (1)	1,024,198
Municipalities	Population (2)
Angier	110
Apex	43,907
Cary	153,594
Fuquay-Varina	22,644
Garner	27,814
Holly Springs	30,157
Knightdale	13,871
Morrisville	22,772
Raleigh	438,759
Rolesville	5,785
Wake Forest	35,648
Wendell	6,182
Zebulon	4,750
Unincorporated areas of Wake County	192,698

Wake County Facts

(1) July 1, 2014 is the most recent release of U.S. Census Bureau county population estimates. Released March 2015

(2) July 1, 2013 Census is the most recent release of U.S. Census Bureau city and town population data. Released May 2014.

Wake County has experienced explosive growth over the last 20 years. The US Census Bureau reported that Wake County had 1,024,198 residents as of July 1, 2015. The County gained 123,205 residents from 900,993 that were reported in April 1, 2010. Wake County is the 42nd largest county in the United States up from 56th in April 1, 2010.

Wake County continues to experience significant growth and become a more diverse community. Many factors have influenced the growth in diversity within Wake County. In 2000, the US Census estimated the County's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2014, the Hispanic/Latino population increased to 99,706 which comprised 10% of the total population. This increase amounted to a 193% growth rate in Hispanic/Latino residents between 2000 and 2014. During the same period the Asian population grew by 162%: 62,548 residents (6% of the total population).

Wake County's population over age 65 has increased in the last decade by 113%. In 2000, 46,815 or 7.4% of the population was over age 65. In 2014 the number had reached 99,924 or 10% of the total population. This number is expected to increase over the next decade as many of the baby boomers reach that age bracket. The NC State Demographer has projected 137,500 residents over the age of 65 for 2020 within Wake County. The projection would mean an increase of roughly 38% for those over age 65 in Wake County.

Wake County had 654,899 residents over the age of 25 in 2014 according to the American Community Survey. Of which 49.2% had obtained a bachelor's degree or higher.

Educational Attainment (over age 25)	654,899
Less than 9th Grade	21,611
9th - 12th Grade, no diploma	27,505
High School Graduate (includes equivalency)	109,368
Some College, no degree	115,262
Associates degree	58,286
Bachelor's degree	204,328
Graduate or Professional degree	118,539

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)	Wake Tech Enrollment (3)
2002	661,472	101,432	14,942
2003	681,498	104,461	15,238
2004	702,440	108,969	16,407
2005	725,334	114,068	17,015
2006	757,346	120,504	17,465
2007	793,401	128,072	16,899
2008	831,537	134,002	18,899
2009	866,438	137,706	21,193
2010	892,409	139,599	22,860
2011	900,993	143,289	24,814
2012	928,693	146.687	24,871
2013	974,289	149,508	26,248
2014	998,691	153,039	28,594
2015	1,024,198	155,000	29,025

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

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

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

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capita Income (5)
2002	5.6%	36,383
2003	5.3%	36,307
2004	4.4%	37,921
2005	4.1%	39,503
2006	3.6%	41,556
2007	3.5%	42,860
2008	4.7%	47,483
2009	8.2%	45,069
2010	8.6%	46,715
2011	8.1%	47,469
2012	7.3%	50,381
2013	6.1%	48,396
2014	4.9%	49,695
2015	4.7%	unavailable from this source

(4) North Carolina Employment Security Commission. 2000-2010. *March 2016 Unemployment Rate-4.5% percent.

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

Demographic Statistics

Glossary of Budget Terms

Alcohol Beverage Commission (ABC): The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

Accrual: Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

Adopted Budget: The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget: A budget that includes County Commissioner-authorized changes to the original adopted budget.

APP: Advanced Practice Paramedic

Appropriated Fund Balance: Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

Appropriation: The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

ARRA: American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

Assessed Valuation: The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

ATC: Alcohol Treatment Center.

Authority: A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Authorized Bonds: Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Business Plan: A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

Glossary of Budget Terms

CAMPO: Capital Area Metropolitan Planning Organization.

CAP: Capital Area Preservation.

Carolina Association of Governmental Purchasing (CAPG): Supports public procurement professionals in North and South Carolina through educational and networking programs and opportunities.

Capital Budget: A financial plan for capital projects, which usually cost more than $100,000 and have a useful life of more than ten years.

Capital Improvement Fund: A multi-year fund used to account for revenues and expenditures associated with capital projects.

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: Community Improvement Plan.

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.

Community Improvement Plan: A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

Comprehensive Annual Financial Report (CAFR): Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

Contingency Account: An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.

Current Budget: Represents the budget of the fiscal year in which the county is presently operating. Unless otherwise noted, the current budget reflects the County's budget as of March 31 of the fiscal year.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

Debt Reduction Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the State at two-thirds of the previous year's net debt reduction.

Debt Service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Debt Service Fund: A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

Deficit: An excess of expenditures over revenues or expense over income.

Glossary of Budget Terms

Department: The primary organizational units of County government that provides specific services.

Department Goal: a strategic result or achievement that the department plans to obtain.

Depreciation: The decrease in value due to wear and tear of property.

Division: A functional unit within a County department.

EBT: Electronic Benefit Transfer.

ECM: Electronic Content Management.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

Fund Balance: The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered 0.5 FTE.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

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 govern-

mental activities in the government-wide financial statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources.

ICS: Incident Command System.

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

Investment Earnings: Earnings earned, usually interest, on County investments.

IS: Information Services.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

Lease-Purchase Agreements: A method of purchasing equipment in which payments are spread over a multi-year period.

Levy: The amount of tax, service charges, and assessments imposed by a government.

LME: Local Managing Entity.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MCO: Managed Care Organization.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

Modified Accrual Basis of Accounting: An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the type of goods and services purchased, such as office supplies.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal

year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

Per Capita: Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

Performance Measure: A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

Personal Income: Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

Personal Property: All non-household personal value such as automobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

Personnel Services: Expenditures for salaries and fringe benefits.

Policy: An established plan of action used to guide decisions and actions.

Post-Incident Review: A review of the emergency response to a fire incident designed to identify trends, challenges and opportunities for improvement.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation and Open Space.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

Revenue: All funds that the County receives as income, including items such as tax payments, fees

for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

ROD: Register of Deeds.

RTP: Research Triangle Park.

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.

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

TANF: Temporary Assistance to Needy Families.

Transfer In/Out: Reallocating resources between different funds.

Trend: A pattern that emerges from multiple units of data over time.

Taxing Authority: When a legislative body has the legal ability to impose a tax on its citizens.

TNR: Trap, Neuter, and Release. Program to capture feral cats, neuter them, and then release into the wild.

UDO: Unified Development Ordinance.

Unincorporated Area: Area of the county that is not part of any municipality.

User Fee: A charge assessed each time a customer uses a County service for which fees are charged.

Vector Borne: An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIC: Women, Infants and Children.

Workforce Development: Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

Working Capital: The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

Workload Indicator: Measurement used to reflect the quantity of services or effort.

Glossary of Budget Terms

Glossary of Budget Terms

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